

# NATIONAL BIOSECURITY STRATEGY IMPLEMENTATION PLAN

Connected

Resilient

Shared



2022-2032

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This publication is available at <https://www.biosecurity.gov.au/about/national-biosecurity-committee/nbs>

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#### **Acknowledgement of Country**

We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment and community. We pay our respects to the Traditional Custodians of the lands we live and work on, their culture, and their Elders past and present.

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## Foreword

A strong and resilient biosecurity system is critical to maintaining our Australian way of life, our rich environment and our vibrant agricultural sector. Risks to biosecurity are becoming more complex and varied, so we must work together to combat the threats to our natural and productive ecosystems.

To support the delivery of Australia's first National Biosecurity Strategy (NBS), which was released in August 2022, this National Biosecurity Strategy Implementation Plan provides a guiding framework to set the strategy up for success from now until 2032. This plan outlines the delivery arrangements for the strategy, including governance arrangements and action planning approaches, which will inform future planning work over the 10-year life of the strategy.

This work reflects the collaboration of a range of stakeholders from across our biosecurity system — from federal, state and territory governments, industry, environmental groups, First Nations Australians and research organisations who are passionate about, and committed to, strengthening Australia's biosecurity system. Thank you to all involved for their tireless input to progressing this important work towards the achievement of our shared vision to develop a connected, resilient and shared national biosecurity system for Australia.

We will continue to work collaboratively with biosecurity system stakeholders as action planning progresses over the life of the strategy.

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Deputy Secretary – Biosecurity and Compliance Group,  
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# Summary

This plan guides implementation activities and future planning work over the 10-year life of the National Biosecurity Strategy (NBS). The NBS informs the scope of this document and covers many biosecurity threats such as pests, weeds and diseases. The approach to implementation outlined in this document reflects the collaboration and joint efforts between governments, industry, representative bodies, First Nations Australians and research organisations.

Biosecurity is a shared responsibility which depends on collaborative action by stakeholders in the long-term. The complexity and challenge of managing biosecurity risks is increasing and diversifying, and the NBS needs to be flexible in its approach to planning, implementation and actions to account for unpredictability in the biosecurity environment. To support a collaborative approach and flexibility, this plan outlines:

- an implementation framework, which includes guidance for future planning and funding under the NBS
- guidance to develop the national action plans, including criteria for selecting actions and progress reporting of actions
- an inclusive governance structure underpinned by key bodies to oversee and progress cohesive and coordinated implementation
- the objectives for communications and stakeholder engagement to facilitate stakeholder input, expertise, and understanding of the challenges and opportunities within the biosecurity system
- expectations for monitoring and evaluation to ensure accountability and transparency, including requirements for annual reporting and strategy reviews.

This plan will assist stakeholders to develop future national action plans and monitor progress to make sure the NBS implementation supports our vision of a connected, resilient and shared national biosecurity system that protects Australia in the long-term.



# Introduction

## National Biosecurity Strategy – a shared vision for the future

### Purpose

The [National Biosecurity Strategy](#) (NBS) was endorsed by all government ministers and publicly released on 9 August 2022. Its purpose is to provide a strategic roadmap to guide the evolution of Australia's biosecurity system to face the increasingly complex biosecurity risks facing our nation. Our goal is to develop a more connected, resilient and shared national biosecurity system that is capable of countering the threats facing Australia today and into the future.

Biosecurity risks are complex and becoming harder to manage. The increasingly complex risk environment was a key driver behind development of the NBS – a collective national biosecurity strategy. Risk is also a key driver behind the need to effectively implement the NBS to deliver on its shared purpose – a risk based system underpinned by science that protects Australia's people, our environment, economy and lifestyle from the biosecurity threats of today and tomorrow.

The NBS identifies the following risks facing Australia:

- **Climate change** – a changing climate means pests and diseases may alter their normal habitat range or movements along natural pathways such as wind and tides following changes in weather patterns and more extreme weather events.
- **Shifting trade and travel patterns** – increased trade volumes and new markets or destinations involve new risks and provide more opportunities for pests, weeds and diseases to spread. These factors also include the increased movement of people, equipment and goods, and changing forums such as online trade.
- **Decreasing biodiversity** driven by invasive species, land use and climate change, which weakens the resilience of ecosystems to future pest and disease outbreaks. The loss of crop genetic diversity exposes a high level of risk to industries in the event of pest, disease or weed outbreaks.
- **Increasing biosecurity risks overseas**, including in the Indo-Pacific, have the potential to enter and spread rapidly in Australia, particularly given risks associated with climate change, shifting trade patterns, and proximity to our northern coastline, which is the frontline for many biosecurity risks.
- **Illegal activity** – there are new pathways emerging for illegal plants and animals. Existing activities include illegal fishing, which heightens the risk of exotic marine animals invading Australian waters.
- **Major global disruptions** – shipping container disruptions and shortages can result in changes to the hygiene conditions of containers arriving in Australia, which is linked to a surge in detections. War and natural disasters can also impact trade and pathways as goods may sit on docks for longer periods or take different routes resulting in exposure to novel pests.
- **Changing land uses** are altering the interface between urban and non-urban areas and the environment. As populations spread it can bring people closer to wildlife, potentially increasing biosecurity risks.

A consultative process covering a wide range of biosecurity stakeholders was at the heart of the NBS' development. Through this process, the NBS vision of a connected, resilient, and shared biosecurity system that protects Australia and our way of life was developed.

## Six priority areas for action

To achieve this vision the NBS identified 6 priority areas for action with 36 initial actions to support the evolution of the national biosecurity system. An overview of the initial actions under each of the 6 priority areas is included at [Appendix A](#). The NBS priority areas are:



**Shared biosecurity culture** – we will enhance our culture of biosecurity action so that everyone understands its importance and plays their part.



**Stronger partnerships** – we will strengthen and expand partnerships and networks between all stakeholders at local, regional, national and international levels.



**Highly skilled workforce** – we will develop and sustain a highly skilled workforce to ensure we have the right capability and capacity, in the right place, at the right time.



**Coordinated preparedness and response** – we will boost our system's adaptability and its capacity to prevent, detect, manage, respond to and recover from outbreaks.



**Sustainable investment** – we will ensure funding and investment is sufficient, co-funded, transparent, targeted to our priorities and sustainable for the long term.



**Integration supported by technology, research and data** – we will create a more connected, efficient and science-based system to facilitate timely and informed and risk-based decisions.

## Principles for NBS implementation – working together

To be successful, implementation will:

- be an inclusive process that includes collaboration with a broad range of stakeholders to develop, implement and monitor action plans
- provide a range of different opportunities and avenues for stakeholders to contribute and provide input
- align with and complement other relevant strategic agendas and activities where possible to avoid duplication and siloing of effort
- have clear governance arrangements that embed opportunities for greater stakeholder involvement in decision making, supporting our priority to enhance our shared biosecurity culture
- include mechanisms to ensure we are all accountable for implementation and that we transparently monitor and evaluate our progress
- focus on tangible actions in each of our priorities to deliver a more resilient system that can adapt to changes in our risk environment and is responsive to emerging opportunities and challenges.

The implementation approach set out in this plan is reflective of these principles.

