NSW DEPARTMENT OF PRIMARY INDUSTRIES / NSW LOCAL LAND SERVICES

Animal Biosecurity and Welfare Business Plan 2022-2023

Prepared by SABWA

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Part 1: The role of the Strategic Animal Biosecurity and Welfare Alliance

Executive summary

Animal biosecurity and welfare are key drivers of New South Wales' nearly $20 billion dollar strong[1] primary industries sector. The Strategic Animal Biosecurity and Welfare Alliance (SABWA) is a forum for senior representatives from Local Land Services (LLS) and the Department of Primary Industries (DPI) Animal Biosecurity (AB), Animal Welfare (AW) and the Biosecurity and Food Safety (BFS) Compliance business units to develop the NSW Animal Biosecurity and Welfare Strategic Plan 2019-2023 and Annual Business Plan (Part 2). These plans capture and coordinate the suite of joint activities undertaken by both agencies and are underpinned by a memorandum of understanding.

SABWA also provides an interagency platform to identify and communicate emerging risks to the economy, environment and community from diseases and pests that affect animal and aquatic health and welfare. It provides a framework for governance and accountability in the delivery of biosecurity and welfare outcomes.

Reporting through SABWA is limited to projects captured in the annual business plan, however this represents only a small proportion of the joint and independent ongoing work undertaken by DPI and LLS. In addition to the joint activities described in this document, DPI and LLS will also be collaborating on the Foot and Mouth Disease Preparedness Package this financial year. This package of $65M is special funding awarded to the two agencies to enhance preparedness and prevention activities.

The NSW Animal Biosecurity and Welfare system is greater than the sum of its parts; while DPI and LLS play separate roles, the local relationships, knowledge and understanding that LLS staff hold enables the delivery of biosecurity and welfare outcomes with local relevance that benefit the community and support state and national objectives. This unique partnership means that NSW is the best placed state for government veterinary surveillance and have considerable resources for response to emergency animal diseases and natural disasters.

Key Agencies

Local Land Services

LLS delivers agricultural advisory, pest animal, animal biosecurity and welfare, emergency management, natural resource management and Travelling Stock Reserve related services across 11 regions in NSW under a unified strategic vision. The animal biosecurity and welfare functions of the business are provided by a network of authorised officers (AOs) including district veterinarians (DVs) and biosecurity officers that form a critical operational resource for undertaking on-the-ground surveillance and investigation, emergency response and regulatory compliance.

DPI – Biosecurity and Food Safety Unit (BFS)

Animal Biosecurity

The Animal Biosecurity team, headed by the NSW Chief Veterinary Officer (CVO), develops, maintains, and administers policies and procedures under the *Biosecurity Act 2015*. The team mans the 24-hour Emergency Animal Disease Hotline, triages and coordinates the response to significant animal and aquatic diseases and pests (see Fig. 2) and manages the national livestock identification system (NLIS) to ensure there is traceability of animals from paddock (or pond) to processor. These activities are critical in ensuring the delivery of state and national food safety programs which in turn enables NSW to meet international trade obligations and allows the rapid identification and containment of new and emerging animal diseases. The AB team provides technical support to LLS district vets for notifiable disease management and represents both agencies in national forums for animal and aquatic biosecurity.

Animal Welfare

The Animal Welfare Unit team, led by the NSW Chief Animal Welfare Officer (CAWO), provides technical and strategic advice on management of animal welfare across all animal species in NSW. Key activities in livestock welfare include developing and maintaining the suite of legislative instruments under the *Prevention of Cruelty to Animals Act 1979* and monitoring welfare outcomes at critical control points in the livestock market chain. AW also administers stock welfare panels which facilitate the resolution of refractory stock welfare cases through a legislated, structured process. The team develop and deliver industry and community planning and education tools.

Biosecurity & Food Safety Compliance

BFS Compliance, led by the Director Compliance & Integrity Systems undertakes operational, licensing and technical functions including conducting field audits for compliance under the *Biosecurity Act 2015* and other statutes. The Branch conducts risk-based compliance activities, delivers education, develops resources for authorised officers, partner agencies, industry stakeholders and the community and develops and maintains digital systems to enable biosecurity and animal welfare data collection, management, analysis and reporting. The Branch also supports biosecurity emergency responses.

