



2015

STRATEGIC PLAN

2020

Working together for animal health

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

Note: A mid-term review of the *AHA Strategic Plan 2015-2020* was undertaken in consultation with AHA members in November 2017. This version includes adjustments from this review, including an updated operating environment and minor modifications to strategic priorities three and four to increase the success of the *AHA Strategic Plan 2015-2020* and ensure the continuous improvement of AHA's work.

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About AHA

Animal Health Australia (AHA) is the trusted national coordinator, brokering arrangements for government and industry partnerships and collaborations to strengthen and evolve animal health and biosecurity in Australia.

It is these partnerships which help Australia maintain its enviable disease-free status, improve industry productivity and sustainability and enhance market access.

AHA is an incorporated, not-for-profit, public company established in 1996 by the Australian, state and territory governments and major national livestock industries and is governed by an independently selected, skills-based board.



Our members

Our members include all the state, territory and federal governments, the chief terrestrial livestock industries as well as other animal health organisations and service providers.

Members have a high level of involvement in AHA activities and have formal input to the development of company annual and strategic plans – including the *AHA Strategic Plan 2015-2020*.

Planning for the future, we will continue to provide a sustainable platform for improving the contribution of agriculture to national prosperity, policy and direction.



Vision

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

Mission

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

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, commitment and accountability
- Commitment to our people
- Embracing diversity in people, views and ideas.

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

Operating environment 2015–2020

The AHA Strategic Plan 2015-2020 recognises the challenging economic environment and resource constraints facing all of our members and partners.

Key operating factors which underpin the direction and ethos of the *AHA Strategic Plan 2015-2020* include:

1 Challenging economic environment

- Declining resources and pressure on funding allocations at all government and industry levels, with emphasis on value for money.
- Increasing global trade and changing trade patterns, creating new pathways for diseases and pests to enter Australia.
- Farming communities are under financial pressure.

2 Government philosophy and policy

- Increasingly complex and uncertain political environment.
- Concept of an independent office of animal welfare becoming a political point of difference.
- Gaps appearing in capability and expertise as staff turnover and organisational changes reduce the number of active participants.
- Agencies are hampered by eroding biosecurity budgets.

3 The social climate

- Rising consumer expectations regarding animal welfare and sustainability, with increasing scrutiny of industry practices.
- Increasing importance for the consumer on product integrity.
- Increasing need to work with stakeholders to manage the impact of antimicrobial resistance.
- Greater role for both government and industry partnerships.

- Increasing movement of people, the rise of international retail, more flexible border controls and free-trade agreements are re-shaping the commercial environment.
- Increasing focus on product assurance, traceability, labelling claims and the provenance of food.
- Issue of global food security is attracting increasing attention and raising the question of Australia's role.
- Increasing global scrutiny on disease status and testing pre- and post-export.
- Australian aquaculture industry has increased significantly in both size and value.

5 Threats from disease

- Pests, endemic and exotic disease threats will continue to manifest, especially with the higher levels of trade and movement of people.
- Less likelihood of entirely new exotic diseases and a greater likelihood of 'variations' of known themes.
- Nimbleness and speed of targeted responses hold the key to success.
- Increasing need to review approaches to disease surveillance for early detection.
- Differences between jurisdictional management approaches threatens early detection and effective response.
- Changing climate altering the range, habitat and spread of pests, diseases and weeds.
- Changing farming practices including intensification and changing ownership profiles.
- Increasing focus on capturing, accessing and analysing health data to identify long term trends and derive value.

6 Communications

- Increasing importance of rapid and open communication.
- Channels are becoming increasingly crowded and less reliable while consumer expectations and use of platforms are changing.
- Increasing need for tailored communications to cater for a broad range of needs.
- Access to information is still limited in many areas.
- Governments increasingly recognise the benefits of community participation.

7 The wider farming industry

- Changing land use, population spread and shifting demographics.
- Peri-urban fragmentation is creating a semi-professional, high risk subset of producers and life-style farmers, leading to a need to engage more widely and in new ways.
- Increasing size of corporate agricultural entities.
- Traceability becoming more important for the whole agriculture system.

Strategic journey 2015–2020

The *AHA Strategic Plan 2015-2020* is our blueprint for the future and sets AHA's strategic direction for the next five years. AHA's overarching strategic direction is a resilient Australian animal health system through effective partnerships, known for its integrity, and recognised nationally and internationally.

The *AHA Strategic Plan 2015-2020* is supported by four strategic priorities delivered through the implementation of specific strategies with explicit deliverables. It was developed through extensive consultation and feedback with members and stakeholders, and a midterm review was undertaken in November 2017 in consultation with members to ensure its alignment with the current environment.

Our progress and success in implementing this *AHA Strategic Plan 2015-2020* is monitored, evaluated and regularly reported against its success measures.

These success measures include four end-of-program outcomes, which have been created to align with AHA's strategic priorities.