## Relationship with other biosecurity frameworks and strategies

Australia's biosecurity system is multi-layered, with activities undertaken overseas, at our borders and within. Managing biosecurity is complex and governed by a variety of legislative frameworks, strategies, policy frameworks, agreements and operational documents. The NBS is informed by and supports existing biosecurity strategies, plans and policies, which are established by the Australian, state and territory governments, industry, sectoral and regional stakeholders. One of the implementation principles of the NBS is to align with and complement other relevant strategic agendas and activities across the biosecurity system to avoid duplication and siloing of effort.

Table 1 outlines other biosecurity strategies and frameworks established by biosecurity stakeholders across the system. This is not intended as a comprehensive overview, and it is noted that there will be new initiatives implemented and the existing biosecurity strategies and frameworks will evolve and change over the 10-year life of the NBS.

**Table 1** Other biosecurity strategies and frameworks

Industry and joint strategies/plans	Jurisdictional strategies/policies	Regional strategies	Sectoral and other strategies/plans
Animal Health Australia Strategic Plan 2020–2025	ACT Biosecurity Strategy 2016–2026	Biosecurity Strategy for Kangaroo Island 2017–2027	Animal Plan 2022 to 2027
Biosecurity Plan for the Avocado Industry 2020	Commonwealth Biosecurity 2030	Lord Howe Island Biosecurity Strategy 2022–2024	Aqua Plan 2022–2027
Biosecurity Plan for the Banana Industry 2019	Northern Territory Biosecurity Strategy 2016–2026	Northern Australia Biosecurity Strategy 2020–2030	Australian Pest Animal Strategy 2017–2027
Biosecurity Plan for the Vegetable Industry 2018	NSW Biosecurity and Food Safety Strategy 2022–2030	Pacific Biosecurity Strategy 2022 to 2027	Australian Weeds Strategy 2017–2027
Biosecurity Plan for the Viticulture Industry 2019	Queensland Biosecurity Strategy 2018–2023	Tasmanian Wilderness World Heritage Area Biosecurity Strategy 2021–2031	CSIRO Australia's Biosecurity Future 2020–2030
Industry Biosecurity Plan for the Grains Industry	Queensland Invasive Plants and Animals Strategy 2019–2024	Torres Strait and Northern Peninsula Area Biosecurity Strategy	Decade of Biosecurity 2021–2030
National Citrus Biosecurity Surveillance Strategy	South Australia's Biosecurity Policy 2020–2023	Torres Strait Regional Biosecurity Plan 2018–2023	Marine Pest Plan 2018–2023
National Forest Biosecurity Surveillance Strategy 2018–2023	Tasmanian Biosecurity Strategy 2022–2027	–	National Environment and Community Biosecurity Research, Development and Extension Strategy 2021–2026
National Fruit Fly Strategy 2020–2025	Victoria's Biosecurity Statement 2022	–	National Marine Pest Surveillance Strategy 2019
National Grain Biosecurity Surveillance Strategy 2019–2029	Western Australian Biosecurity Strategy 2016–2025	–	National Plant Biosecurity Diagnostic Strategy 2021–2031
National Lumpy Skin Disease Action Plan	–	–	National Plant Biosecurity Preparedness Strategy 2021–2031
National Potato Industry Biosecurity Surveillance Strategy 2020–2025	–	–	National Plant Biosecurity Strategy 2021–2031
National Sheep Industry Biosecurity Strategy 2019–2024	–	–	National Plant Biosecurity Surveillance Strategy 2021–2031
South Australian Livestock Biosecurity Blueprint 2030	–	–	Plant Biosecurity Research Initiative Strategy 2018–2023
Tropical Plant Industries Biosecurity Surveillance Strategy 2020–2025	–	–	–



## Purpose of this plan

This plan includes an implementation framework built on strong and enduring foundations to set NBS implementation up for success from now until 2032.

The National Biosecurity Committee (NBC) and National Biosecurity Strategy Implementation Committee (NIC) developed this plan, with input from the National Biosecurity Strategy Implementation Working Group (WG). It has been developed during the implementation planning stage following the release of the NBS. It is a living and responsive document that spans the 10-year life of the NBS, with greater detail in the early years. If there are significant changes in Australia's biosecurity environment, this plan may be revised following any strategy review that may be conducted. The NBS will be implemented via inclusive consultation.

The NBS informs the scope of the plan. It covers exotic and established pests, weeds and diseases. This includes zoonotic diseases but does not extend to human biosecurity.

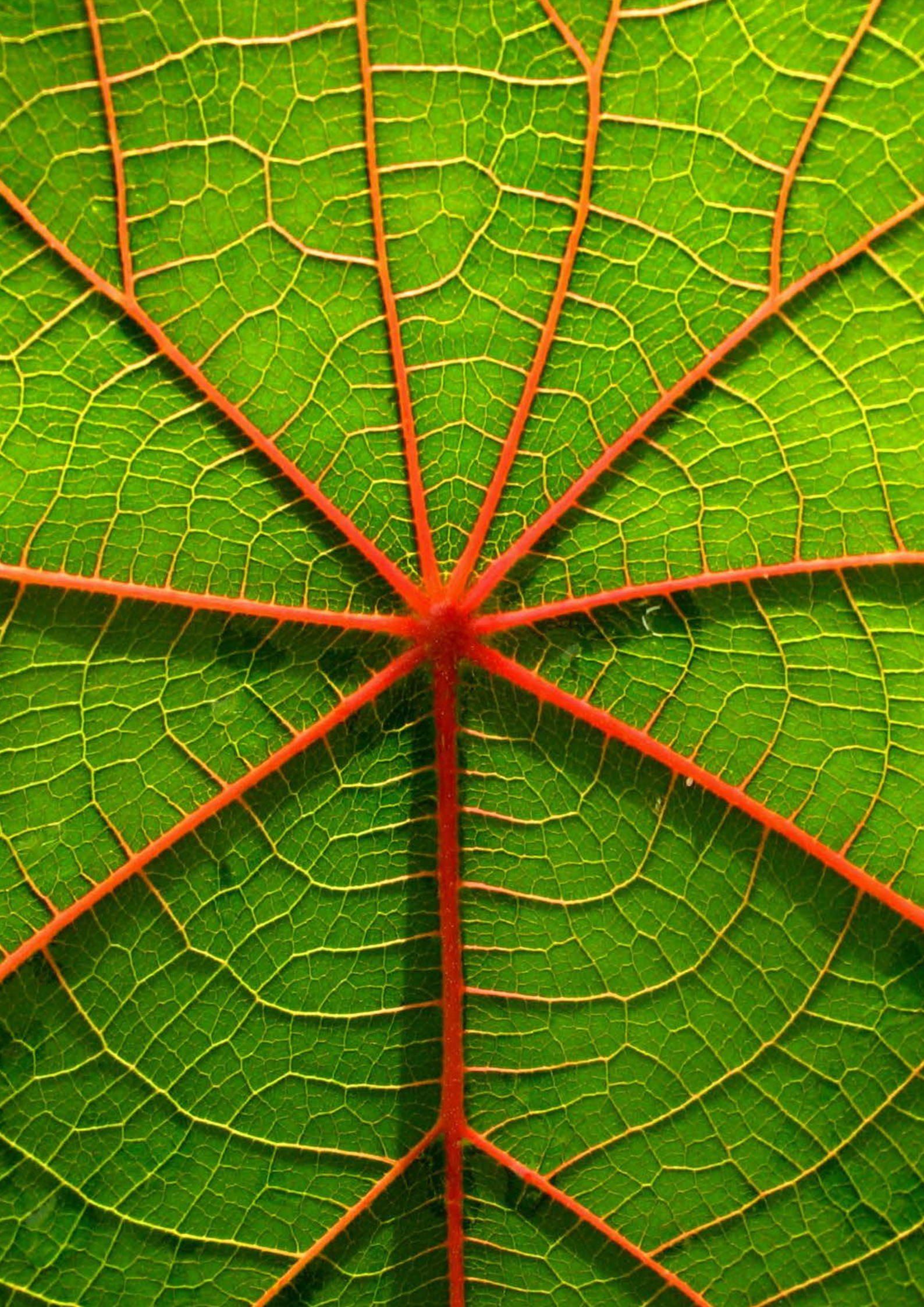
The plan will support the development and implementation of the first national action plan. The first action plan will build upon the 36 initial actions in the NBS to deliver against the vision across the 6 NBS priorities and will also include a monitoring and evaluation framework to provide transparency and accountability. We expect multiple national action plans will be developed across the life of the NBS to respond to changes in the biosecurity operating environment.