The NSW Animal Biosecurity and Welfare System

The goal of a biosecurity system is to "minimise adverse impacts of pests and diseases on Australia's economy, environment and community whilst facilitating trade and movement of plants, animals, people and products" (Intergovernmental agreement on Animal Biosecurity 2019). Optimal animal welfare is critical to delivery of these biosecurity aims and to maintain social licence and market access. In addition, community interest in animal welfare is increasing. Optimal animal welfare standards must be maintained to safeguard the animals, the producers and their livelihoods.

The NSW biosecurity and welfare system can be divided into five elements: preparedness, prevention, detection, response and containment of threats/ management of welfare. As outlined in Figure 1., LLS and DPI are jointly responsible for the delivery of core programs and projects under each of these elements. These activities can also be mapped to the key deliverables under the 2022-30 DPI Strategic Plan, 2020-30 LLS State Strategic Plan and 2019-23 SABWA Strategic Plan which dovetail to form a cohesive structure to safeguard the economy, environment and community from diseases and pests that impact animal health and welfare.

While emergency disease or natural disaster responses are irregular in nature, activities in preparedness, prevention, detection, response and containment of threats/ management of welfare are core business activities undertaken by all SABWA partners. To illustrate the value of the partnership between the agencies, Figure 2 provides a case study of a potential emergency animal disease at a saleyard.

