



Decade of Biosecurity

Implementation Plan

2023-2026

About the Biosecurity Collective

The Biosecurity Collective was founded by Animal Health Australia, the Invasive Species Council and the Centre for Invasive Species Solutions in 2019. Plant Health Australia joined the Collective in 2021, followed by the National Farmers' Federation, Landcare Australia, the National Landcare Network and NRM Regions Australia, as well as all federal, state and territory biosecurity agencies. Together, these organisations have been working to advance the Decade of Biosecurity initiative - an ambitious and critical project to transform our national biosecurity system to protect all Australians.



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EXECUTIVE SUMMARY

About this Plan

The *Decade of Biosecurity Implementation Plan 2023-2026* has been developed to outline projects and initiatives that will be undertaken over the next three years to progress the Decade of Biosecurity's objectives – namely, to actively engage all Australians in building a stronger national biosecurity system. It is underpinned by the *Decade of Biosecurity 2021-2030 Project Plan*, developed in January 2022 and supports the *National Biosecurity Strategy 2022-2032*.

Steering Group

The Decade of Biosecurity Project Steering Group commissioned Three60 Consulting to develop this Plan in late 2022. Through an extensive consultation process, nine key focus areas have been identified for targeted work over the next three years across biosecurity sectors to realise a sustainable, resilient biosecurity system, ready to face existing and future threats. The Decade of Biosecurity Steering Group will prioritise four of the nine areas, working closely with the National Biosecurity Strategy Implementation Committee to support objectives of the National Biosecurity Strategy. The remaining five will remain a focus with work likely to be driven in the immediate term by other interested parties in collaboration with the Decade of Biosecurity Steering Group or initiated at a later stage in this Plan.

Purpose of the Decade of Biosecurity

The Decade of Biosecurity is a partnership between industry, business, community and government to elevate the importance of biosecurity and improve the biosecurity system's effectiveness during the 2020s. The partnership seeks to engage all Australians with building a stronger biosecurity system and connect leaders and influencers across sectors to share and leverage their learnings and approaches.

The Decade of Biosecurity aspires to support, enable and connect all stakeholders undertaking biosecurity projects and amplify new and existing efforts to enhance the biosecurity system.

Aim

The aim of this Plan is to:

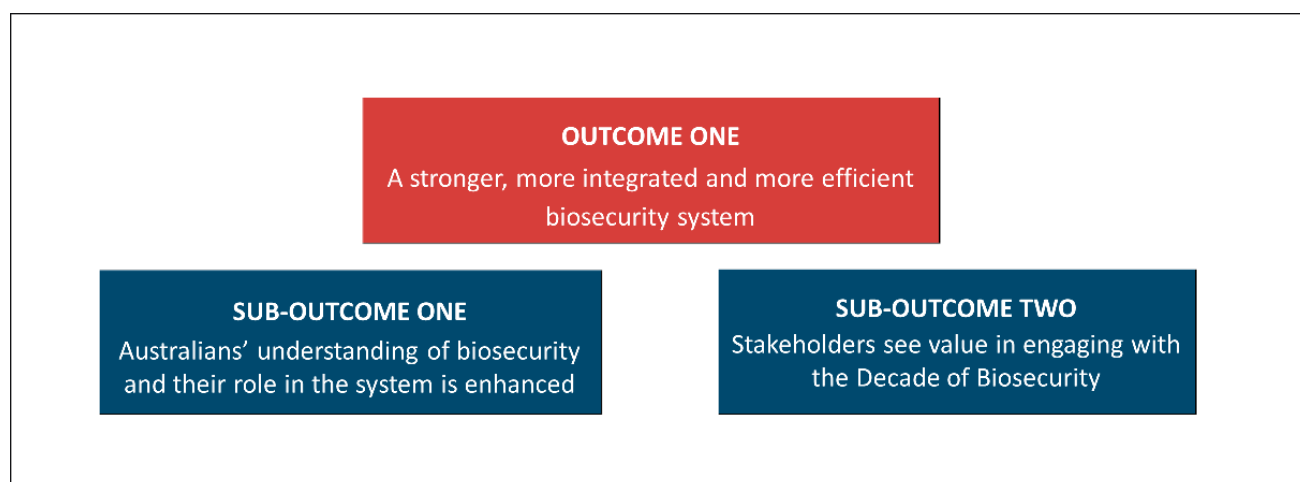
- identify activities that will help strengthen Australia's biosecurity system to ensure it is ready for the challenges of 2030
- raise awareness of the Decade of Biosecurity and how biosecurity stakeholders can utilise it to enable and amplify their work
- support and complement implementation of the National Biosecurity Strategy.

The Plan provides a platform that all stakeholders can take advantage of to progress existing and new cross-sectoral biosecurity initiatives.

Outcomes

The Plan is supported by a Monitoring and Evaluation (M&E) Framework, which will enable the Decade of Biosecurity to track and analyse progress and adjust practices if required, to support the successful delivery of objectives and outcomes. The Plan's overarching outcomes are shown in Figure 1.

Figure 1: End-of-program outcomes



All activities in this Plan contribute to the achievement of these outcomes.

Implementation

Nine focus areas have been identified for implementation to support the aims of this Plan. Communications and engagement activities to raise awareness of the Decade of Biosecurity Implementation Plan and how biosecurity stakeholders can utilise it to amplify their work have also been identified and are outlined in Section 6.

The Decade of Biosecurity Steering Group will lead implementation of four of the nine areas, while the leads for the remaining focus areas are still to be determined. All biosecurity stakeholders are encouraged to be involved in all focus areas or initiate their own projects. Importantly, these focus areas align with the priorities of the National Biosecurity Strategy and activities implemented through this plan are designed to contribute to work progressed by the National Biosecurity Strategy Implementation Committee (NIC) and other stakeholders. Effort will be given to continuing to identify opportunities to both inform and leverage from activities being considered by the NIC.













Each of the nine focus areas align with one or more of the outcomes identified in Figure 1.







- Primary outcome:** A stronger, more integrated and more efficient biosecurity system
- Sub-Outcome 1:** Australians' understanding of biosecurity and their role in the system is enhanced





Sub-Outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity

The nine focus areas are listed in Table 1, with detail on which outcomes they support. Further information on each can be found in sections 4-13. It is important to note that these areas are currently unfunded.