The plan will outline:

- the governance arrangements, including the initial groups that will lead and drive the implementation of the NBS, roles and responsibilities to align with and inform other relevant strategic agendas and activities to avoid duplication and siloing of effort
- guidance for future planning, including guidance for developing future national action plans, such as how action plans could build on each other over time to strengthen the system and arrangements for ongoing monitoring and reporting
- high level initial guidance on the monitoring and evaluation framework
- the objectives and scope of the communications and engagement strategy (refer [Appendix D](#)) to ensure the development of the plan and national action plan are underpinned by an inclusive engagement process.









To help us achieve the NBS vision, priority areas and drive coordinated and collaborative activity across Australia, a diverse range of stakeholders will be involved in implementation over the life of the NBS, underpinned by an inclusive governance approach. The governance fora established to oversee and drive NBS implementation are comprised of a wide range of organisations across key biosecurity stakeholder sectors. This broad representation and targeted engagement activities will help to ensure that stakeholders have an opportunity to contribute to, and shape implementation.

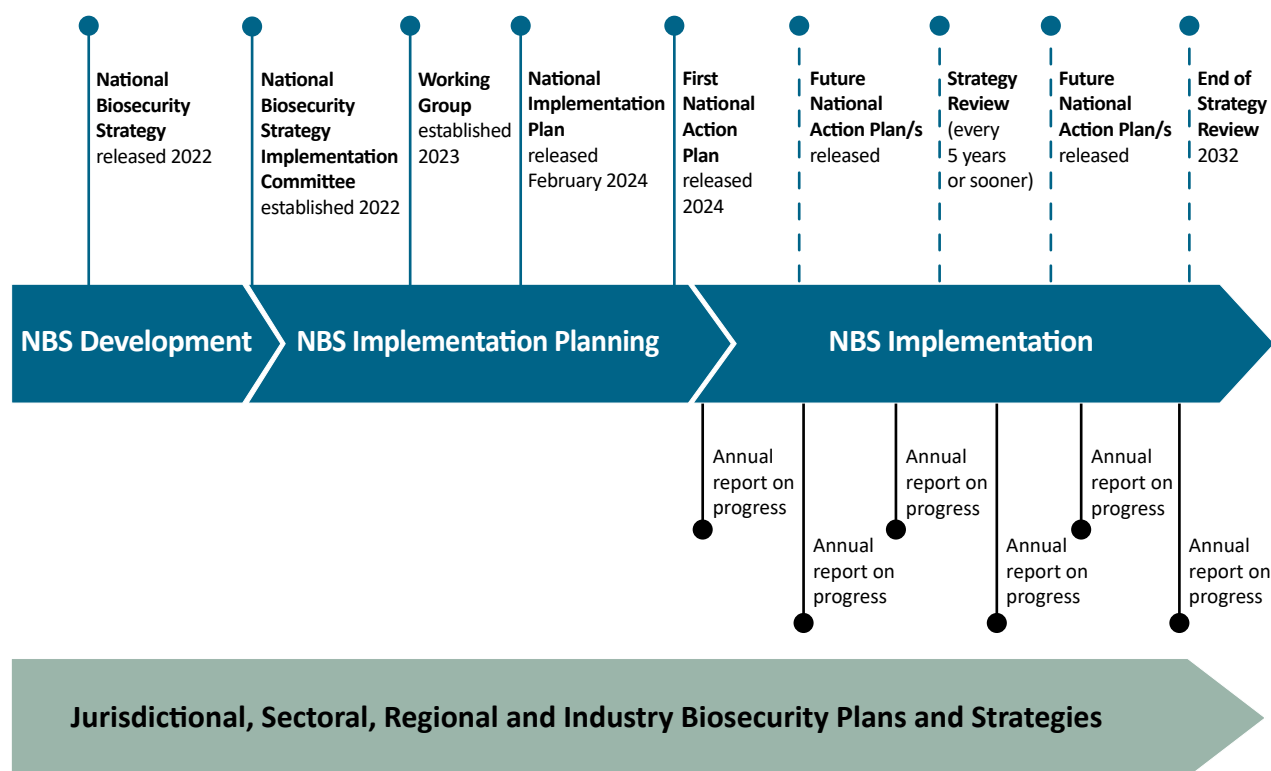
The approach to communications and engagement will evolve and mature over the 10-year life of the NBS. We anticipate that the approach to monitoring and evaluation will also evolve and mature over time with advances in technology and enhanced data evaluation capacity. We anticipate advances in technology will also lead to timely, informed and risk-based decisions.

## Coordinated implementation of the National Biosecurity Strategy

**Table 2** Long-term roadmap for implementation of the NBS and associated documents

NBS activity	Timeframe	Purpose
National Biosecurity Strategy	August 2022	Sets the future vision and priorities for the national biosecurity system and outlines 6 priority areas for action.
Initial actions	August 2022	The NBS identifies 36 initial actions for implementation focus.
National implementation plan	February 2024	Provides a framework for implementing the NBS, including the governance structures and guidance.
First national action plan	2024	<p>The first national action plan will outline actions across all 6 priority areas. It will focus on actions to deliver against the 36 initial actions in the NBS and address gaps.</p> <p>It will also include a high-level monitoring and evaluation framework and an outline of the data to be collected.</p>
Strategy review	2027 and 2032 (or sooner)	Formal review of the NBS every 5 years, or sooner if strategy review triggers are satisfied.
Future national action plans	As required	<p>Future national action plans will build on the actions identified in the first national action plan to deliver against the NBS vision.</p> <p>They will also build on the monitoring and evaluation framework reflective of improvements to data collection over the life of the NBS to enhance the impact monitoring process.</p>
Annual report on progress	2024 to 2032 (annual)	The annual report will support monitoring and reporting on the implementation of the national action plans to keep the program of work on track and adapt if needed.
Jurisdictional, sectoral, regional and industry plans and strategies	Various	These plans and strategies will support the wider implementation of the NBS and be developed over time by a range of stakeholders, including the Australian, state and territory governments, various sectors and regions – for example, the <a href="#">Decade of Biosecurity</a> initiative by the Biosecurity Collective, and the <a href="#">Catalysing Australia's Biosecurity</a> initiative, a joint initiative of CSIRO and the department.