Figure 1. Mapping of joint activities and the roles and responsibilities of each agency for the key deliverables under the 2022-30 DPI Strategic Plan in the NSW Biosecurity and Welfare System.
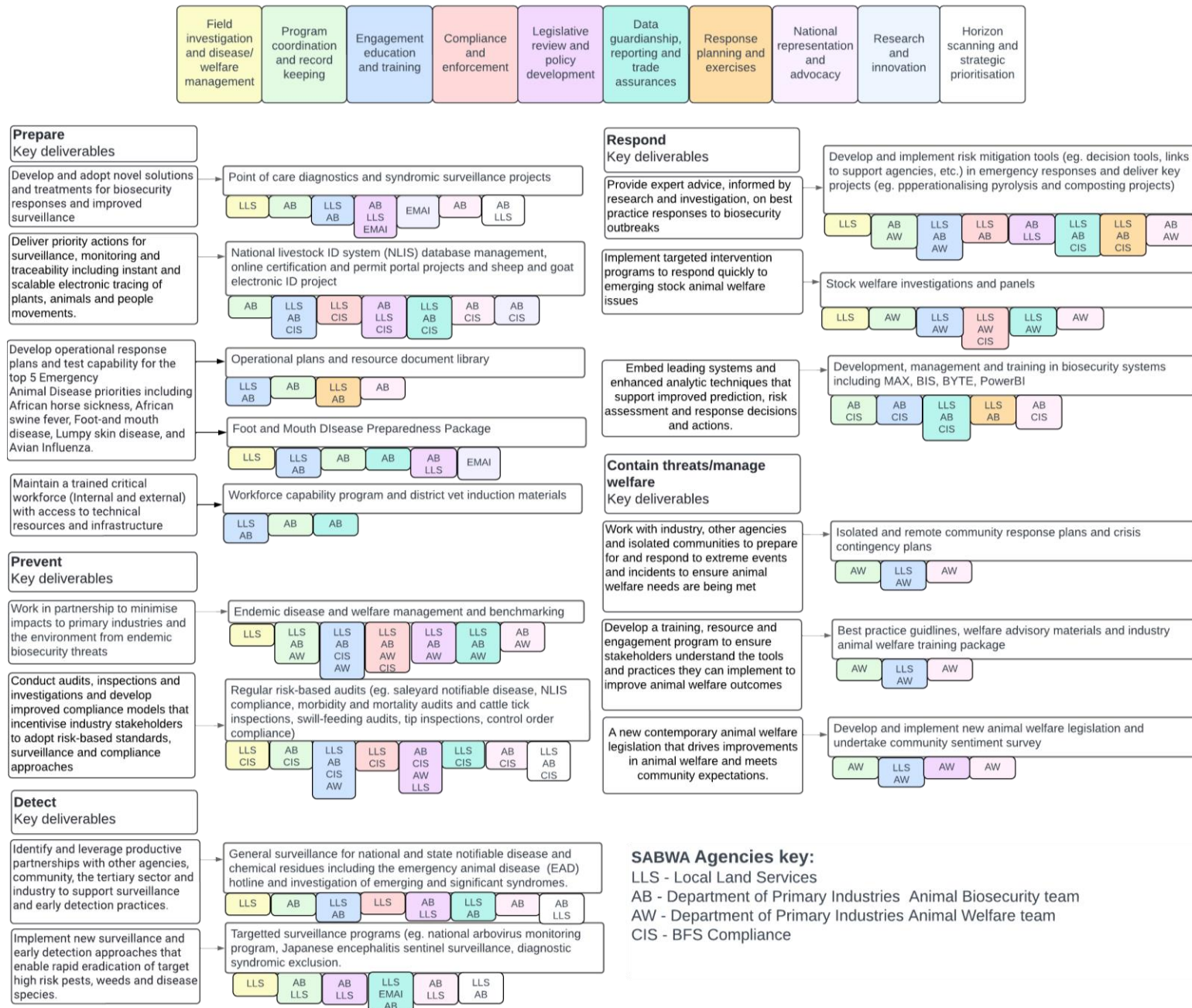
Figure 2. Case study demonstrating the joint activities involved in a potential emergency animal disease and welfare incident in NSW per the Reporting Notifiable Pests and Diseases of Animals and Biosecurity Events, Pests and Diseases of Animals – Investigation and Alert Phase of an Emergency Response Procedures and the Animal Welfare Inspections and Enforcement Primefact.
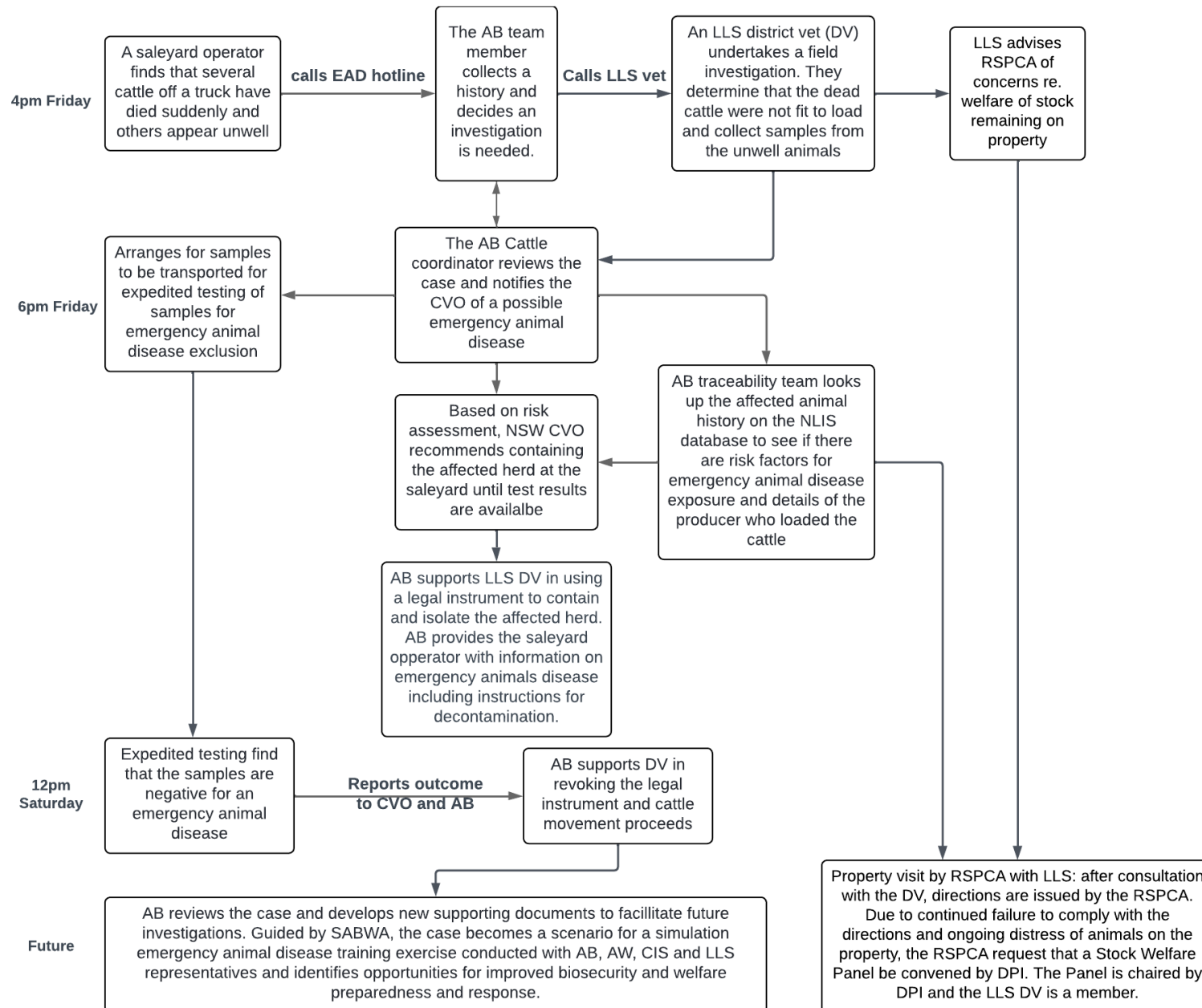
Part 2: NSW Animal Biosecurity and Welfare Business Plan 2022-2023

