

**EAD Training**

**Business Plan**

**(2015/16-2017/18)**

Version No: 2.0

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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 throught 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 EAD Training Project. The rationale is to achieve a longer-term commitment by funding parties to ensure that AHA provides training services that are relevant, current and prioritised according to members’ needs.

The purpose of this business plan is to:

* inform AHA members about the EAD Training 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 about funding for AHA’s EAD Training Projects before being asked to endorse the overall AHA Annual Operating Plan
* provide information and direction to AHA members on the various activities included in this project.

1.2 Project Title: EAD Training

EAD Training is a core funded project in AHA’s Emergency Animal Preparedness and Response Business Pillar. The current project is a combination of three previous projects: Training Programs Development and Management, EAD Training Services and the National EAD training program: Development and Sharing of Training Materials.

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.

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 2012-2015. 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 is the training for government and industry personnel to fill consultative committee positions and response roles in the event of an emergency animal disease response.

This business plan links to, and is consistent with, AHA’s Strategic Plan 2010-2015 and AHA’s Annual Operating Plans.

1.4 Conclusion/Termination

EAD Training is an ongoing project of AHA.

# 2. Objectives and scope

2.1 Project Objectives

The overall aim of the *EAD Training* Project is to assist AHA members to meet their training-related obligations under the Emergency Animal Disease Response Agreement.

The objectives of the EAD Training project are to:

* facilitate national consistency in delivery of EAD preparedness and response training
* support development and availability of appropriate resources for the delivery of EAD training for all members
* support EAD trainers to deliver EAD training to their constituents
* deliver training to prepare to AHA members for participation in EAD responses
* ensure that personnel receiving training are aware of and have access to recognised training and qualification pathways
* facilitate contact with trained personnel in a biosecurity emergency response.

2.2 Outcomes

The following outcomes (Table 1) have been identified for *EAD* *Training*:

**Table 1 Outcomes Measurement**

| **Outcome** | **Measure** | **Completion Date** | **Accountability** |
| --- | --- | --- | --- |
| 1. AHA members have access to trained personnel in an EAD response. | Members access training and support services provided by Animal Health Australia. | Ongoing | AHA Training services and IT support;  Jurisdictions |
| 2. Trained personnel participate in decision-making in an EAD response. | CCEAD and NMG representatives demonstrate familiarity with their roles and responsibilities during CCEAD and NMG meetings. | Ongoing | Jurisdictions |

2.3 Outputs

Apart from outcomes of meetings of the National Animal Health Training Steering Committee (NAHTSC), the principal outputs from this project are:

### 2.3.1 Training resources

Training resources are developed and/or compiled and made available to trainers on a shared platform (currently the AHA extranet). For training resources hosted on external websites, links to the courses are maintained on the trainers’ extranet or the AHA website. See Appendix 1 – annual work plan.

### 2.3.2 RTO services – partnering arrangements

A partnership arrangement is maintained with Tocal College for provision of Registered Training Organisation (RTO) services to members of AHA to enable credentialing and quality assurance for training provided by AHA and members.[[1]](#footnote-1)

### 2.3.3 Training delivery

An expanded cadre of personnel who have received training in response roles, including CCEAD, NMG and industry EAD response roles.

### 2.3.4 Training support

Professional development and networking opportunities for EAD trainers through the NAHTSC.

### 2.3.5 Training database

**Up to date contact lists of biosecurity emergency response personnel trained by AHA.**

2.4 Scope of Work

Training for EAD response personnel and private veterinary practitioners is largely delivered through the jurisdictional governments and other agencies. Animal Health Australia provides supporting services for jurisdictional training through the outputs identified in section 2.3. Animal Health Australia also delivers training for industry response roles, for representatives on the Consultative Committee for Emergency Animal Diseases and the National EAD Management Group (see section 2.3.3), and through special funded training projects outside the scope of the *EAD training* project (sections 2.4.2 and 2.4.3).