**Figure 1** Image of NBS implementation roadmap



## Implementation framework and guidance

Implementation of the NBS will be phased over 10 years with each action plan building upon earlier plans. The first action plan will lay the foundations for us to build on all 6 NBS priorities over time to strengthen Australia's biosecurity system.

The number and content of subsequent action plans will be determined at the time of their development. The 5-year strategy review in 2027 (or earlier if strategy review triggers are satisfied) will also inform the development of subsequent action plans. This is to provide sufficient flexibility to adapt action plans if changes in the biosecurity environment require adjustments to our priorities.

The relationship between the 6 NBS priority areas is dynamic and, in some instances, actions will contribute to more than one priority area. Adjustments to the time frame for completing the first action plan were made to provide the NIC with flexibility to progress a phased approach to implementation of the NBS. The phased approach provides for an initial draft action plan, focused on 'shared biosecurity culture' and 'stronger partnerships' priority areas as these are foundational across all NBS priorities.

Building knowledge of and commitment to biosecurity outcomes across the community and system stakeholders will better position our system to respond to the ever-changing risk environment.

## Guidance for future planning

As outlined in the NBS, the implementation planning phase involves developing the national implementation plan and first action plan. The implementation planning phase is important as it provides an opportunity to carefully consider the necessary factors for setting implementation priorities to drive success across the next 10 years.

The process for developing the first action plan involves selecting initiatives that are foundational and can be built upon over time. This will allow us to sustain and elevate progress towards the 6 NBS priorities. To support our long-term vision for Australia's future biosecurity system, we have included some guidance below to assist stakeholders with future planning.

A set of activity selection criteria has been developed to assist with assessing actions for inclusion in the action plans. Actions are required to satisfy criteria, including a national and strategic focus, being impactful and forward looking (refer [Activity Selection Criteria](#)).

A program logic for NBS implementation has been developed to demonstrate the relationships between various inputs, outputs and outcomes (short, medium and long term) over the 10 years, refer [Appendix B](#). This can be used and adapted as an implementation tool to map how certain activities, programs or projects can deliver against the objectives of the NBS priority areas, and support progress reporting and evaluation. It seeks to show that the relationship between various NBS priority areas can be dynamic and some actions may be cross-cutting across several priority areas.

## Future proofing – implementation risks and scenario planning

We recognise the importance of future proofing to ensure that implementation activities continue to remain viable in supporting achievement of the vision and purpose of the NBS over its 10-year life. We also recognise that there will always be some measure of unpredictability with future biosecurity risks and threats, and that both implementation and action planning need to remain agile to respond appropriately to the changing biosecurity operating environment.

The NBS recognises that the volume and complexity of biosecurity risks to our system will increase over time due to a range of compounding factors, including but not limited to:

- climate change
- shifting trade and travel patterns
- decreasing biodiversity
- changing land uses
- increasing biosecurity risks overseas
- illegal activity
- major global disruptions.

We have identified and will continue to monitor other risks to NBS implementation, including:

- loss of clarity over the NBS vision, purpose and scope during implementation
- duplication of effort resulting from an inability to align and complement other strategic agendas
- insufficient stakeholder engagement.

Due to these variables and the need for flexibility in our implementation approach, we have not defined the form or contents of action plans to be developed under this national implementation plan.



## Funding

The biosecurity system is a shared responsibility and it must be funded fairly and sustainably by all stakeholders who benefit from a strong system and those who contribute to biosecurity risks. Stakeholders from all levels of government, industry and the community currently contribute funding to maintain and strengthen the biosecurity system.

The federal government primarily focuses funding and investment on activities, including those that align with its legislative and regulatory functions. The state and territory governments primarily focus funding on activities which align with their domestic legislative and regulatory functions. The various industries and sectors (including primary producers, exporters and importers) also contribute funding towards activities, including performing tasks for everyday management of biosecurity risks, and sector specific research and development initiatives. The wider community also contributes to biosecurity funding through in-kind voluntary effort, taxes and compliance activities.

Sustainable investment is one of the 6 NBS priority areas, and we note that the approaches to achieve sustainable investment need to be efficient, equitable, adaptable, transparent and responsive to changes in the operating environment. Investment in the system in a sustainable way will be underpinned by a shared biosecurity culture and stronger partnerships amongst system stakeholders, including through appropriate governance arrangements and sound decision making. Actions to support this priority area will be identified during the action planning process.

One objective of the action plans is to identify activities which have the potential to have a positive impact on the biosecurity system by enhancing national visibility, elevating activity and/or supporting national consistency. It is anticipated that some of these types of actions may not necessarily require new funding as efficiencies may be found within existing systems to streamline effort and strengthen arrangements.

Other potential activities identified may require additional funding. In these circumstances, we anticipate that relevant stakeholders would need to develop appropriate assessments and gather evidence to support any proposed activities. Any national proposals should align with sustainable funding principles where biosecurity participants contribute equitably. Decisions regarding funding of any new initiatives would be a matter for industry, research and peak bodies, and governments.



Image: Joshua Smith







# Development of the action plans

## Overview

The NBS identified 6 priority areas and 36 initial actions to evolve and future-proof the national biosecurity system. To build upon these initial actions and existing work across our system, we will develop action plans to drive implementation over the 10 years and keep us on track to deliver the vision of the NBS.

## Action planning

There are 4 key inputs to support action planning activities. These are:








1. Direction from NBC and the NIC
2. Stakeholder inputs
3. Analysis of stakeholder inputs
4. Development and prioritisation by the WG with oversight by the NIC (see [Governance](#)).

The actions identified and included in the first action plan could include activities currently underway along with new initiatives to commence under the NBS.

## Activity selection criteria

To ensure that all actions are suitable for inclusion in the action plans, the NIC and NBC agreed on a set of criteria to guide the selection of actions for identification and implementation. These criteria will be applied to assess actions for inclusion in the first action plan and subsequent action plans.

The activity selection criteria is as follows:

	<b>National focus</b> – Does the proposed activity support truly national improvements to the biosecurity system in a manner that is connected, resilient and shared?
	<b>Review focus</b> – Does the proposed activity reinforce and accelerate recommendations identified in key strategic reviews?
	<b>Impactful</b> – Is the proposed activity sufficiently high-impact while also being achievable within the 10-year outlook of the strategy?
	<b>Multi-jurisdictional</b> – Does the proposed activity help align strategic direction and biosecurity operations across jurisdictions?
	<b>Enhancing partnerships</b> – Does the proposed activity support enhanced partnerships between government, industries and community, and does it align with the responsibilities of the parties proposed to implement it?
	<b>Strategic and forward-looking</b> – Does the proposed activity support the future vision outlined in the NBS, embracing innovative approaches and promoting new ways of working?
	<b>Risk-based and scientific</b> – Does the proposed activity support the shared purpose of the NBS, embracing innovative approaches and promoting new ways of working?

Green indicates criteria agreed as important and requiring more weighting

Actions collected through consultation will be filtered by the WG through a prioritisation process and assessed against the activity selection criteria for inclusion in the action plan. The 3 criteria of national focus: impactful, strategic and forward-looking, have been agreed by the NIC as important and requiring more weighting. An example of how the activity selection criteria can be used is included in [Appendix C](#).

## Progress reporting

The WG will develop appropriate processes for collecting and reporting on implementation progress of actions included in the action plan.