Our vision

Nationally recognised leaders in Animal Biosecurity and Animal Welfare.

Introduction

The NSW Animal Biosecurity and Welfare (AB&W) Business Plan sets out the joint objectives, strategies, deliverables and KPI's that DPI and LLS aims to achieve in 2022-2023. The plan delivers against the 2022-30 DPI Strategic Plan, 2020-30 LLS State Strategic Plan and 2019-23 SABWA Strategic Plan.

Successful implementation of the Business Plan is critical for DPI and LLS to achieve regional and state AB&W priorities and fulfil national and international animal health obligations. Successful implementation will result in continual improvement of biosecurity and welfare outcomes, enhance the health and safety of animals and products of animal origin, limit the spread of animal and aquatic pests and diseases, protect and enhance animal welfare and support trade and profitability of primary industries.

In addition to the joint activities described in this Business Plan, DPI and LLS will also be collaborating on the Foot and Mouth Disease Preparedness Package this financial year. This package of $65M is special funding awarded to the two agencies to enhance preparedness and prevention activities.

Scope

The Business Plan identifies six joint objectives and respective measures of success to deliver the goals of the Strategic Plan 2019-2023. These objectives are aligned with strategic priorities identified under the Biosecure Industries and Environment and the Food Safety and Animal Welfare strategic outcomes identified in the 2022-30 DPI Strategic Plan and the aligned biosecurity outcomes in the 2020-30 LLS State Strategic Plan. Each organisation has strategies, deliverables and KPIs under their respective area of responsibility.

Strategies and deliverables that require joint delivery by both organisations are included in the scope of this Plan. Where a strategy/deliverable is only relevant to one organisation, it is documented elsewhere in that organisation's planning.

The Business Plan does not include resources or costings required to deliver the plan. Resourcing and budget for this plan is defined in each organisation's budget.

The Strategic and Business Plans have been developed jointly by both agencies to reflect risk based strategic allocation of resources.