The following activities are outside the scope of this project:

### 2.4.1 Training delivered by parties outside Animal Health Australia

2.4.1.1 Jurisdictional first response team/emergency response team training

2.4.1.2 Training delivered by the Australian Animal Health Laboratory

2.4.1.3 Private practitioner EAD awareness workshops conducted in the jurisdictions.

### 2.4.2 Special funded AHA training and awareness programs:

2.4.2.1 Rapid Response Team (including development of RRT exercises)

2.4.2.2 Delivery of EAD awareness sessions funded by external grants

2.4.2.3. Delivery of online or other training resources funded by external grants.

### 2.4.3 Contribution to exercises

From time to time, Animal Health Australia contributes to the development of national exercises and to exercises for individual member organisations or groups of members. Contributions to exercises are outside the scope of this business plan.

2.5 Project Development Plan

*EAD training* is an ongoing project. Table 2 lists the scheduled dates for this project. Items 1-6 to be repeated annually, with appropriate date changes.

Table 2: Development schedule for business plan

| Id | Activities to be undertaken by Animal Health Australia | Scheduled dates | Status |
| --- | --- | --- | --- |
| 1. | Drafting of business plan 2015/16-2017/18 Version 1.A including updated rolling three-year work plan | September 2014 | Complete |
| 2. | Presentation of draft updated rolling three-year work plan 2015/16-2017/18 to National Animal Health Training Steering Committee, Industry Forum and Animal Health Committee for comment | October 2014 | Complete |
| 3. | Revision of draft plan (becomes Version 1.B) | Late October to early November 2014 | Complete |
| 4. | Presentation of draft business plan 2015/16-2017/18 Version 1.B updated rolling three-year work plan to AHA Members’ Forum for endorsement (becomes Version 2.0 following endorsement) | November 2014 | Complete |
| 5. | Presentation ofupdated rolling three-year work plan to AHA EAD Reference Group for discussion on possible changes in strategic priorities | Feb/March 2015 | Strategic priorities discussed |
| 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 processconsistent with the Risk Management Standard  AS/NZS ISO 31000:2009, Risk management – Principles and guidelines, published by Standards Australia*[[2]](#footnote-2)*.The *EAD Training business* plan deals only with project-specific risks but uses the same methodology and ratings.

### 2.6.1 Risk Identification

A risk analysis carried out internally by AHA has identified five principal project risks for EAD Training:

1. Stakeholder rejection of national approach

This may occur if:

* jurisdictions remain focussed on their own jurisdictional training needs
* stakeholders are unable to agree about national priorities for training needs
* stakeholders disagree on the approach to biosecurity response training (animal health sector-specific vs all hazards)
* private contractors or jurisdictions delivering training do not contribute to shared training resources.

1. Staff reductions in the jurisdictions

Reductions in staff numbers in jurisdictions may lead to increased expectations on AHA to deliver training or support services with less stakeholder assistance, and to suspension or delays in contributions to

* training resource development and sharing
* training delivery
* consultation and attendance at meetings and professional development activities.

1. Inability to source suitable contractors to produce training resources

* There are very few training providers in Australia with the required background, experience and qualifications to develop training resources suitable for biosecurity emergency response personnel.
* Retirement of key staff may lead to the loss of corporate knowledge of biosecurity response training and the vocational education and training sector.

1. Unexpected scope creep resulting from stakeholder-initiated projects

* Diversion of AHA staff resources to special funded projects could impact on staff resources available to core-funded projects (e.g. diversion of staff to development of national exercises).

1. Pre-occupation of stakeholders with acute crises

* Crises in primary industry sectors can lessen the focus of industry and governments on EAD preparedness and lead to fewer people being made available for EAD training.