Table 1: Projects for implementation

No.	Focus Area	Lead	Outcomes	Description
1.	Social research audit and identification	Decade of Biosecurity Steering Group	  	To better understand existing social research and any gaps relevant to informing good biosecurity behaviours, a stocktake of existing social research undertaken will be completed. This will support and supplement work of the National Biosecurity Committee Communication and Engagement Network and the NIC. Following consultation with stakeholders, a schedule of additional social research required to explore reasoning for certain behaviours will be developed. This research will be utilised to support behaviour change campaigns.
2.	National biosecurity communications strategy	Decade of Biosecurity Steering Group	  	To contribute to the development and roll out of a cross-sectoral, cross-cultural communications strategy and education program that raises awareness of biosecurity across industry, business, government and the community. A project will be established to help assess what is currently taking place, particularly across Decade Partners and non-government stakeholders, to identify any gaps/duplications and inform the shape of a broader national communications approach. A specific initiative for the launch of an annual national Biosecurity Week will also be progressed to help raise awareness of biosecurity.
3.	Biosecurity champions and supporters	Decade of Biosecurity Steering Group	  	An initiative will be developed to identify and connect with network leaders/champions to develop a set of biosecurity 'supporters'. This should include champions at the local, state, and national level from various sectors, and will align with and support development and implementation of broader national communications strategies
4.	National biosecurity partnership agreement	Decade of Biosecurity Steering Group	  	Work will be undertaken to help shape a formal government, industry and community partnership agreement to clarify roles and responsibilities in national biosecurity. This may inform broader governance improvements for the system as a whole, as well as clarify how players operate within the biosecurity system.

				Specific focus will be given to the collaborative development of pledges that outline the commitment from individual industry, business, community and research communities to support the biosecurity system. Signups will be sought from hundreds of organisations from within each of these sectors. This will be modelled on the successful New Zealand Biosecurity Business pledge.
5.	General biosecurity surveillance program	Open to relevant stakeholders to lead	 	Support will be provided to efforts underway to help build and promote an enhanced national biosecurity surveillance program across all industry, business and community sectors, utilising reporting tools and data repositories including MyPestGuide, iNaturalist, Atlas of Living Australia and FeralScan. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps.
6.	Data repository	Open to relevant stakeholders to lead	 	Support will be provided to help create consistent standards and a common language for data collection across sectors with the objective to create a central repository for all biosecurity data that is available to all stakeholders. This could be used for alerts or a real-time dashboard of information that stakeholders can use to make decisions. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps.
7.	Biosecurity response network	Open to relevant stakeholders to lead	 	<p>Increase emergency response capability by establishing a network of trained biosecurity response personnel, similar to other NSW emergency volunteer programs such as the Rural Fire Service (RFS) or State Emergency Services.</p> <p>This would allow for the recruitment, management, coordination, training, and deployment of volunteers in biosecurity response situations to augment lead response agencies such as the state departments of agriculture.</p> <p>In previous biosecurity situations organisations such the RFS have been engaged to assist with responses in part due to their familiarity with standard emergency response doctrine, mature command and control structures, and their ability to mobilise volunteer support. However, responding to plant and animal health biosecurity emergencies are not part of the core business of these organisations. Additionally, such organisations are also under increasing pressure to meet their own mission objectives due to the symptoms of climate change (eg flood, bushfire etc), and similar</p>

				<p>stresses are being placed upon the defence force as well which has also been used in the past.</p> <p>When not engaged in biosecurity emergency response activity, the network could be used to foster increased understanding of biosecurity at a local community level, engage in training to both maintain and improve the skill sets of its members, and to undertake on ground preparedness activity.</p> <p>Work will be progressed initially via the National Biosecurity Strategy Implementation Committee to help shape actions to support enhanced readiness and response capability, a priority area for the National Biosecurity Strategy.</p>
8.	Skills for the future	Open to relevant stakeholders to lead	 	<p>Support will be provided for an audit of current skills and capabilities in the biosecurity sector and identification of any gaps. This will support the development of a succession planning program to ensure the biosecurity system has the skilled resources required for the future. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps and working closely with the National Biosecurity Strategy Implementation Committee.</p>
9.	Cost value of environmental biosecurity	Open to relevant stakeholders to lead	 	<p>Focus will be directed to support new research into the potential costs to the environment and our way of life if we do not transform the biosecurity system to meet the challenges of 2030. This would provide similar analysis to how the economic impacts are calculated for an outbreak of foot-and-mouth disease. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform work in this space.</p>

1. INTRODUCTION

1.1 Purpose

This Plan outlines the activities the Decade of Biosecurity will drive over the next three years to ensure that the project meets its objectives – namely, that Australia has a stronger, more collaborative biosecurity system ready for the challenges of 2030 and beyond.

1.2 Background

The Decade of Biosecurity began in 2019, when it was first proposed by the Invasive Species Council, Animal Health Australia and the Centre for Invasive Species Solutions. Plant Health Australia joined the Collective in 2021. Since then the National Farmers' Federation, Landcare Australia, the National Landcare Network, NRM Regions Australia and all federal, state and territory biosecurity agencies have agreed to be involved.

The Decade of Biosecurity is a partnership between industry, business, community, and government to elevate the importance of biosecurity and improve the biosecurity system's effectiveness during the 2020s. The partnership seeks to engage all Australians with building a stronger biosecurity system and connect leaders and influencers across sectors to share and leverage their learnings and approaches. It is an engine that helps reinforce the biosecurity system.

The Decade of Biosecurity is well underway, supporting initiatives and projects with compatible goals. However, to ensure a coordinated, effective and strategic approach to achieve its objectives, the Decade of Biosecurity Project commissioned Three60 Consulting to develop a three-year Implementation Plan. This Plan will explore how the Decade of Biosecurity can be operationalised to ensure it supports the work of stakeholders, addresses key priorities, and represents all Australians, all industries, and all environments and enables cross-pollination of ideas and efforts.

The Decade of Biosecurity Steering Group will prioritise four of the nine focus areas. The Decade of Biosecurity Project and its partners are not responsible for leading all of the projects identified in this Plan, but will work closely with stakeholders to identify the organisations best-placed to progress specific projects.

Importantly, the Decade of Biosecurity project will support the implementation of the National Biosecurity Strategy and work closely with the National Biosecurity Strategy Implementation Committee to align priorities and effort.

More information on the Decade of Biosecurity project can be found in Appendix D.

1.3 Steering group

The Decade of Biosecurity Steering Group is a collaborative group that:

- represents community, industry and government interests in the successful delivery of joint Decade of Biosecurity activities.

- provides strategic direction and leadership to enable the objectives of the Decade of Biosecurity to be achieved.
- fosters positive two-way communication regarding the project's initiatives, progress, and outcomes.
- acts as an advocate for the Decade of Biosecurity initiatives and projects across the wider community and the organisations they represent.
- encourages a culture of collaboration, engagement and positivity.

The Steering Group consists of 16 participants:

- 1 nominated by each of the 8 founding groups
- 1 nominated by the federal Department of Agriculture, Water and Environment
- 2 nominated by state and territory representatives of the National Biosecurity Committee
- 2 Indigenous Australians
- 1 from the business community
- 1 nominated by the Australian Local Government Association
- 1 with a practical on-ground community perspective.

The Steering Group is represented on the National Biosecurity Strategy Implementation Committee (NIC) and the NIC is represented on the Steering Group. This will ensure alignment between the respective implementation efforts and help to guide and shape efforts of the Steering Group to best support the objectives of the National Biosecurity Strategy. As needed, discussions will be facilitated between the groups to enhance implementation outcomes.

1.4 About biosecurity

Biosecurity protects Australian livelihoods and is vital to strengthening and supporting our environment and economy, including tourism, trade and agriculture. It underpins many aspects of our way of life.