The process will include a reporting mechanism for progress implementing actions, including the format and channels, and time intervals at which progress will be reported.

Once the process is in place, reporting of this information and data will commence. Progress is to be regularly communicated to stakeholders.

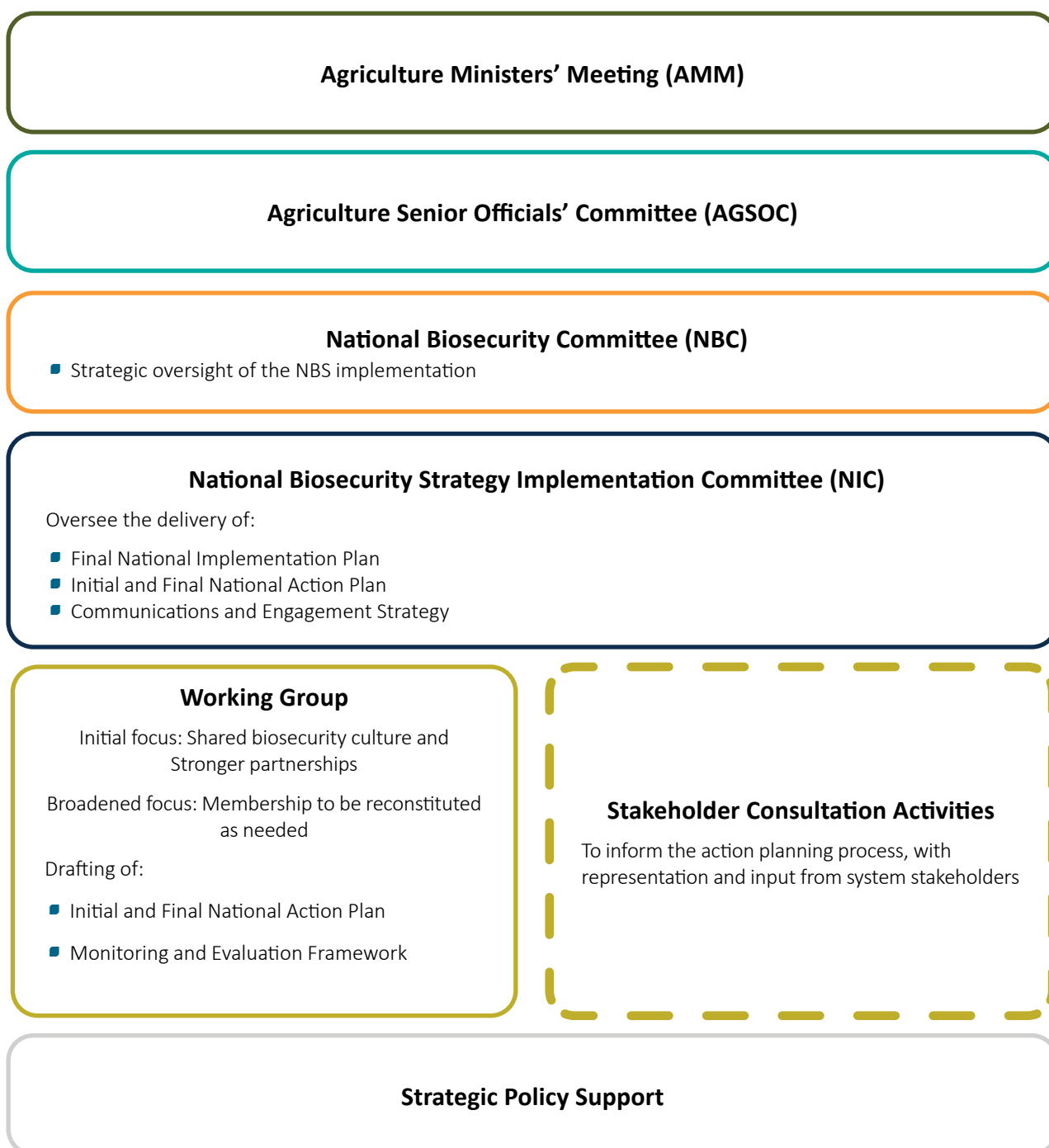


# Governance

To support us in achieving the NBS vision and priorities, and to help drive national coordination and collaboration, we will involve a diverse range of stakeholders in implementation. We will also underpin our work with an inclusive governance approach.

An outline of the key bodies involved in the governance of the NBS implementation and their responsibilities are provided in Figure 2.

**Figure 2** NBS Implementation governance structure





## **Agriculture ministers and senior officials**

The Agriculture Ministers' Meeting (AMM) consists of Australian, state and territory government ministers. Ministers work collaboratively on national issues relating to the agriculture sector. AMM collectively endorsed the NBS and has subsequently provided national leadership to support its implementation.

Agriculture Senior Officials' Committee (AGSOC) comprises all department heads and CEOs of Australian, state, territory and New Zealand government agencies responsible for primary industries policy issues. AGSOC provides for cross-jurisdictional cooperative and coordinated approaches to matters of national interest and supports the AMM in achieving its objectives.

## **National Biosecurity Committee**

The NBC is the body authorised by agriculture ministers to oversee the implementation of the NBS and implement appropriate governance arrangements.

The NBC is formally established under the Intergovernmental Agreement on Biosecurity. The NBC provides advice to agriculture senior officials and ministers on national biosecurity matters. It is responsible for managing a national and strategic approach to biosecurity risks that could impact agricultural production, the environment, community wellbeing and urban amenity. This body had oversight of the development of the NBS and has overall responsibility for its implementation.

Key responsibilities of the NBC in relation to implementation of the NBS include:

- monitoring implementation progress
- considering any emerging risks or significant stakeholder issues
- providing feedback on key processes and draft documents such as the communication and engagement strategy, national implementation plan, and action plan including the monitoring and evaluation framework.

## **National Biosecurity Strategy Implementation Committee**

The NIC oversees the delivery of the NBS. The NIC works collaboratively with the NBC, and regularly reports progress to the NBC.

The NIC comprises representatives from a cross section of biosecurity stakeholders, including from governments, plant, animal, food and grocery industries, unions, agricultural and environmental peak bodies, First Nations stakeholders, research organisations, and the logistics and supply chain sector.

The NIC will oversee the development of the:

- communication and engagement strategy
- implementation plan
- action plan, including the monitoring and evaluation framework.

The development of these NBS implementation materials will be informed by stakeholder consultation.

## **National Biosecurity Strategy Implementation Working Group**

The WG comprises a cross section of biosecurity system stakeholders formed to support the implementation of the NBS and support the NIC. The WG will operate on an agile basis and focus on delivering targeted consultation to inform the development of the action plan, including the monitoring and evaluation framework. The WG will also be utilised as a consultation mechanism for the national implementation plan.







## Strategic policy support

The Commonwealth, state and territory departments/agencies with responsibility for biosecurity policy have contributed resources to establish a strategic policy support function to drive implementation of the NBS. Key functions include:

- provision of strategic advice and guidance to inform the development the national implementation plan
- design of stakeholder engagement approaches
- data collection and analysis, and support for the development of the action plan
- secretariat and logistical support for the NIC and WG
- development of annual progress reports and any other required plans
- development of approaches to maximise stakeholder communications and engagement.