### 2.6.2 Risk Analysis and Evaluation

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. Stakeholder rejection of national approach | Unlikely | Moderate | Medium | Generally intolerable region. Needs monitoring and a proactive mitigation strategy (Section 2.6.4) |
| 2. Staff reductions in the jurisdictions | Possible | Moderate | Medium | Generally intolerable region. Needs monitoring and a proactive mitigation strategy (Section 2.6.4) |
| 3. Inability to source suitable contractors to produce training resources | Possible | Moderate | Medium | Generally intolerable region. Needs monitoring and a proactive mitigation strategy (Section 2.6.4) |
| 4. Unexpected scope creep resulting from stakeholder-initiated projects | Possible | Minor | Low | Tolerable |
| 5. Preoccupation of stakeholders with acute crises | Possible | Minor | Low | Tolerable |

### 2.6.3 Risk Mitigation

For the four principal risks identified above with a risk rating above the ‘tolerable’ range, AHA’s broad mitigation strategies*[[3]](#footnote-3)* 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 2.6.4)
* development of tightly defined contract management processes and service standards for delivery of key external services including information technology and human resource processing
* 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 all three risks may not reduce likelihood or consequences sufficiently to reduce the rating. As such, two risks retain the rating “medium”. The risks need to be acknowledged and accepted.

Table 4: Risk mitigation

| **Risk** | **Proposed treatment or response** | **Likelihood (after treatment)** | **Consequences (after treatment)** | **Risk rating (after treatment)** |
| --- | --- | --- | --- | --- |
| 1. Stakeholder rejection of national approach. | Participate in national fora on emergency preparedness and training, including IGAB[[4]](#footnote-4) schedule 7 and Animal Health Committee (AHC) processes.  Monitor environment; maintain networks and open communication; document business case for new initiatives; raise awareness of benefits of shared national approach.  Open consultation with National Animal Health Training Steering Committee (NAHTSC) members. | Unlikely | Moderate | Medium |
| 1. Staff reductions in the jurisdictions | Open consultation with NAHTSC members.  Use alternative mechanisms to facilitate participation in meetings, including teleconferences etc.  Continue financial support, where feasible, to facilitate participation in NAHTSC and related professional development activities. | Possible | Moderate | Medium |
| 1. Inability to source suitable contractors to produce training resources | Consultation with jurisdictions and RTO to identify suitable training resources/contractors.  Identify, encourage and use jurisdictional and consultancy experts with similar skill sets.  Establish partnerships with jurisdictions to develop, evaluate and share training resources | Possible | Moderate | Medium |

### 2.6.4 Monitoring and Review

AHA will review the EAD Training project risks every six months as part of the overall risk review conducted by the company.

### 2.7 Relevant 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.

Under EADRA clause 9.2(b), signatories have the responsibility to ‘have appropriate numbers of their personnel trained and accredited pursuant to the National EAD Training Program’.

# 3. Project Management Plan

3.1 Governance

### 3.1.1 Project Sponsor/Owner

The *EAD* *Training* project a subscription-funded AHA project and therefore ‘owned’ by, and providing benefits to, all AHA members.

### 3.1.2 Reference Group

The National Animal Health Training Steering Committee (NAHTSC) provides a reference group for EAD *Training.* NAHTSC members include representatives from:

* AHA (chair and executive officer)
* Jurisdictions (training coordinators)
* Australian Department of Agriculture
* Livestock industries[[5]](#footnote-5)
* Registered Training Organisation
* the Australian Veterinary Association
* the Australian Animal Health Laboratory (AAHL)
* Plant Health Australia (observer).

The NAHTSC conducts a review of its terms of reference at its annual face-to-face meeting. AHA’s EAD Reference Group also provides a mechanism for consultation on strategic animal health training issues.

### 3.1.3 Project Manager

Within AHA, the EAD Training project is part of the EAD Preparedness and Response Service area. EAD Training is managed full-time by the Manager, Training Services, supported by the Learning and Development Coordinator (part-time), a part-time training officer (to be recruited) and a part-time project officer. Further part-time support is provided by the AHA executive team, the communications and IT support areas and other projects as and when required.