For the purposes of this Plan, biosecurity is defined as follows: the controls and measures to manage the risk of these pests, weeds and diseases entering, emerging, establishing or spreading within Australia. Australia is free from many harmful pests, weeds and diseases found elsewhere in the world. Our animal, plant, human and environmental health outcomes rely on strong biosecurity.¹

The Decade of Biosecurity recognises that to achieve our desired level of protection, it is important that appropriate biosecurity practices are in place along the pre-border, border and post-border continuum. The generalised invasion curve (Figure 1) demonstrates the benefits and economic return on investment at each point of intervention – prevention (including planning and preparedness), eradication (including early detection), containment and ongoing management. It costs far less to stop invasive species from arriving than it does to eradicate or contain them, or to manage their impacts once they have established².

¹ *National Biosecurity Strategy 2022-2032*, Australian Government

² *Biosecurity Policy Statement*, 2020, National Farmers Federation -

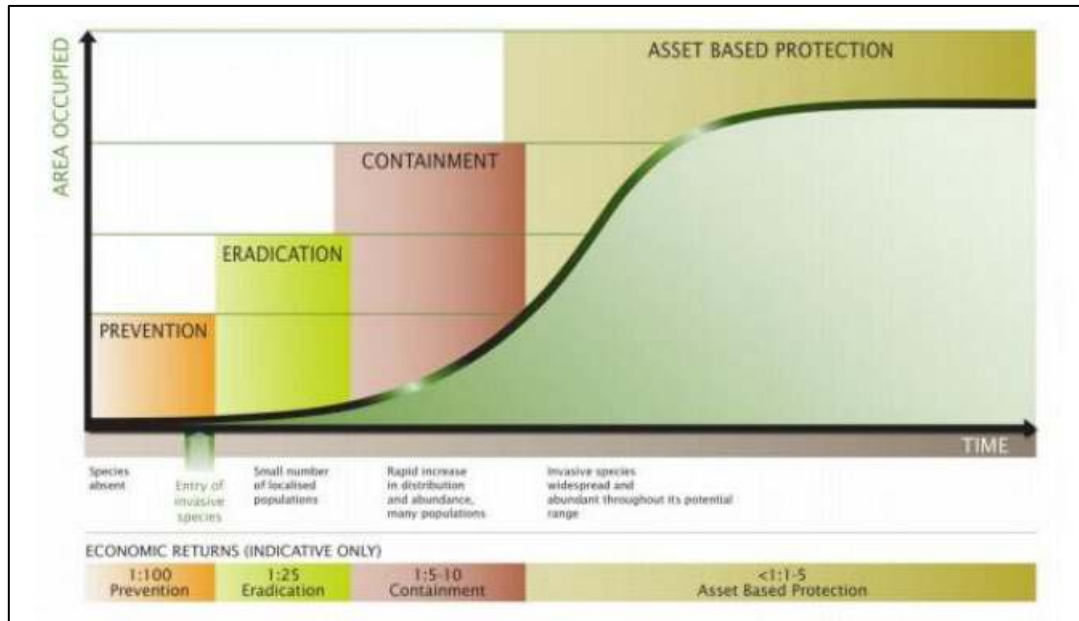
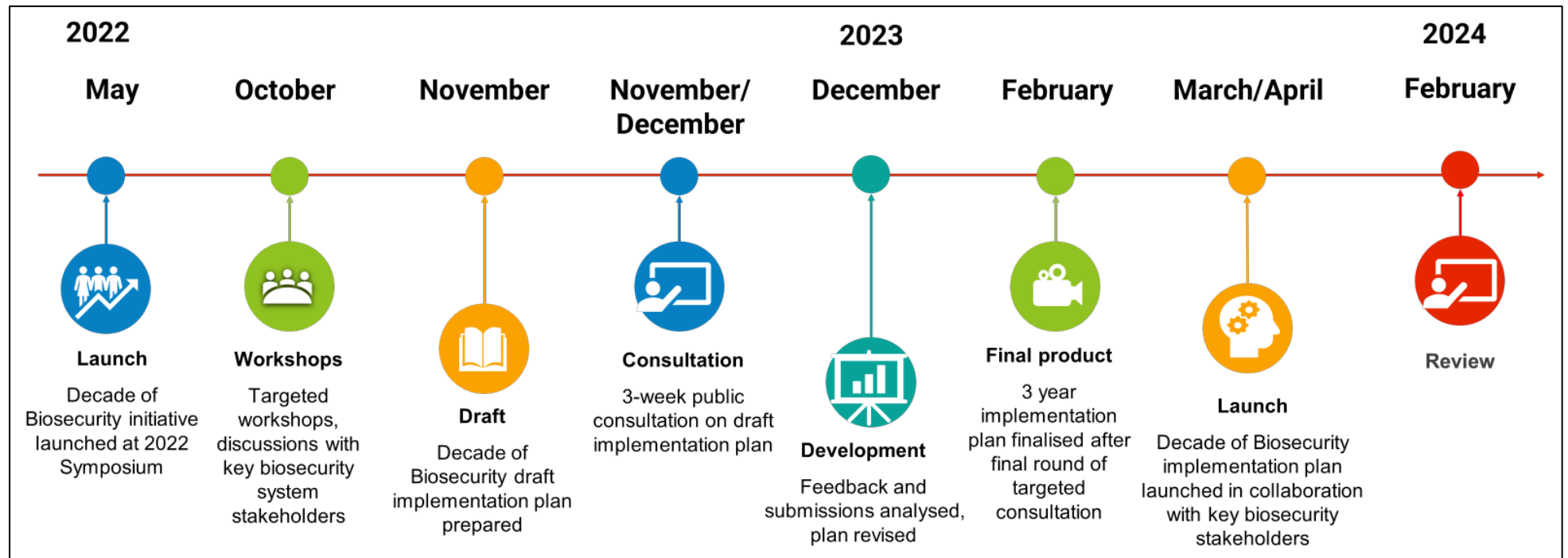


Figure 2: Generalised invasion curve showing actions appropriate to each stage (Source: Invasive Plants and Animals Policy Framework 2010, Department of Primary Industries, Victoria).

1.4 Plan development

The Decade of Biosecurity Project Steering Group commissioned Three60 Consulting to develop this Implementation Plan. The process commenced in September 2022 and is outlined in Figure 3.

Figure 3: Timeline for early adopters and innovators implementation plan



Collaboration, coordination, and stakeholder ownership are fundamental principles that underpin this Plan. To ensure this Plan adheres to these principles and achieves buy-in from stakeholders across Australia, an extensive consultation process was undertaken during the Plan's development. The consultation approach comprises of the activities outlined in Table 2.

Table 2. Consultation approach

Stage	Activity
Stage 1: Initial consultation (Oct-Nov 2022)	Virtual and in-person state-based workshops <ul style="list-style-type: none"> • Hobart, Tasmania • Western Australia (virtual) • Sydney, New South Wales • Brisbane, Queensland • National – all states (virtual)
Stage 2: Feedback on first draft of the Plan (Nov-Dec 2022)	Draft Plan provided by email to stakeholders for their feedback.
Stage 3: National workshop (Feb 2023)	Final draft to be discussed at a national stakeholder workshop.