END OF STRATEGY GOALS

**PRODUCERS REDUCE
DISEASE ENTRY
ONTO FARMS**

**PROMPT NOTIFIABLE OUTBREAK
DISEASE DETECTION & EFFECTIVE
EMERGENCY ANIMAL DISEASE
RESPONSE IN PLACE**

**NATIONAL SURVEILLANCE &
ANIMAL HEALTH REPORTS
ARE CONSIDERED ROBUST BY
MEMBERS AND MARKETS**

**NEW & ENHANCED
PARTNERSHIPS &
SUSTAINABLE PROGRAMS**

Over the life of this *Strategic Plan*, AHA will be focused on increasing its leadership, influence and nimbleness in the Australian animal health system and establishing itself as the 'go-to' organisation for information, expertise and project initiatives on biosecurity, surveillance and emergency animal disease information and training. AHA will also continue its efforts to improve communications, service innovation and systems to evolve its collaborations and relationships and to investigate business opportunities for sustainability, and to enhance the animal health biosecurity system – all the while continuing to strengthen our much valued existing partnerships. This will ensure maximum leverage and positive delivery of outcomes identified in the *Strategic Plan*:



Service excellence



Enhanced partnerships



Innovative approaches



Sustainable funding



Efficient systems



Tailored communication

Strategic priority one

Effectively manage and strengthen Australia's emergency animal disease response arrangements through successful partnerships with members.

Strategies

S1.1

Safeguard the integrity of the Deed² to ensure the effectiveness and currency of the response framework and supporting tools.

S1.2

Improve collaboration across governments and livestock industries to enhance emergency animal disease preparedness and response.

Outcomes

- Nationally agreed and useable response framework and supporting tools that are fit-for-purpose and readily available.

² The Emergency Animal Disease Response Agreement (commonly known as the Deed or 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, emergency animal disease incursions. The Deed is a world-first initiative, and AHA is its custodian.

- Enhanced emergency animal disease preparedness and response arrangements through improved collaboration between members.
- All signatories to the Deed are members of AHA.



Strategic priority two



Enhance the emergency animal disease preparedness and response capability of AHA and its members.

Strategies

S2.1

Ensure members and associated industries have ready access to emergency animal disease preparedness and response training.

S2.2

Develop and deliver training programs to increase and strengthen participation and engagement, and to complement other stakeholder training programs.

S2.3

Enhance the quality and fit-for-purpose of messaging in non-outbreak times among member groups.

S2.4

Ensure members understand their roles and responsibilities in an emergency animal disease situation.

Outcomes

- Consistent and useable emergency animal disease preparedness and response training, resources and support.
- Enhanced design and delivery of accessible training resources.
- Raised awareness of training resources regarding roles and responsibilities in an emergency animal disease situation.

Strategic priority three

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

Strategies

S3.1

Develop and deliver engagement and communication strategies and training to increase awareness, uptake and application of biosecurity practices and plans to support market access by:

- assisting members to strengthen on-farm biosecurity practices
- strengthening collaboration to encourage research to identify gaps and the development and implementation of innovative approaches to minimising biosecurity risks
- participating in and contributing to national priority initiatives and agreed approaches to improve biosecurity arrangements.

S3.2

Improve diagnostic, surveillance and reporting systems by:

- participating in and contributing to the development and implementation of a national animal health surveillance strategy
- promoting the adoption of new means and technologies in surveillance to encourage producer, veterinary and associated industry engagement
- working with members to improve and expand national livestock identification systems and traceability.

S3.3

Contribute to sustainable and improved animal welfare outcomes to support market access by:

- working with members, stakeholders and value chain participants contributing to and assisting the development of industry verification systems and tools for animal welfare
- assisting with the adoption of harmonised animal welfare legislative and regulatory arrangements delivering consistent outcomes
- participating in and contributing to national priority initiatives and agreed approaches to improve animal welfare arrangements.

Outcomes

- Increased biosecurity awareness among livestock producers and within industry supply chains.
- Improved national policy, procedures and agreed approaches for biosecurity, surveillance, traceability and welfare.

- An integrated animal health system that produces surveillance and animal health reports that are considered robust by members and markets.
- Easily accessible technologies and information systems to ensure significant disease events are investigated early.
- Government and private veterinarians have the appropriate knowledge, skills and support to investigate and report on disease events.
- Improvements in traceability in livestock satisfy the national performance standards.
- Improved awareness and adoption of animal welfare standards.
- Enhanced national policies and strategies to address 'one health' issues.





Strategic priority four

Deliver member value, organisational performance enhancement and sustainable resourcing.

Strategies

S4.1

Manage the company effectively, using best practice systems and processes including technology systems to deliver ongoing business efficiencies, enhanced program management and outcomes.

S4.2

Identify and develop new funding models to ensure future financial sustainability.

S4.3

Enhance our people's capability, capacity and culture.

S4.4

Proactively manage information and relationships to meet members' needs and enhance program outcomes, communications and services.

Outcomes

- Best practice corporate and program reporting, governance and management of operations.
- Enhanced partnerships with members and other organisations.
- Alternative and enhanced funding sources.
- Full potential of AHA's human resources is realised.
- Safe, healthy, positive and professional working environment.
- Easy, efficient and accessible services suitable to needs of members
- AHA's service delivery is modern, flexible and professional.





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