### 3.1.5 Working Groups

Working groups of NAHTSC are formed periodically to consider and progress specific training issues.

3.2 Reporting and consultation requirements

Reporting requirements for *EAD* *Training* are outlined in Table 5:

**Table 5: Reporting and Consultation Requirements**

Table 5 shows AHA’s reporting and consultation requirements for the EAD Training project.

| When | To/with whom | What | For |
| --- | --- | --- | --- |
| Sept/October | NAHTSC (face to face) | * Terms of Reference * Members’ training plans and achievements * Progress report on previous fiscal year * Review of training challenges and priorities * Proposed annual work-plan for the upcoming year/s | Discussion |
| Sept/October | AHA Industry Forum  Animal Health Committee | First draft updated rolling three year work plan | Comment |
| Nov/Dec | AHA Members’ Forum | Draft business plan including work plan for next fiscal year | endorsement |
| Feb/March | AHA EAD Reference group | Review strategic priorities in Business Plan  Progress report on each current fiscal year | discussion  information |
| Feb/March | AHA Industry Forum  Animal Health Committee | Progress report on each current fiscal year | information |

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 EAD Preparedness and Response Service area Executive Manager through the Manager, Training Services.

Table 6: Project activities

|  |  |  |
| --- | --- | --- |
| **#** | **Item** | |
| **Outputs** | | |
| 1. | | Delivery against work plan – see Appendix A. |
| **Processes** | | |
| 2. | | Manage project internally within AHA (including monitoring expenditure against budget and reviewing risks) |
| 3. | | In partnership with Plant Health Australia, manage contract with providers of   * online learning management platform * training resources outsourced for development |
| 4. | | Maintain and upgrade trainers’ extranet in consultation with NAHTSC, Plant Health Australia and IT support |
| 5. | | Maintain partnership with registered training organisation |
| 6. | | Engage with relevant skills councils and training working groups/national training fora to ensure qualifications and skill sets are available, up to date and relevant to stakeholders |
| 7. | | Review, develop and deliver training for industry response roles |
| 8. | | Deliver CCEAD and NMG training to industry and government |
| 9. | | Maintain, develop and support online training modules |
| 10. | | Convene NAHTSC meeting (annually) |
| 11. | | Complete AHA action items arising from NAHTSC meeting, including convening working groups |
| 12. | | Provide training, networking and professional development opportunities for trainers through NAHTSC |
| 13. | | Maintain and update database of AHA trained personnel |
| 14. | | Undertake reporting (Section 3.2) and communication activities (Section 5) |

4.1 Annual work plan development

The annual work plan (Appendix A), reflects regularly occurring, foreseeable tasks; priorities identified at the annual NAHTSC meeting, and takes into account any specific requests for training resources or delivery received from AHC, AHA Industry or Members’ fora.

# 5. Stakeholder communications

Stakeholders in *EAD* *Training* include all AHA members as well as others that are part of the national animal health system. Plant Health Australia and its members also have an interest because training materials developed by AHA may be useful resources for cross-sectoral emergency response training, and because AHA and PHA have signed a memorandum of understanding on training services. PHA is currently an observer on the NAHTSC.

Apart from regular reporting and consultation arrangements (Section 3.2), communication activities are targeted at raising awareness of the training services offered by AHA, and keeping the NAHTSC, EAD reference group, Animal Health Committee, Industry Forum and AHA members’ forum informed of progress against the work plan.