Throughout the consultation process in the development of this Plan, key themes emerged on what the 2030 biosecurity system should look like. These themes guided the selection of focus areas for inclusion in this Plan. These themes are outlined in Table 3.

Table 3: Key themes

What does a transformed biosecurity system in 2030 look like?	
<ul style="list-style-type: none"> • Tailored communications for all sectors, with clear value propositions for practicing biosecurity • Integrated and unified system • Sustainable investments • Improved capacity and capability • Understanding and application of shared responsibility • Effective risk assessment frameworks • User-friendly system with 'livable' solutions • Accountable • Appropriate regulatory system in place • Sophisticated emergency response philosophy that balances needs 	<ul style="list-style-type: none"> • A culture of biosecurity • Improved data management • Strong leadership at the local, state and national levels and across sectors • Agile and flexible • Incentive structure for community engagement • Cohesive and coordinated national approach to biosecurity • Reduced duplication of efforts • Inclusive • Strategic use of technology • Practical avenues for implementation of biosecurity practices

1.4 Related documents

This Plan is closely aligned with the *National Biosecurity Strategy 2022-2032* adopted by all Australian governments in 2022 and draws upon the findings of the *2020 CSIRO Biosecurity Futures Report* and the 2017 Intergovernmental Agreement on Biosecurity (IGAB) review.

Figure 4: The bigger picture - where this Plan fits



2. STRATEGIC APPROACH

2.1 Problem statement

Australia's biosecurity system is facing ever-increasing challenges that threaten to damage our environment, economy, and way of life. To combat new pests, weeds and diseases, growing travel and trade, expanding urbanization, climate change and other systemic pressures such as resource constraints, Australia requires a transformational change to its biosecurity approach to ensure the system can withstand increasing threats.

2.2 Aim

The aim of this Plan is to:

- raise awareness of the Decade of Biosecurity and how biosecurity stakeholders can utilise it to enable and amplify their work
- to identify activities that will help strengthen Australia's biosecurity system to ensure it is ready for the challenges of 2030.
- support and complement implementation of the National Biosecurity Strategy.

This Plan identifies activities to be undertaken and outlines the process of their implementation.

2.3 Timeframe

This Plan covers a period of three years, from March 2023-March 2026. Timeframes may evolve to align and optimise effort as implementation arrangements for the National Biosecurity Strategy are settled.

2.4 Review

A review of the Plan will be conducted in October each year. This will provide the opportunity for the Decade of Biosecurity Steering Group and other key stakeholders to report on projects, discuss the progress of the Plan and determine whether adjustments are required.

2.5 Plan objectives and outcomes

This Plan is underpinned by a Monitoring and Evaluation (M&E) Framework, which will enable the Decade of Biosecurity to track and analyse progress and adjust practices if required, to ensure the Plan is successful in delivery of its aim and objectives.

As part of the M&E Framework, a program logic model and performance matrix (Appendix B) have been developed to provide clarity around the rationale of the Plan and identify clear end-of-program outcomes. As per Figure 6, the program logic model designed for the Decade of Biosecurity shows the journey from foundational activities to a sequence of prioritised actions which will lead the Decade of Biosecurity to the end-of-program outcomes in Figure 5.

Figure 5: End of program outcomes

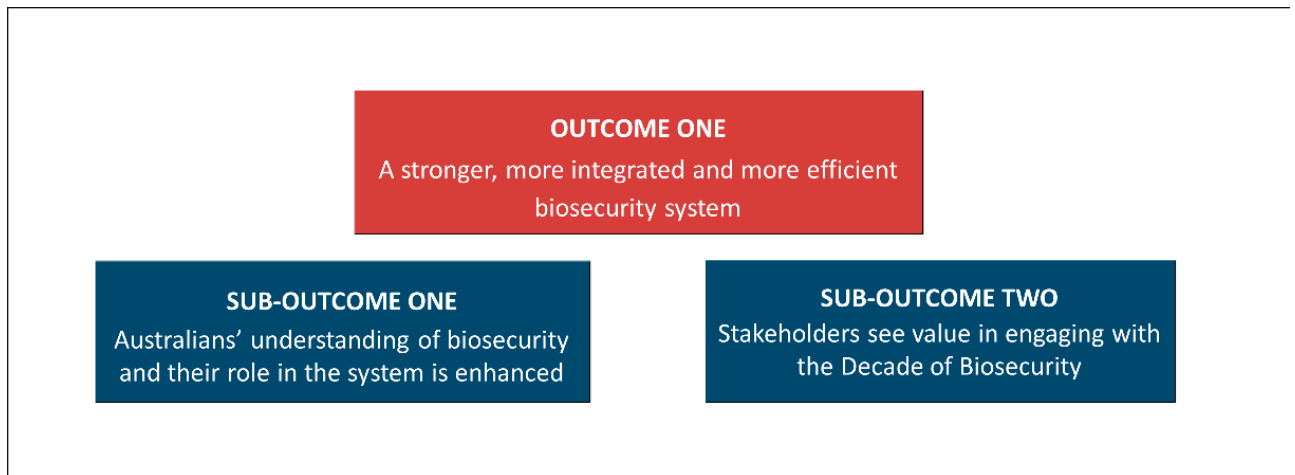


Figure 6: Program logic



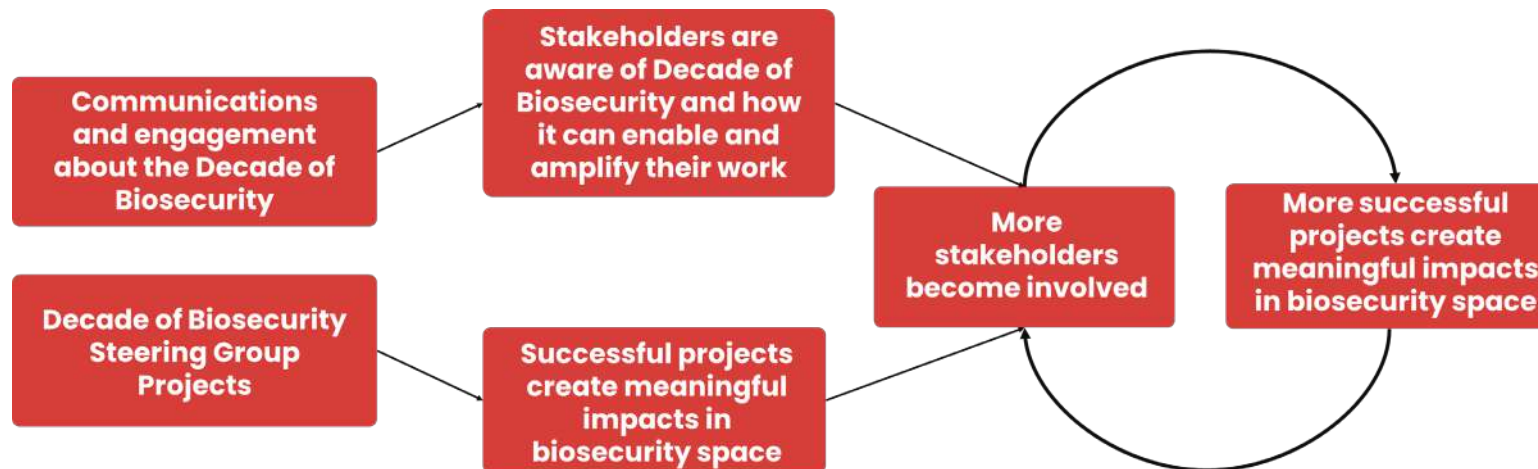
3. IMPLEMENTATION

3.1 Implementation journey

Nine focus areas have been identified for implementation within this Plan. The Decade of Biosecurity Steering Group will drive work across four of these in the immediate term. The remaining five may be progressed by other interested parties in collaboration with the Decade of Biosecurity Steering Group or initiated at a later stage in this Plan.