How to read this Business Plan

The Objectives and Performance Measures included in this document are relevant to the joint responsibilities and strategic objectives of DPI and LLS. DPI and LLS will report to their respective organisations plus provide a quarterly report on projects/activities status and KPIs to the Strategic Animal Biosecurity and Welfare Alliance .

Implementation of the Business Plan

Each strategy/deliverable is tasked to one or both partner agencies to lead, noting both agencies are involved in all deliverables within this Plan. It is the responsibility of both agencies to ensure that roles and responsibilities are agreed through project plans and other supporting documents and milestones are developed and met within the required timeframe.

Projects/activities are designed to be tasks that can be built into individual staff work plans. For LLS, each regional General Manager is responsible for ensuring activities are implemented and

achieved throughout their region. For DPI, the program Team Leader is responsible for the overall delivery of the program and the project manager is responsible for the project delivery and its associated activities.

Review process

A Monitoring, Evaluation and Reporting (MER) plan will be developed to underpin the Business Plan. Each quarter, SABWA will review an executive report on the status of KPIs and assigned to LLS and DPI. Where a risk or need for improvement is identified, SABWA will make recommendations for appropriate action. At the end of the financial year, SABWA will review an evaluation report on the success of delivery of the Business Plan. This report will be used to guide the design and implementation of future Business Plans to ensure strategic outcomes are achieved over both the short and medium terms.

For further information on SABWA please refer to the Terms of Reference.

Summary of objectives

1:	Lead the preparation for and prevention of future biosecurity threats
2:	Coordinate timely and risk proportionate responses
3:	Rapidly and efficiently contain biosecurity threats
4:	Continuously improve the welfare of animals
5:	Ensure community expectations around animal welfare are met
6:	Develop Regional Strategic Animal Biosecurity & Welfare Plans

1. Lead the preparation for and prevention of future biosecurity threats

Performance measurement:

Success	Outcome KPI	Basis for comparison
Government, industry and primary producers are better positioned to manage biosecurity risks on-farm or within their business operations.	Number of response plans approved to deal with current priority pests, invasives and diseases. Increased notification and reporting of suspicion/detection of biosecurity threats	Performance over time

Deliverable	Output measure (process KPI)	Activity
1.1 Identify and leverage productive partnerships with other agencies, community, the tertiary sector and industry to support surveillance and early detection practices.	Number of animal disease and chemical residue surveillance investigations Increasing trend of DV syndromic exclusions for notifiable disease investigations	Develop collaborative surveillance strategies to assess system sensitivity for early detection of the top 5 EADs Livestock owners and managers are supported in meeting their General Biosecurity Duty, ensuring market access for livestock and product is maintained

Deliverable	Output measure (process KPI)	Activity
1.2 Increase engagement with key industries and build partnerships across the agriculture sector	Number of DPI/industry initiatives to support biosecurity.	Develop communication and engagement packages with Agricultural industries and communities Engage key stakeholders in regional strategic animal biosecurity & welfare planning. Engagement with saleyard and abattoir managers, private veterinarians, stock and station agents, transporters, online sales platforms in biosecurity risk mitigation initiatives
1.4 Increase adoption of best practice biosecurity by landholders and producers through extension and compliance	Number of extension, education or training events and number of participants Number of landholder advisory and compliance consultations	Conduct education and training in the community on emergency animal disease prevention and preparedness. Communicate and deliver animal health and welfare extension material to landholders to increase awareness, knowledge and capacity. Work with agricultural enterprises and industry to develop biosecurity plans

2. Coordinate timely and risk proportionate responses

Performance measurement:

Success	Outcome KPI	Basis for comparison
Diagnostic and surveillance systems achieve surge capacity through risk based and outcome driven programs.	Number of top 5 priority emergency animals diseases with surveillance plan in place and activated Number of animal biosecurity(terrestrial) Hotline/emails and other notifications responded to within set timeframes	Performance over time