In addition, the EAD Service area communications strategy supports this business plan (as well as the business plans for the EAD Response Agreement and AUSVETPLAN 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:

* Informal (email) updates to NAHTSC members on matters relevant to biosecurity response training
* Regular items on training activities in AHA Update newsletters
* Reports to and consultation with Emergency Animal Disease Reference Group once or twice yearly or as required
* Reports to Animal Health Committee and Industry Forum on relevant issues
* Exchange of information between AUSVETPLAN Technical Review Group (TRG) and NAHTSC about AUSVETPLAN updates relevant to biosecurity response training
* Reports and information to AHA members and stakeholders as required (e.g. through AHA news bulletins, members’ newsletters, presentations etc)
* Informing the AHA EAD preparedness and response Executive Manager and others about training activities relevant to other AHA programs**.**

# 6. Financial Management

6.1 Funding sources and basis

AHA manages EAD Training 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 income[[6]](#footnote-6). 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 workplan 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, experience, and forecast changes to the staffing and scope of the EAD training project.

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 (GVP)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 is 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.

AHA is reliant on an effective NAHTSC and expects members to make these in-kind resources available in addition to their subscription funding. In addition, there are considerable ‘in kind’ contributions by stakeholders which are not costed in this business plan, but are crucial to the success of the project.

6.2 Expenditure budget

A breakdown of projected itemised expenditure for the three fiscal years 2015/16 – 2017/18 is provided in Tables 7. It is, where possible, 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.

Table 7 includes consolidated expenditure for the core funded EAD Training project. As forecast in the 2014-15 EAD Training business plan, the expenditure table includes the combined budgets for Training Programs Development and Management and National EAD Training Program, which previously appeared as separate line items in the AHA Annual Operating Plan.

Expenditure items include:

* Meeting and workshop costs including:
  + a two-day NAHTSC face-to-face meeting per year
  + costs for two AHA staff/contractors to deliver industry response role training 3 x per year and CCEAD/NMG training twice per year
  + contribution to one national professional development workshop or training for trainers annually, with contributions from participants’ jurisdictions for the remainder of workshop costs (e.g. travel and accommodation of participants and possible contributions to trainer costs)
  + costs of attendance by one staff member at one interstate meeting with a relevant skills council per year (e.g. Agrifood Skills Australia, Government Skills Australia)
* EAD training communications activities including conference expenses
* Consultancies and contracts for
  + development of training resources
  + upgrade of the EAD trainers’ extranet (or equivalent) for sharing of training resources
  + maintenance of partnership agreement with RTO
  + external training providers to deliver some training
  + continuation of contract with provider of learning management system
* The addition of a part-time trainer to assist with delivery of training, to replace a retired contractor that was previously engaged for delivery of industry and awareness training.

For more details, refer to **Appendix A** – Annual work plan.

### 6.2.1 Notes on 2016/17 and 2017/18 estimates

In Table 8 expenses have been indexed at 3% p.a. from year to year. This allows for a continuous level of activity annually.

In addition, Table 8 forward estimates also include

* An increase in resource allocation for a trainer to facilitate delivery of EAD training (awareness and response training)
* An increase in the amount allocated for development and sharing of training resources to reflect
  + The need to further develop an online resource to replace the AHA trainers’ extranet, for sharing of biosecurity emergency awareness, preparedness and response training resources
  + costs of engaging consultants to develop training resources.

**Table 7: Expenditure budget**

| **Items** | **2015/16** | **2016/17** | **2017/18** |
| --- | --- | --- | --- |
| Staff (including on-costs) | 290,942 | 299,670 | 308660 |
| Operations |  |  |  |
| *NAHTSC meetings and working groups* | 35,000 | 36,050 | 37,131 |
| *Training delivery (CCEAD, NMG, industry)* | 20,000 | 20,600 | 21,218 |
| *Professional development for trainers* | 50,000 | 51,500 | 53,045 |
| ***Other consultation meetings*** | 6,000 | 6,180 | 6,365 |
| *Office expenses* | 3,500 | 3,605 | 3,713 |
| Consultancies and contracts |  |  |  |
| *Registered Training Organisation* | 53,000 | 54,590 | 56,228 |
| *Training Resources development* | 127,350 | 131,170 | 135,106 |
| *Updating/hosting of online modules* | 16,000 | 16,480 | 16,975 |
| Communications | 11,186 | 11,522 | 11,867 |
| **TOTAL** | **$612,978** | **$631,367** | **$650,308** |

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 rests with the the Manager, Training Services and ultimately with the Executive Manager EAD Preparedness and Response.