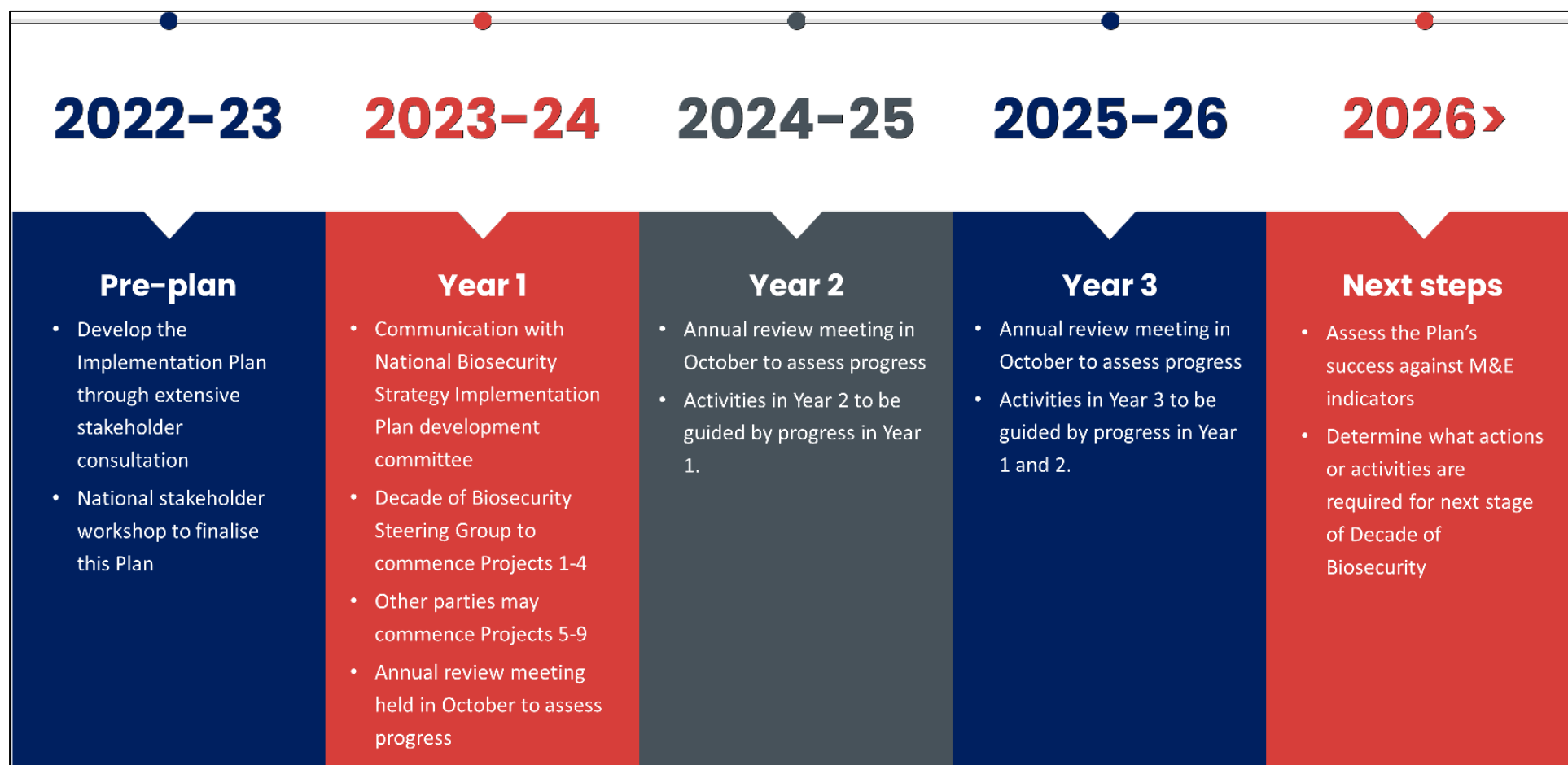
This Implementation Plan will also work to raise awareness of the Decade of Biosecurity and how biosecurity stakeholders can utilise it to enable and amplify their work, through communications and engagement activities (outlined in Section 6).

Figure 7: Implementation process



The timeline for implementation of these projects is outlined in Figure 7 (indicative timeline only). A biannual review of progress will be conducted to assess progress and reprioritise if required. Timeframes will align with those settled for the implementation of and agreed actions under the National Biosecurity Strategy.




Figure 7: Implementation timeline



3.2 Project categories

Focus area activities in this Plan have been categorised as per Table 6.

Table 6: Activity categories

Activity category		Description
Builder		These activities are the building blocks for future activities – they are required to be completed to guide the development and implementation of new projects
Booster		These activities support or expand existing projects or initiatives being conducted by business, industry, community or government at the local, state or national level
Trailblazer		These projects are new projects that will be undertaken with the support of the Decade of Biosecurity.

3.3 Project criteria

All activities in the Plan are required to:

- Support the objectives of the *National Biosecurity Strategy 2022-2032* endorsed by federal, state and territory governments and align with the Strategy's six priority areas, including:
 - Shared biosecurity culture
 - Stronger partnerships
 - Highly skilled workforce
 - Coordinated preparedness and response
 - Sustainable investment
 - Integrated supported by technology, research and data
- Are unique activities that do not duplicate the efforts or initiatives of other organisations
- Adhere to the Decade of Biosecurity's ethos of collaboration and coordination across the community, business, industry and government sectors.

The selected projects are the result of significant consultation and broad input since 2020. This includes the Decade of Biosecurity project plan finalised in early 2022 and the five consultation workshops held in October 2022.

4. FOCUS AREAS AND ACTIVITIES

Each focus area and its activities are outlined below. Each project is also aligned with one or more of the overarching M&E indicators for the Plan and each of the priority areas from the *National Biosecurity Strategy 2022-2032*. Please note that these activities are currently unfunded.

The Decade of Biosecurity Steering Group will lead implementation of four of these and commence planning work in the immediate term. Implementation arrangements are still to be determined for the remaining projects. Planning across all of these will be undertaken with close alignment with the implementation arrangements for the National Biosecurity Strategy. Focus Area 1: Social research is a critical initial project that will underpin future communications activities.