Deliverable	Output measure (Process KPIs)	Activity
2.1 Embed leading systems and enhanced analytic techniques that support improved prediction, risk assessment and response decisions and actions	Number of responses/ simulation exercises utilising MAX	Implement leading systems including MAX for all emergency responses Continue to rollout intelligence products across key regulatory and compliance datasets
2.2 Develop and implement risk-based compliance activities to manage non-compliance risks that could threaten the ability to respond to a biosecurity threat	Number of joint activities completed, and compliance outputs/sanctions issued	Develop a compliance schedule for the memorandum of understanding clearly establishing roles and responsibilities for compliance activities. Improve voluntary compliance and take appropriate action to address offending

Deliverable	Output measure (Process KPIs)	Activity
2.3 Maintain a trained critical workforce (internal and external) with access to technical resources and infrastructure	Percentage staff completion of key training programs to support NSW biosecurity and emergency response capacity.	Identify gaps, barriers and solutions to passive surveillance data generation and utilisation Undertake research and training on mass destruction and disposal techniques to improve response efficiency and environmental outcomes Develop and implement training programs and digital resources to provide compliance education training programs and digital resources for authorised officers and stakeholders to improve voluntary compliance (e.g., Webinar series, Z cards, fact sheets, study guides, print resources, online e-learning modules, training calendar and implementation plan) Maintain a register of trained staff and availability for responses

3. Rapidly and efficiently contain biosecurity threats

Performance measurement:

Success	Outcome KPI	Basis for comparison
Compliance and traceability frameworks support biosecurity threat mitigation	Number of disease containment programs reviewed and updated annually NLIS compliance monitoring on all species at saleyards and abattoirs	Performance over time

Strategy / Deliverable	Output measure (Process KPIs)	Activities
3.1 Develop improved compliance models that incentivise industry stakeholders to adopt risk-based standards, surveillance and compliance approaches	Unit and industry specific training manuals developed jointly. Number of landholder advisory and extension activities Number of requests for regulatory support and number of successful outputs Number of fit-for-purpose compliance policies and procedures jointly reviewed and implemented	CIS and LLS to establish regional relationships to identify trending issues and enforcement capabilities and upskill through joint operations/ mentoring and the request for Regulatory Support Procedure Conduct education and training in the community on emergency animal disease prevention and preparedness and work with agricultural enterprises and industry to develop biosecurity plans Review and revise compliance focused policies, procedures and guidance resources for authorised officers
3.2 Strengthen unique identification and traceability frameworks	Number of extension, education or training events related to sheep and goat eID and number of participants	Aid and support stakeholders with the rollout of mandatory eID as a complement to the mob-based system. Monitor and evaluate compliance to improve implementation outcomes. Develop powerBI reports of traceability to add value to all stakeholders.

4. Continuously improve the welfare of animals

Performance measurement:

Success	KPI / Evaluation	Basis for comparison
Personnel of agencies involved with livestock industries are equipped with the capability to promote positive welfare outcomes for the animals they interact with	Increased understanding by relevant personnel of livestock welfare fundamentals, legislation and related activities 90% of targeted staff complete livestock welfare training course	Surveys conducted pre- and post- course completion of livestock welfare training course delivered to LLS and DPI CIS from 1 July 2022

Deliverable	Output measure (process KPI)	Activity
4.1 Improved understanding of and compliance with animal welfare legislation along the livestock market chain.	Reduced LHMS reports of animal welfare issues identified at saleyards Reduced deceased livestock at saleyards from NLIS data Number of saleyard events conducted, including participants reached	Develop and deliver livestock welfare training, resource and engagement program to ensure stakeholders understand the tools and practices they can implement to improve animal welfare outcomes
4.2 Implemented targeted intervention programs to respond quickly to emerging stock animal welfare issues	Revised Stock Welfare Panel (SWP) governance, policy and procedure documents developed and published Number of best practice guidelines and advisory materials delivered	Work with LLS regarding revised SWP governance documents, policy and procedures. Work with LLS, enforcement agencies and industry partners to develop and implement mitigation activities for high-risk groups Develop best practice guidelines and advisory materials for managing welfare in different settings

Deliverable	Output measure (process KPI)	Activity
4.3 Work with other agencies and isolated communities to prepare for and respond to extreme events and incidents to ensure animal welfare needs are being met	Number of RFS/SES districts (focus on isolated communities) that have been engaged with by AASFA, and incorporate animal-awareness into their natural disaster emergency response training and preparedness	Build on existing pilot in DPI (isolated and remote communities) and work with other first responders, including LLS, to ensure animal welfare consideration is incorporated into preparedness and adverse event response plans. .