Table 8: Key indicators

| **#** | **Item** | **KPI** | **Target date** |
| --- | --- | --- | --- |
| **Output and Process indicators** | | | |
| 1. | Manage project internally within AHA (including monitoring expenditure against budget and reviewing risks) | Project is within budget | monthly review |
| 2. | Manage contract with providers of   * online learning management platform * training resources outsourced for development * training provider/s | Contracts renegotiated and renewed   * online learning training accessed by learners and support provided within specified time-frame * training and resources delivered on time and budget, meeting the needs of users | Feb 2016  May 2016  June 2016 |
| 3. | Maintain and upgrade trainers’ extranet in consultation with NAHTSC, PHA and IT support | Prioritised training materials uploaded, current materials updated or maintained, obsolete materials removed  Extranet structure and location reviewed in consultation with stakeholders | June 2016 |
| 4. | Maintain partnership with registered training organisation | Partnership agreement re-negotiated and renewed | July 2015 |
| 5. | Engagement with relevant skills councils and training working groups/national training fora to ensure qualifications and skill sets are available, up to date and relevant to stakeholders | AHA contributes to consultation processes initiated by Agrifoods and Government Skills Australia | ongoing |
| 6. | Develop and deliver training for industry EAD response roles | Up to three training workshops delivered (on request) per financial year with positive feedback from participants | June 2016 |
| 7. | Deliver CCEAD and NMG training to industry and government | Two CCEAD and NMG training workshops delivered per year, with positive feedback from participants | Sept 2015 and March 2016 |
| 8 | Maintain, develop and support online training modules | Response within 3 days of enquiries on training modules  Update foundation course online to account for changes to AUSVETPLAN, EADRA, industry response roles | Ongoing  Sept 2015 |
| 9. | Convene NAHTSC meeting (annually) | F2F Meeting attended by majority of NAHTSC members | Sept 2015 |
| 10. | Complete AHA action items arising from NAHTSC meeting, including convening working groups | >90 % of action items from NAHTSC meeting completed by next year’s annual meeting | June 2016 |
| 11. | Provide training, networking and professional development opportunities for trainers through NAHTSC | Professional development or training workshop held annually reflecting priorities of NAHTSC members, with positive feedback | May 2016 |
| 12. | Maintain and update database of AHA trained personnel | Industry response roles contact lists updated in collaboration with industry members  CCEAD and NMG contact lists updated annually | March 2016  October 2015 |
| 13. | Undertake reporting and communication activities (Section 5) | Reports are provided to stakeholders by relevant dates as per communication plan | As required |

7.2 Information Management

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

Outputs from the project (e.g. training resources) will be made available on the AHA Trainers’ extranet (or equivalent), which is a password protected site available to training coordinators. Some online training materials may be hosted by external websites, with links to the resources provided on the AHA website/trainers’ extranet.

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)

# 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 the NAHTSC on 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 *EAD* *Training* project. Because the operation of *EAD* *Training* is a collaboration of the Company, governments and a range of livestock industries, the following rules apply:

1. a business plan for the period 2015/16–2017/18 has been prepared and endorsed by Parties. It can be reviewed at any time during this period at the request of the NAHTSC or AHA;
2. any increases in budget require endorsement by Funding Parties to the business plan;
3. all Parties are required to nominate a representative who has responsibility for *EAD* *Training* issues within their organisation;
4. *EAD Training* can be independently reviewed as part of the AHA review process;
5. only those activities consistent with this business plan are undertaken, with any proposed additional activities first approved by AHA and relevant funding bodies;
6. expenditure on the *EAD* *Training* activities is appropriately recorded using acceptable accounting standards;
7. service providers are required to submit invoices quarterly;
8. where invoicing to AHA is required, such invoices will include supporting documentation as required;
9. reimbursements from AHA to service providers are required to comply with any payment policies;
10. expenditures do not exceed budgets unless previously approved by AHA;
11. cash contributions to *EAD* *Training* are managed in accordance with AHA’s finance policies and procedures.