These areas of work are owned by all biosecurity stakeholders – individuals, businesses, governments and community groups can take advantage of the projects and see how their future thinking and current programs fit in. All biosecurity stakeholders are encouraged to be involved in delivering these activities or initiate their own Decade of Biosecurity projects.

4.1 Focus Area One



4.1.1 Overview

Category	Builder
Timeframe	This is a three-year project
Description	To better understand existing social research and any gaps relevant to informing good biosecurity behaviours, a stocktake of existing social research undertaken will be completed. This will support and supplement work of the National Biosecurity Committee Communication and Engagement Network and the NIC. Following consultation with stakeholders, a schedule of additional social research required to explore reasoning for certain behaviours will be developed. This research will be utilised to support behaviour change campaigns.
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 1: Australians' understanding of biosecurity and their role in the system is enhanced

	<ul style="list-style-type: none"> Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	Decade of Biosecurity Steering Group
National Biosecurity Strategy alignment	Priority area 1: Shared biosecurity culture Priority area 2: Stronger partnerships

4.1.2 Activities

Task	Timeframe	Responsibility	Tracking
Explore whether there are synergies with existing projects in this area e.g. National Environment Science Program and the Landscapes Hub			
Undertake audit of existing social research, commencing with those of Decade Partners and other non-government stakeholders			
Identify current gaps in social research framework			
Outline priority areas for commissioning social research – what is critical to know to achieve the Decade of Biosecurity objectives?			
Work with other stakeholders to secure funding/provider to conduct social research into priority areas			

4.2 Focus Area Two



4.2.1 Overview

Category	Trailblazer
Timeframe	This is a three-year project
Description	<p>To contribute to the development and roll out of a cross-sectoral, cross-cultural communications strategy and education program that raises awareness of biosecurity across industry, business, government and the community. A project will be established to help assess what is currently taking place, particularly across Decade Partners and non-government stakeholders, to identify any gaps/duplications and inform the shape of a broader national communications approach.</p> <p>A specific initiative for the launch of an annual national Biosecurity Week will also be progressed to help raise awareness of biosecurity.</p>
M&E outcome	<ul style="list-style-type: none"> • Primary outcome: A stronger, more integrated and more efficient biosecurity system • Sub-outcome 1: Australians' understanding of biosecurity and their role in the system is enhanced • Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	Decade of Biosecurity Steering Group
National Biosecurity Strategy alignment	<p>Priority area 1: Shared biosecurity culture</p> <p>Priority area 2: Stronger partnerships</p>

4.2.2 Activities

Task	Timeframe	Responsibility	Tracking
Determine working group to develop ideas to help shape a national communications strategy.			
Develop a concept for the inaugural National Biosecurity Week, tailored			

communications for various sectors, etc.			
Assist with analysis of existing communications resources – who is already saying what to who, is it working, how can we create consistent messaging that's tailored for different groups?			
Work with government and other stakeholders to explore large-scale biosecurity communications campaign, similar to 'Slip, slop, slap' based on outcomes from Project One – Social research.			
Consult with key stakeholders during the development of the communications strategy			
Facilitate stakeholder feedback on a draft communications strategy			

4.3 Focus Area Three



4.3.1 Overview

Category	Booster
Timeframe	This is a two-year project
Description	An initiative will be developed to identify and connect with network leaders/champions to develop a set of biosecurity 'supporters'. This should include champions at the local, state, and national level from various sectors, and will align with and support development and implementation of broader national communications strategies
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 1: Australians' understanding of biosecurity and their role in the system is enhanced Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	Decade of Biosecurity Steering Group
National Biosecurity Strategy alignment	Priority area 1: Shared biosecurity culture Priority area 2: Stronger partnerships

4.3.2 Activities

Task	Timeframe	Responsibility	Tracking
Conduct a desktop audit of existing programs that identify key leaders/champions (e.g. Australian Biosecurity Awards, Rural Women Awards, etc)			
Assess whether there are opportunities for partnership/support with identified existing programs			
Explore where there are gaps or a lack of spokespeople for certain sectors and work closely with stakeholders to			

source relevant champions for these areas			
Determine what the Decade of Biosecurity will provide to champions/supporters (e.g. training materials, special affiliation, tools, etc)			
Explore providing a portal with resources for biosecurity champions			
Once the 'pledge' system is implemented, look to include champions from groups who have committed to their pledge			
Conduct an annual review of the program to assess progress and improve connections and networks			

4.4 Focus Area Four



4.4.1 Overview

Category	Trailblazer
Timeframe	This is a three-year project
Description	<p>Work will be undertaken to help shape a formal government, industry and community partnership agreement to clarify roles and responsibilities in national biosecurity. This may inform broader governance improvements for the system as a whole, as well as clarify how players operate within the biosecurity system.</p> <p>Specific focus will be given to the collaborative development of pledges that outline the commitment from individual industry, business, community and research communities to support the biosecurity system. Signups will be sought from hundreds of organisations from within each of these sectors. This will be modelled on the successful New Zealand Biosecurity Business pledge.</p>
M&E outcome	<ul style="list-style-type: none"> • Primary outcome: A stronger, more integrated and more efficient biosecurity system • Sub-outcome 1: Australians' understanding of biosecurity and their role in the system is enhanced • Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	Decade of Biosecurity Steering Group
National Biosecurity Strategy alignment	<p>Priority area 1: Shared biosecurity culture</p> <p>Priority area 2: Stronger partnerships</p> <p>Priority area 3: Sustainable investment</p>

4.4.2 Activities

Task	Timeframe	Responsibility	Tracking
Develop a working group to develop partnership agreement/pledge system			

Explore how the system will be set up – include mechanisms for accountability, value proposition to get involved, etc.			
Determine the roles and responsibilities for each sector in the national biosecurity agreement			
Consult with stakeholders to see if they will sign onto the agreement			

4.5 Focus Area Five



4.5.1 Overview

Category	Booster
Timeframe	This is a three-year project
Description	Support will be provided to efforts underway to help build and promote an enhanced national biosecurity surveillance program across all industry, business and community sectors, utilising reporting tools and data repositories including MyPestGuide, iNaturalist, Atlas of Living Australia and FeralScan. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps.
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 1: Australians' understanding of biosecurity and their role in the system is enhanced
Project lead	[To be confirmed]
National Biosecurity Strategy alignment	Priority area 1: Shared biosecurity culture Priority area 2: Stronger partnerships Priority area 3: Sustainable investment Priority area 5: Coordinated preparedness and response Priority area 6: Integration supported by technology, research and data

4.5.2 Activities

Task	Timeframe	Responsibility	Tracking
Help to facilitate an audit of existing surveillance programs and tools			
Determine, through consultation with stakeholders, where there are gaps in our surveillance tools – what			

do we need, what is and isn't working well?			
Assess whether there is the system capability for increased usage of surveillance tools			
Explore how current tools and programs could be expanded to be of use to other groups/regions			
Provide tools/messaging for stakeholders to promote surveillance tools to their respective audiences – what's the value proposition for them?			