5. Ensure community expectations around animal welfare are met

Performance measurement:

Success	Outcome KPI	Basis for comparison
Increased community confidence that animal welfare outcomes are being continuously improved.	Establish baseline on 2 key components: confidence (feeling or belief that one can have faith in or rely on someone or something) and animal welfare (the way an animal experiences, and copes with, its environment)	Establish baseline as means for comparison every 2 years

Deliverable	Output measure (process KPI)	Activity
5.1 Audits, inspections and investigations and improved compliance models incentivise industry stakeholders to adopt risk-based standards, surveillance and compliance approaches	Sustained high rates of industry compliance: percent reduction in enforcement action (over time) Number of joint inspections (LLS/POCTA EA*/ BFS Compliance) *Prevention of Cruelty to Animals Act Enforcement Agencies	Conduct risk based joint audits/inspections etc of saleyards/licensed entities.
5.2 A new contemporary animal welfare legislative framework that drives improvements in animal welfare and meets community expectation	New Animal Welfare Act and Regulation commenced development	Technical expertise provided to support the development of new animal welfare legislation.

6. Develop Regional Strategic Animal Biosecurity & Welfare Plans

Performance measurement:

Success	Outcome KPI	Basis for comparison
Each LLS Region has an approved Animal Biosecurity & Welfare Regional Strategic Plan	Strategic risk assessments and plans endorsed by CVO, CAWO and LLS CEO	11 completed plans aligning with national, state and regional priorities

Deliverable	Output measure (process KPI)	Activity
6.1 Strategic risk assessment for animal biosecurity and welfare in each LLS Region	11 regional risk assessments	Develop standard risk assessment process and practice guidance to inform regional planning process
6.2 Strategic Plan for animal biosecurity & welfare for each LLS Region completed	11 Regional Strategic Animal Biosecurity & Welfare Plans	Regional plans developed consistent with state standards and guidelines, consistent with model deployed for weeds and pest animals. Informed by risk assessment, state strategies and LLS Local Strategic Plans

Glossary

AASFA	Agriculture & Animal Services Functional Area	**CSU**	Charles Sturt University
AB	Animal Biosecurity	**CVO**	NSW Chief Veterinary Officer
AB&W	Animal Biosecurity & Welfare	**DV**	District Veterinarian
AW	Animal Welfare	**EAD**	Emergency Animal Disease
BFS	Biosecurity and Food Safety	**eID**	Electronic identification
BIS	Biosecurity Information System	**EMAI**	Elizabeth Macarthur Agricultural Institute
CEO	LLS Chief Executive Officer	**LHMS**	Livestock Health Management System
BSF Compliance	Biosecurity & Food Safety Compliance	**LLS**	Local Land Services
NLIS	National Livestock Information System	**PPRR**	Preparedness, Prevention, Response & Recovery Program
NPP	New Policy Project	**SE**	Salmonella enteritidis
NSW DPI	NSW Department of Primary Industries	**SICE**	Surveillance, Intelligence, Capability and Engagement Program
PIC	Property Identification Code	**TL**	Team Leader
PPE	Personal Protective Equipment	**WFC**	Work-force capability
POCTA EA	Prevention of cruelty to animals act enforcement agencies	**SWP**	Stock welfare panels
SES	State emergency services	**RFS**	Rural fire service
CIS	Compliance and Integrity Systems (see BSF Compliance above)	**MAX**	Livestock health case management system

References

1. DPI Performance Data and Insights 2021
2. Dodd et al. 202, Key Result Summary: Valuing Australia's Biosecurity System, CEBRA Project 170713
3. Intergovernmental agreement on biosecurity 2019, DAWE