# Communication and stakeholder engagement

Appropriate and timely stakeholder communication and engagement is critical to the success of NBS implementation. Our governance structures have been carefully designed to draw membership from a range of stakeholder sectors identified in the NBS. Each working group member supports activities to engage stakeholders on the action planning process, including engaging widely with their respective stakeholder segment. The model facilitates consultation with First Nations Australians who play an important role in biosecurity across each biosecurity segment.

NBS communication and engagement activities will mature over its lifetime, with an ultimate objective of all Australians possessing an enhanced understanding of the importance of biosecurity and proactively playing their part.

In collaboration with the National Biosecurity Communication and Engagement Network (NBCEN), an initial communication and engagement strategy has been developed to cover the implementation planning phase (an overview of the objectives and scope is included at [Appendix D](#)). It informs and guides initial stakeholder communication and engagement activities to support the development of the first action plan. The approaches and activities in the communication and engagement strategy will be updated as implementation matures over the life of the NBS.





# Monitoring and evaluation

A monitoring and evaluation framework will be developed as part of the first action plan. A key objective of the monitoring and evaluation framework is to build accountability and transparency into the implementation of the NBS. The NBS also includes a requirement for annual reporting and 5-yearly reviews.

The framework will establish a process to monitor implementation progress against the actions in the first action plan (see [Appendix F](#)). Case studies will be used to demonstrate examples of the effectiveness of nation-wide biosecurity activities. An early priority is the identification and collection of appropriate baseline data to establish the current state across the 6 priority areas and inform the 5-yearly reviews and strategic assessments undertaken as part of the annual reporting processes.

Over time, as the availability of data and evaluation capability improves, we anticipate that the NBS evaluation processes and our ability to measure the impact the NBS is having will also mature (see [Figure 3](#)).

Information to support measurement of the NBS impact should be considered alongside broader data collection and evaluation processes underway across the biosecurity system. When appropriate to do so, approaches should be aligned to avoid duplication and to capitalise on existing data and information. We also recognise that monitoring and evaluation approaches may need to be tailored to specific priority areas and this will need to be taken into account when designing the framework. Further, as some actions will be implemented over several years, assessing the impact of those actions will occur over an extended period. To effectively monitor achievements under the NBS and to determine overall impact, there will need to be strong commitment from all stakeholders to share data and report performance.

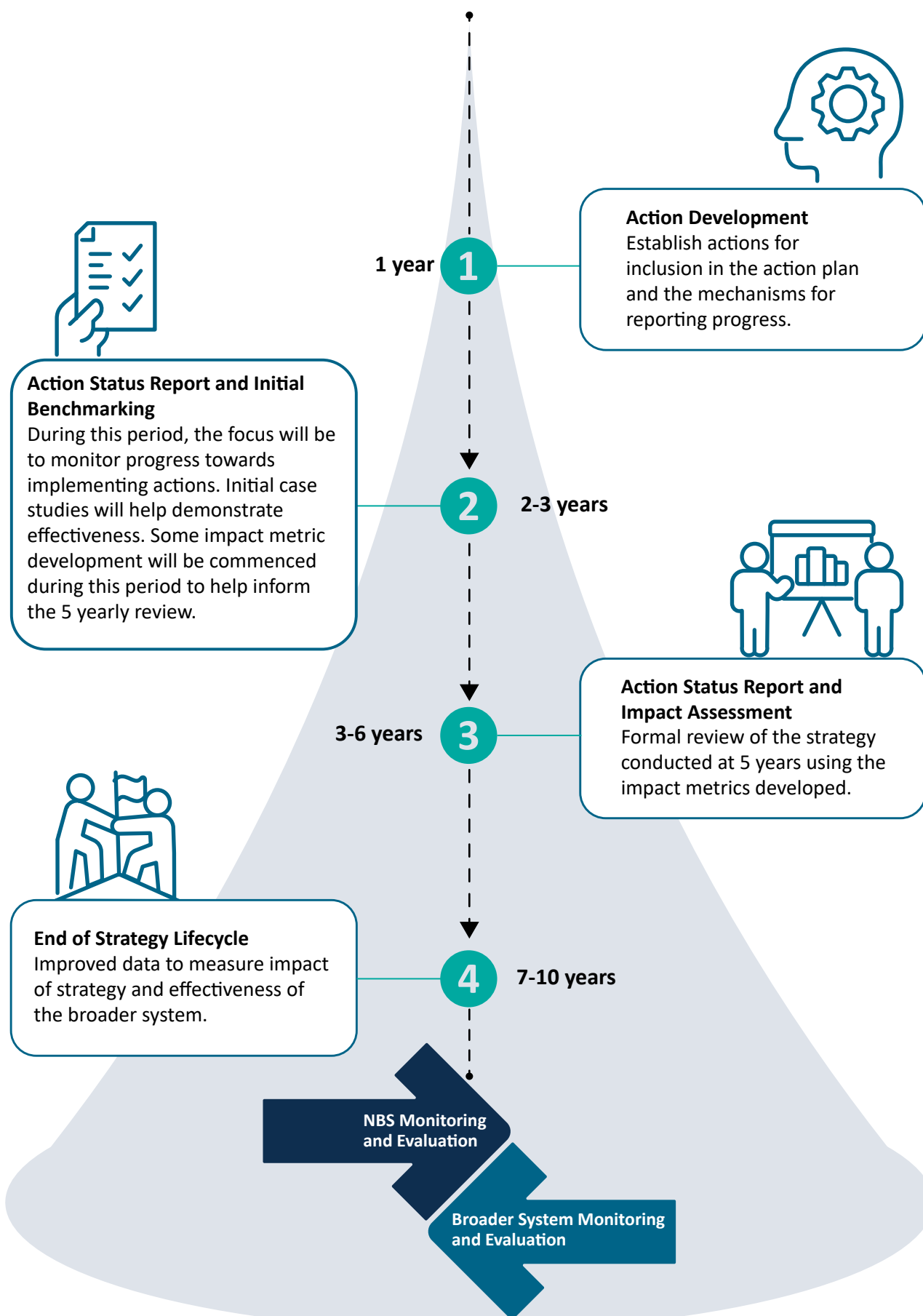
The NBC and the NIC agreed in principle to the following initial guiding principles. These will continue to be refined over the life of the NBS:

- **Balance between qualitative and quantitative measures** – Consideration should be given to the balance between qualitative and quantitative measures, having regard to available data, and that there may be a need to improve this balance over time as work is performed on establishing and harmonising data sources.
- **Measurement frequency** – Consideration should be given to the frequency of measurement, and the potential to mitigate resourcing constraints by considering annual and other measurement points.
- **Evolution of the monitoring and evaluation framework** – The monitoring and evaluation framework should evolve over time and ensure that it remains in-line with best practice. As data improves and the NBS progresses, so too will the ability to assess outcomes – for example, by aligning measurements to particular initiatives.
- **Operationalising the framework** – The monitoring and evaluation framework will need to specify operational arrangements to enable effective and practical implementation.





**Figure 3** Improvement of data over the life of the NBS will enhance the impact monitoring process



## Annual report

Annual reports are required to provide updates on NBS implementation progress against the actions listed in the action plans. The annual reports will reflect the work of all biosecurity system participants to bring together the breadth of activity across the system.

The intention is for the actions in the first action plan to be foundational and built upon over the life of the NBS from now to 2032. This approach allows for continuous improvement toward delivering the NBS vision, and for us to collectively build upon and strengthen the biosecurity system.