4.6 Focus Area Six



4.6.1 Overview

Category	Trailblazer
Timeframe	This is a three-year project
Description	Support will be provided to help create consistent standards and a common language for data collection across sectors with the objective to create a central repository for all biosecurity data that is available to all stakeholders. This could be used for alerts or a real-time dashboard of information that stakeholders can use to make decisions. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps.
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	[To be confirmed]
National Biosecurity Strategy alignment	Priority area 1: Shared biosecurity culture Priority area 2: Stronger partnerships Priority area 3: Sustainable investment Priority area 5: Coordinated preparedness and response Priority area 6: Integration supported by technology, research and data

4.6.2 Activities

Task	Timeframe	Responsibility	Tracking
Explore privacy impacts of data-sharing			
Help to understand current data collection mechanisms and systems across jurisdictions, from all sectors			

Help to develop common metadata standards for biosecurity sector to apply to the data repository			
Resolve financial and legal issues barriers to implementation			

4.7 Focus Area Seven



4.7.1 Overview

Category	Trailblazer
Timeframe	This is a three-year project
Description	<p>Increase emergency response capability by establishing a network of trained biosecurity response personnel, similar to other NSW emergency volunteer programs such as the Rural Fire Service (RFS) or State Emergency Services.</p> <p>This would allow for the recruitment, management, coordination, training, and deployment of volunteers in biosecurity response situations to augment lead response agencies such as the state departments of agriculture.</p> <p>In previous biosecurity situations organisations such the RFS have been engaged to assist with responses in part due to their familiarity with standard emergency response doctrine, mature command and control structures, and their ability to mobilise volunteer support. However, responding to plant and animal health biosecurity emergencies are not part of the core business of these organisations. Additionally, such organisations are also under increasing pressure to meet their own mission objectives due to the symptoms of climate change (eg flood, bushfire etc), and similar stresses are being placed upon the defence force as well which has also been used in the past.</p> <p>When not engaged in biosecurity emergency response activity, the network could be used to foster increased understanding of biosecurity at a local community level, engage in training to both maintain and improve the skill sets of its members, and to undertake on ground preparedness activity.</p>
M&E outcome	<ul style="list-style-type: none"> • Primary outcome: A stronger, more integrated and more efficient biosecurity system • Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	[To be confirmed]
National Biosecurity Strategy alignment	<p>Priority area 1: Shared biosecurity culture</p> <p>Priority area 2: Stronger partnerships</p> <p>Priority area 5: Coordinated preparedness and response</p>

4.7.2 Activities

Task	Timeframe	Responsibility	Tracking
Compile a list of volunteer organisations that may be appropriate to approach for inclusion in this network			
Determine whether the network will be a stand-alone program or integrated with government, industry, community existing networks			
Determine role of this network, along with joining requirements			
Develop resources to support members of the network			

4.8 Focus Area Eight



4.8.1 Overview

Category	Booster
Timeframe	This is a two-year project
Description	Support will be provided for an audit of current skills and capabilities in the biosecurity sector and identification of any gaps. This will support the development of a succession planning program to ensure the biosecurity system has the skilled resources required for the future. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform next steps and working closely with the National Biosecurity Strategy Implementation Committee
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	[To be confirmed]
National Biosecurity Strategy alignment	Priority area 2: Highly skilled workforce Priority area 3: Stronger partnerships Priority area 5: Coordinated preparedness and response

4.8.2 Activities

Task	Timeframe	Responsibility	Tracking
Help to understand the stock of current skills and capabilities at a national level, initially through consultation with Decade Partners and other stakeholders			
Prepare a report on the findings of this audit			

Develop a succession planning program to address findings of audit			
<p>Consult with stakeholders to seek involvement in solutions to skill gaps/shortages. Potential ideas include:</p> <ul style="list-style-type: none"> ○ Further education about biosecurity and related roles in education system ○ Greater agricultural presence at universities ○ Mentoring programs in government, industry and community organisations to support the transfer of skills across employees 			
Consider, with other stakeholders, the feasibility of development of a national register of skills/strengths – a one stop shop where people or organisations can find people willing to share their skills/open to collaboration			

4.9 Focus Area Nine



4.9.1 Overview

Category	Trailblazer
Timeframe	This is a one-year project.
Description	Focus will be directed to support new research into the potential costs to the environment and our way of life if we do not transform the biosecurity system to meet the challenges of 2030. This would provide similar analysis to how the economic impacts are calculated for an outbreak of foot-and-mouth disease. This may be done initially through facilitating input from Decade Partners and other stakeholders to help inform work in this space.
M&E outcome	<ul style="list-style-type: none"> Primary outcome: A stronger, more integrated and more efficient biosecurity system Sub-outcome 2: Stakeholders see value in engaging with the Decade of Biosecurity
Project lead	[To be confirmed]
National Biosecurity Strategy alignment	Priority area 3: Stronger partnerships Priority area 4: Sustainable investment

4.9.2 Activities

Task	Timeframe	Responsibility	Tracking
Commission economic analysis of potential costs to environment based on business-as-usual biosecurity trajectory			
Develop mapping tools to illustrate impacts of pests on environment and environmental services			
Advocate for development of a			

competent set of national environmental economic accounts			
Assess economic impact of risk-creators			

5. GOVERNANCE

5.1 Roles and responsibilities

Table 8: Roles and responsibilities

Responsibility	Role
Overall implementation of the Plan	Decade of Biosecurity Project Steering Group, working closely with the National Biosecurity Strategy Implementation Committee
Management of Plan including oversight of: <ul style="list-style-type: none"> - Monitoring and Evaluation framework - Risk register - Annual review 	Decade of Biosecurity Project Steering Group
Implementation of specific projects identified in the Plan	[TBC]
Reconvene relevant Decade of Biosecurity staff if a trigger point is identified	[TBC]
Liaison on national and jurisdictional priorities	[TBC]

5.2 Budget

[Budget to be inserted]

5.3 Risk assessment

A risk register (Appendix A) has been developed. This should be reviewed quarterly by the Decade of Biosecurity Project Steering Group, with risk mitigation measures adjusted if required.

5.4 Triggers

Triggers are situations or developments that may arise throughout the course of the Plan that may impact its success. Several triggers for this Plan have been identified in Table 9. Each trigger should serve as a catalyst for relevant Decade of Biosecurity staff to meet to determine whether action to resolve or address the trigger is required.