# 10. Glossary

| Abbreviation or acronym | Term | Weblink |
| --- | --- | --- |
| AHA | Animal Health Australia | www.animalhealthaustralia.com.au |
| AHC | Animal Health Committee | www.agriculture.gov.au/animal/health/committees/ahc |
| AUSVETPLAN | Australian Veterinary Emergency Plan | www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ausvetplan/ |
| CCEAD | Consultative Committee for Emergency Animal Diseases |  |
| EAD | Emergency animal disease |  |
| EADRA | Emergency Animal Disease Response Agreement | www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ead-response-agreement/ |
| NAHTSC | National Animal Health Training Steering Committee |  |
| NMG | National EAD Management Group |  |
| PHA | Plant Health Australia | www.planthealthaustralia.com.au/ |
| RRT | Rapid Response Team |  |
| RTO | Registered Training Organisation |  |

# Appendix A: Annual Work Plan

| **No.** | **Item** | **2015-16** | **2016-17** | **2017-18** |
| --- | --- | --- | --- | --- |
| 1 | Manage contracts with providers of   * online learning management platform * external training module (Tocal) | In partnership with PHA | ✓ | ✓ |
| 2 | Manage contracts with provider of training resources outsourced for development | Incident Management Team/Industry response functions – training resources | Details to be decided by NAHTSC | Details to be decided by NAHTSC |
| 3 | Maintenance and upgrade and annual review of trainers’ extranet in consultation with PHA, NAHTSC and IT support | Review structure, location and content of trainers’ extranet in consultation with stakeholders | ✓ | ✓ |
| 4 | Maintain partnership with registered training organisation | In partnership with PHA under Training MoU | ✓ | ✓ |
| 5 | Engagement with relevant skills councils and training working groups/national training fora to ensure qualifications and skill sets are available, up to date and relevant to stakeholders | Continue to develop national skill sets/ competency clusters | ✓ | ✓ |
| 6 | Develop and deliver training for revised industry response roles – on request to three workshops per year | ✓ | ✓ | ✓ |
| 7 | Review and deliver CCEAD and NMG training to industry and government  March and September | ✓ | ✓ | ✓ |
| 8 | Maintain, develop and support online training modules | ✓ | ✓ | ✓ |
| 9 | Convene NAHTSC meeting (September/October) | ✓ | ✓ | ✓ |
| 10 | Complete action items arising from NAHTSC meeting including convening relevant working groups (WG) | National training ‘tool-kit’ and ‘assessment toolbox’ | ✓ | ✓ |
| 11 | Provide training, networking and professional development opportunities for trainers through NAHTSC (April/May) | Priorities developed in consultation with NAHTSC | Priorities developed in consultation with NAHTSC | Priorities developed in consultation with NAHTSC |
| 12 | Maintain and update database of AHA trained personnel to facilitate contact in the event of an EAD | ✓ | ✓ | ✓ |
| 13 | Undertake communication and reporting activities (Section 5) | ✓ | ✓ | ✓ |

1. In the future, this partnership may be expanded to include Plant Health Australia through a Memorandum of Understanding on training services. [↑](#footnote-ref-1)
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> [↑](#footnote-ref-2)
3. AHA methodology has been reviewed to determine consistency with AS/NZS ISO 31000:2009 Australian Standard on Risk Management. [↑](#footnote-ref-3)
4. IGAB: Intergovernmental Agreement on Biosecurity [↑](#footnote-ref-4)
5. In the future, this committee may be expanded to include members from Plant Health Australia and the plant industries. [↑](#footnote-ref-5)
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 [↑](#footnote-ref-6)