Actions will continue to build over time, and some activities may be at the beginning of their maturity journey while others may be more advanced. Where foundational steps need to be undertaken prior to putting an action in place, the annual reports should monitor progress towards the delivery of these steps. For example, some existing programs and activities may simply require expansion (with supporting evidence already available), while other programs and activities may require further research, funding and/or support prior to being established.

Demonstrating implementation progress and impact is essential in building momentum and stakeholder engagement towards building a stronger biosecurity system.

## Strategy review

A formal review of the NBS is to be undertaken every 5 years (in 2027 and 2032) or sooner if there is significant change to the risk environment. To prepare for the strategy review, baseline data about the current state of Australia's biosecurity system against the priority areas will need to be collected. The NBC and NIC will also monitor strategy review triggers throughout its lifetime.

### Strategy review triggers

Certain review triggers must be satisfied in order to conduct a formal review of the NBS before the 5-year review mark. The following initial triggers have been developed to guide decision making. The triggers are designed to provide a degree of flexibility and to be responsive to changes to the strategic outlook and biosecurity operating environment.

Triggers for a strategy review prior to the 5-year timeframe:

1. There is a significant change in the biosecurity operating environment, such as significant changes to policy settings or major global disruptions which have a significant impact on the operating environment or trade and travel patterns, and
2. The NBC and NIC agree that
  - a. The NBS is no longer fit-for-purpose, and implementation progress is not sufficient to support achievement of the strategic vision.











# Glossary

Term	Definition
AMM	Agriculture Ministers' Meeting
AGSOC	Agriculture Senior Officials' Committee
NBC	National Biosecurity Committee
NBCEN	National Biosecurity Communication and Engagement Network
NBS	National Biosecurity Strategy
NIC	National Biosecurity Strategy Implementation Committee
WG	National Biosecurity Strategy Implementation Working Group

# Appendix A: NBS priority areas and initial actions

**Table A1** Priority Areas and 36 initial actions outlined in the NBS

Priority areas	Initial actions
Shared biosecurity culture 	<ul style="list-style-type: none"> <li>■ Build on and develop national awareness and education programs</li> <li>■ Drive positive biosecurity behaviours and incentivise compliance</li> <li>■ Revitalise national communication, engagement and reporting mechanisms</li> <li>■ Determine opportunities to embed biosecurity as a consideration into broader decision making, risk and business planning</li> </ul>
Stronger partnerships 	<ul style="list-style-type: none"> <li>■ Enhance partnerships and engagement with Indigenous Australians</li> <li>■ Collaboratively review and refine roles and responsibilities</li> <li>■ Review governance arrangements to ensure they include relevant stakeholders</li> <li>■ Strengthen the involvement of environmental agencies and environmental and community groups</li> <li>■ Identify and implement opportunities for greater industry and community involvement in decision-making bodies</li> <li>■ Deepen international partnerships and capacity building</li> <li>■ Strengthen understanding of antimicrobial and pesticide resistance and zoonotic pathways</li> <li>■ Coordinate our international advocacy efforts to help shape global standards, rules and conditions</li> </ul>
Highly skilled workforce 	<ul style="list-style-type: none"> <li>■ Identify current and future skills needs in key areas</li> <li>■ Develop a national workforce strategy to build, retain and deploy capability</li> <li>■ Build upon and expand existing cooperative and partnership arrangements</li> <li>■ Strengthen professional development programs</li> </ul>
Coordinated preparedness and response 	<ul style="list-style-type: none"> <li>■ Undertake and promote regular national preparedness exercises</li> <li>■ Advance regionally based planning activities</li> <li>■ Continually review and update risk information to inform priorities</li> <li>■ Actively embed continuous learning</li> <li>■ Strengthen traceability arrangements</li> <li>■ Enhance our national surveillance and early detection arrangements</li> <li>■ Evolve our national information management frameworks</li> </ul>



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Sustainable investment



- Work together to identify funding needs and determine priorities
- Strengthen frameworks to agree and deliver priority investments
- Advance co-funding and investment strategies with stakeholders
- Increase the transparency of biosecurity funding
- Complete the development of a system performance and evaluation framework

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Integration supported by technology, research, and data









- Continue to invest in and roll out transformative technologies to digitise and automate processes
  - Increase stakeholder coordination to prioritise, drive and deliver national research outcomes
  - Actively share data and research widely
  - Enhance the accessibility and use of surveillance and interception data
  - Further support innovations to build science and research capacity
  - Encourage the uptake of existing and emerging technologies, systems and processes
  - Increase the use of citizen science, Indigenous knowledge and on the ground insights
  - Encourage greater private sector investment in the development and delivery of biosecurity innovations
-

# Appendix B: Program logic

## Aim

The aim of the NBS is to strengthen and elevate Australia's risk-based biosecurity system and protect our environment, economy and lifestyle in a way that is connected, resilient and shared. This will be achieved through the collaborative and combined efforts of Australian, state, territory and local governments, industry, representative bodies, research organisations and the community across the 6 NBS priority areas.

**Table B1** Program logic – Outcomes

<div><div></div><div></div></div> <div>Aim &amp; NBS priority areas</div>	<div>Shared biosecurity culture</div> <div></div>	<div>Stronger partnerships</div> <div></div>	<div>Highly skilled workforce</div> <div></div>	<div>Sustainable investment</div> <div></div>	<div>Coordinated preparedness and response</div> <div></div>	<div>Integration supported by technology, research and data</div> <div></div>
<div>Long-term outcomes</div> <div>(e.g. 2029 to 2032)</div>	All Australians understand the importance of biosecurity and <b>play their part</b> proactively	<b>Strong partnerships and networks</b> between all stakeholders at local, regional, national and international levels	Highly skilled workforce with the <b>right capability and capacity</b> , in the right place at the right time, and is sustained	Funding and investment is <b>sufficient, co-funded, transparent and sustainable</b> long term	Biosecurity system's <b>adaptability and capacity</b> is boosted to prevent, detect, manage, respond to and recover from outbreaks	Biosecurity system is <b>connected, efficient and science-based</b> to facilitate timely, informed and risk-based decisions
<div>Medium-term outcomes</div> <div>(e.g. 2026 to 2029)</div>	All Australians recognise the importance of biosecurity and <b>understand their roles</b> and responsibilities	Existing and new partnerships <b>strengthened and expanded</b> with support from key stakeholders	<b>Professional development and other measures expanded</b> to fill gaps and build partnerships	Funding and investment strategies/ frameworks refined to ensure <b>efficiency, equity and transparency</b>	<b>Boost our system's capacity</b> to prevent, detect, manage, respond to and recover from outbreaks	Stakeholders continue to <b>integrate best-practice</b> science-based technologies, research and data
<div>Short-term outcomes</div> <div>(e.g. 2023 to 2026)</div>	All Australians have a <b>basic awareness and understanding</b> of biosecurity	<b>Opportunities</b> to strengthen/expand partnerships, engagement models <b>identified</b> at all levels	<b>Audit of existing skills and gaps</b> , and future skills and workforce needs identified	Identification of national biosecurity funding for <b>transparency</b> for stakeholders	Existing activities strengthened to support <b>greater collaboration</b> , information and data sharing	Stakeholders <b>coordinate, invest in and share</b> existing technology, research and data
<div>Outputs</div> <div>(examples of activities to deliver outcomes)</div>	Communication, engagement, reporting, partnerships, networks, governance arrangements, learning, funding, investment, etc.					
	Awareness and education programs	Capacity building with key stakeholders	Workforce strategy, audit of existing skills and gaps	Funding frameworks and priorities, transparency measures	Exercises, threat assessments, traceability, surveillance	Innovation, coordination and sharing technology, research and data
<div>Inputs</div> <div>(resources which contribute to and develop outputs)</div>	<b>NBS implementation</b> (NBS, National Implementation Plan, National Action Plan/s, annual reports on progress, Strategy review/s)					
	<b>Jurisdictional biosecurity strategies and agreements</b> (Qld Biosecurity Strategy, Intergovernmental Agreement on Biosecurity, etc.)					
	<b>Industry, sectoral and regional biosecurity strategies and plans</b> (National Plant Health Biosecurity Strategy, Decade of Biosecurity, etc.)					
	<b>Legislation, operational documents and deeds</b>					
	<b>Partnerships</b> and other forms of collaboration between local, regional, national and international stakeholders					
	<b>Biosecurity funding</b> (Federal, State and Territory, local governments, industry, sector, etc.)					
	<b>Communications and engagement</b> to support diverse and inclusive consultation and engagement with biosecurity stakeholders, to capture relevant expertise, strengthen collaboration and build knowledge					
	<b>Learning and training</b> programs for diverse stakeholders across the biosecurity continuum					
	<b>Publications</b> by research, environmental and industry stakeholders					
	<b>Oversight</b> from the NBC, NIC, input from the WG					
<b>Assumptions:</b> Other biosecurity strategies/plans align to the NBS. Activities under shared biosecurity culture and stronger partnerships contribute to all NBS priorities. Stakeholders are engaged appropriately. Adequate and ongoing biosecurity funding.						
<b>External factors:</b> Accelerating and unexpected impacts of climate change, shifting trade and travel patterns, decreasing biodiversity, changing land uses, increasing biosecurity risks overseas, illegal activity, major global disruptions.						
<b>Risks:</b> Governance and key deliverables are not clearly defined. Compressed timeframes lead to poor engagement outcomes and stakeholder support. Insufficient resources and capacity to contribute to implementation. Lack of visibility of complementary activities leads to duplication of effort.						