Table 9: Trigger points

Trigger	Suggested actions	Responsibility
Incident causes large-scale impacts on agricultural production and/or environment	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
Launch of the National Biosecurity Strategy Implementation Plan	Decade of Biosecurity Steering Group to meet to review Implementation Plan and determine next steps e.g. adjust Decade of Biosecurity Implementation Plan	Any member of the Decade of Biosecurity Steering Group

Significant reduction in biosecurity funding/resourcing for key stakeholders involved in the Plan	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
Inability to secure leads/funding for projects listed in the Plan	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
Change in state/territory and federal government	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
Other groups launch similar projects/initiatives without Decade of Biosecurity involvement	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
Significant changes in external operating environment reduces importance of biosecurity	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group
A project in this Plan fails to achieve its intended outcomes or causes reputational damage to the Decade of Biosecurity brand	Decade of Biosecurity Steering Group to meet to decide course of action	Any member of the Decade of Biosecurity Steering Group

6. COMMUNICATIONS & ENGAGEMENT

6.1 About

A key part of this Plan are communications and engagement activities to help raise awareness of the Decade of Biosecurity Implementation Plan and how biosecurity stakeholders can utilise it to enable and amplify their work. It is critical that communications and engagement activities are undertaken to generate buy-in to the plan, to outline how the initiative can be used to stakeholders' advantage to ensure stakeholders see value in utilising it, and to promote the successes of the Decade of Biosecurity Implementation Plan.

Communications and engagement activities to support the aims of this Plan are outlined in Section 6.3.

6.2 Branding

The Decade of Biosecurity has branding that can be used by stakeholders aligned with the Decade of Biosecurity's objectives and outcomes. A process will be developed to ensure the branding is protected and used appropriately by stakeholder, whilst also allowing co-branding.

6.3 Activities

Communications and engagement activities are outlined in Appendix C.

7. IMPLEMENTATION TRACKING

The Implementation Tracker below provides a summary of specific deliverables outlined in sections 4-13.

Table 11: Implementation schedule

OUTCOME ONE:				
M&E IND.	ACTIVITY	DETAILS	DATE	RESPONSIBILITY

APPENDIX A: RISK ASSESSMENT

Risk matrix

The risk matrix in Table 12 helps to calculate the level of risk by finding the intersection between the likelihood and the consequences. This calculation will be used to assess risks facing the Decade of Biosecurity Project during the implementation of this Plan.

Table 12: Risk matrix

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	Medium	High	Extreme	Extreme	Extreme
Likely	Medium	Medium	High	Extreme	Extreme
Possible	Low	Medium	Medium	High	Extreme
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

Risk register

Table 13 outlines key risks that have been identified for the Plan, with proposed mitigation strategies.

Table 13: Risk register

Risk	Likelihood	Impact	Risk rating	Mitigation
Implementation risk: Insufficient investment/resourcing to progress the Plan's objectives	Possible	Major	High	<ul style="list-style-type: none"> - Budget to be developed to progress the Plan's objectives - Development of Plan was done in consultation with stakeholders to encourage buy-in and seek funding opportunities - Regular assessment of workforce capability and capacity

Risk	Likelihood	Impact	Risk rating	Mitigation
Stakeholder management risk: Key stakeholders do not buy-in to the Plan or are unable to contribute due to competing priorities	Possible	Major	High	<ul style="list-style-type: none"> - Development of the Plan was done in consultation with biosecurity stakeholders across sectors to achieve buy-in - Trigger points have been developed allowing for regular touch points - A stakeholder matrix has been developed within this Plan, identifying key stakeholders and their level of influence/interest in the Plan - Regular updates will be provided to the steering group and other stakeholders on the Plan's progress
Implementation risk: Other high priority items or external forces in the operating environment impact the implementation of this Plan	Possible	Moderate	Medium	<ul style="list-style-type: none"> - Development of the Plan was done in consultation with biosecurity stakeholders across sectors to ensure the Plan took into account stakeholder priorities - Triggers have been identified in Table 9 which provide a course of action in the event of external forces arising that may impact on the Plan
Implementation risk: Key drivers of the Decade of Biosecurity project leave the project due to natural attrition, resulting in a leadership gap for the Plan	Possible	Moderate	Medium	<ul style="list-style-type: none"> - The Decade of Biosecurity Project Steering Group has been involved in all steps of the Plan's development process - A National Coordinator for the Project is to be hired to assist with driving the Plan.
Stakeholder management risk: Ineffective stakeholder management by Decade of Biosecurity project partners causes a breakdown in stakeholder relationships, impacting the ability of the Decade of Biosecurity to meet the Plan's objectives	Possible	Moderate	Medium	<ul style="list-style-type: none"> - Consultation was undertaken with the Commonwealth to ensure the Plan is aligned with their National Biosecurity Strategy. - Stakeholders were provided with multiple opportunities to provide input and feedback on the Plan.
Stakeholder management risk: Stakeholders are confused about where the Decade of Biosecurity fits with other biosecurity initiatives, resulting in disengagement	Likely	Moderate	Medium	<ul style="list-style-type: none"> - Development of the Plan was done in consultation with biosecurity stakeholders across sectors to ensure buy-in and understanding of the Decade of Biosecurity concept - The inclusion of projects in the Plan was dependent on their alignment with other biosecurity initiatives, such as the National Biosecurity Strategy.

Risk	Likelihood	Impact	Risk rating	Mitigation
Stakeholder management risk: Stakeholder expectations of the Decade of Biosecurity Project are inflated, resulting in dissatisfaction.	Unlikely	Minor	Low	<ul style="list-style-type: none"> - Development of the Plan was done in consultation with biosecurity stakeholders across sectors to ensure buy-in and understanding of the Decade of Biosecurity concept - Regular updates will be provided to stakeholders on the Plan's progress

APPENDIX B: M&E PERFORMANCE MATRIX

Table 14: M&E performance matrix

INTERMEDIATE OUTCOMES	MONITORING QUESTION	DATA SOURCES	TARGETS
1. Australians understanding of biosecurity and their role in the system is enhanced	1.1 To what extent has Australians understanding of biosecurity been improved?	<ul style="list-style-type: none"> • Qualitative feedback (positive/negative) • Survey 	<ul style="list-style-type: none"> • Positive qualitative feedback
	1.2 To what extent do Australians understand their role in the biosecurity system?	<ul style="list-style-type: none"> • Qualitative feedback (positive/negative) • Survey 	
2. Stakeholders see value in engaging with the Decade of Biosecurity	2.1 To what extent do stakeholders engage with the Decade of Biosecurity?	<ul style="list-style-type: none"> • Enquiries received from stakeholders • Newsletter sign-ups • Social media engagement rate • Qualitative feedback (positive/negative) 	
3. Biosecurity initiatives are far-reaching, targeted and impactful	3.1 To what extent has the Decade of Biosecurity amplified biosecurity projects?	<ul style="list-style-type: none"> • Case studies • Qualitative feedback (positive/negative) 	

4. Investments in biosecurity are targeted and resources deployed more effectively	4.1 To what extent is the Decade of Biosecurity Implementation Plan providing value for money to stakeholders?	<ul style="list-style-type: none"> • Qualitative feedback (positive/negative) • Financial/project statements/reports 	
	4.2 To what extent has the Decade of Biosecurity Implementation Plan facilitated effective resource deployment?	<ul style="list-style-type: none"> • Qualitative feedback (positive/negative) 	
	4.3 To what extent has the Plan adhered to budget?	<ul style="list-style-type: none"> • Financial/project statements/reports 	Plan activities delivered on-time and within budget