# Appendix C: Application of action planning criteria

**Table C1** Example of application of action planning criteria

Action (example)	Criteria	Rationale
<b>4.1 – Establish a biosecurity training centre to build the skills of our staff and those of our key system partners</b>	<b>National focus:</b> Does the proposed activity support truly national improvements to the biosecurity system in a manner that is connected, resilient and shared?	This action has a national focus due to its reference of building the skills of key system partners, which would be on a national level.
	<b>Review focus:</b> Does the proposed activity reinforce and accelerate recommendations identified in key strategic reviews?	This action comes from a review which is a key strategic review activity.
	<b>Impactful:</b> Is the proposed activity sufficiently high-impact while also being achievable within the 10-year outlook of the strategy?	The action will be impactful due to application across the biosecurity system and addresses an identified need within the 10-year timeframe of the strategy.
	<b>Multi-jurisdictional:</b> Does the proposed activity help align strategic direction and biosecurity operations across jurisdictions?	This action has the potential to be multi-jurisdictional as the training centre is proposed to build the skills of key system partners, which would cross jurisdictions and align biosecurity expertise.
	<b>Enhancing partnerships:</b> Does the proposed activity support enhanced partnerships between government, industries and community and does the action align with the responsibilities of the parties proposed to implement it?	Given the action is proposed to be utilised by key system partners, it is likely to enhance partnerships between government and industry.
	<b>Strategic and forward-looking:</b> Does the proposed activity support the future vision outlined in the NBS, embracing innovative approaches and promoting new ways of working?	This action has the potential to be a capability building shared resource that supports the strategy's future vision, unlocking new innovative ways of working.
	<b>Risk-based and scientific:</b> Does the proposed activity support the shared purpose of the strategy, supporting a risk-based system underpinned by science-based interventions?	The action will support a risk-based biosecurity system through delivery of activity that is science-based.

Note: Actions should also be feasible, robustly formulated, logically structured and enable stakeholders to see lineage. This example is drawn from an action listed in the Commonwealth Biosecurity 2030: Action Plan 2023.



# Appendix D: Objectives and scope of communication and engagement

Communication and engagement strategy implementation planning phase.

## Objectives

- Understand opportunities and challenges in the biosecurity system.
- Engage with stakeholders and seek input on how to get to the desired future state for Australia's biosecurity system.
- Collaborate with stakeholders to test and validate action planning against the 6 NBS priorities.
- Inform strategic actions and implementation of actions over the 10 years.
- Support stakeholder buy-in and commitment to NBS implementation.
- Promote and support achievements and progress under the NBS.

## Scope

To keep stakeholders engaged and informed, to promote progress of implementation and action planning activities, including the development of:

- NBS implementation plan
- NBS action plan, including the monitoring and evaluation framework.

# Appendix E: Governance bodies

## National Biosecurity Committee

- Department of Agriculture, Fisheries and Forestry, Commonwealth (Co-chair)
- Department of Primary Industries, New South Wales (Co-chair)
- Department of Agriculture and Fisheries, Queensland
- Department of Energy, Environment and Climate Action, Victoria
- Department of Industry, Tourism and Trade, Northern Territory
- Department of Natural Resources and Environment, Tasmania
- Department of Primary Industries and Regional Development, Western Australia
- Department of Primary Industries and Regions, South Australia
- Environment, Planning and Sustainable Development Directorate – Environment, Australian Capital Territory
- Minister for Primary Industries, New Zealand

## National Biosecurity Strategy Implementation Committee

- Department of Primary Industries and Regions, South Australia (Chair)
- Australasian Meat Industry Employees Union
- Australian Food and Grocery Council
- Cattle Australia
- Citrus Australia
- Department of Agriculture, Fisheries and Forestry, Commonwealth
- Department of Energy, Environment and Climate Action, Victoria
- Department of Primary Industries and Regional Development, Western Australia
- Freight and Trade Alliance
- Grains Research and Development Corporation
- Invasive Species Council
- National Farmers' Federation
- North Australian Indigenous Land and Sea Management Alliance
- NRM Regions Australia

## National Biosecurity Strategy Implementation Working Group

The membership of the WG will change over time to align expertise and experience of members to the focus of action planning.

# Appendix F: Action tracker template

**Table F1** National Biosecurity Strategy – progress on 36 initial actions

NBS priority area	Shared biosecurity culture	Stronger partnerships	Highly skilled workforce	Sustainable investment	Coordinated preparedness and response	Integration supported by technology, research and data
ID	—	—	—	—	—	—
Initial NBS actions	—	—	—	—	—	—
Please indicate any projects/ actions that relate to the initial published NBS actions	—	—	—	—	—	—
Please provide progress or outcomes on these projects/ actions	—	—	—	—	—	—
Is the work completed or ongoing	—	—	—	—	—	—
Please indicate the name of any existing strategy/plan this work is part of	—	—	—	—	—	—
Contact details (Name, organisation, email and phone)	—	—	—	—	—	—
Organisation(s) with lead responsibility	—	—	—	—	—	—
Organisation(s) with secondary responsibility	—	—	—	—	—	—

Note: This template is proposed as a guide and may be updated over time as reporting needs change.





