

# ANNUAL OPERATING PLAN

2023 - 2024



# Acknowledgements

Wildlife Health Australia (WHA) acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their Elders past and present.

WHA would like to thank its members, supporters and employees for their dedication and commitment to the ongoing development of Australia's wildlife health system.

Further information on all WHA's projects and activities can be found in the 2021-2022 Annual Report:  
[https://wildlifehealthaustralia.com.au/Portals/0/Documents/Organisation/WHA\\_Annual\\_Report\\_2021-2022.pdf](https://wildlifehealthaustralia.com.au/Portals/0/Documents/Organisation/WHA_Annual_Report_2021-2022.pdf)

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# Table of Contents

ACKNOWLEDGEMENTS ..... 1

WHA’S VISION AND MISSION..... 3

OUR PURPOSE ..... 4

STRATEGIC AREAS OF FOCUS 2021-2025 ..... 6

PRIORITIES FOR THE YEAR AHEAD ..... 7

SURVEILLANCE..... 8

ECOSYSTEMS ..... 11

EMERGENCIES ..... 14

COORDINATION AND COLLABORATION ..... 17

RESEARCH..... 20

CAPACITY BUILDING ..... 23

ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS ..... 26

AWARENESS ..... 29

LEADERSHIP AND BUSINESS OPERATIONS..... 32

## WHA's Vision and Mission

**Healthy wildlife, healthy Australia**

**Lead national action on wildlife health to protect and enhance the natural environment, biodiversity, economy and animal and human health through strong partnerships.**



# Our Purpose

Wildlife Health Australia (WHA) is the independent coordinating body for wildlife health in Australia. It provides leadership through strong partnerships for national action on wildlife health to protect and enhance the natural environment, biodiversity, economy and animal and human health.

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**Why are we needed:** Wildlife health matters. Biodiversity and natural systems are under pressure. Many diseases that can affect humans and domestic animals often emerge or originate in wildlife, and they are increasing.

Wildlife can act as indicators of environmental health where other factors are at play, such as toxins or chemical contamination. Disease impacts on wildlife populations sometimes lead to mass mortalities, species declines and even extinction.

The presence or absence of disease in animals can also impact Australia's trade-status with overseas partners. To avoid potentially devastating trade shocks, we need to

understand the potential for disease transmission across species and how to prevent exposure of domestic animals to the risks.

Anticipation, preparedness, detection and management of disease is therefore vital to human health, agriculture, the environment and biodiversity in Australia.

WHA delivers action using a global One Health approach which recognises that the health of humans, animals and the environment are fundamentally linked for survival. A One Health approaches include collaboration, coordination, communication and capacity building.

WHA's activities include managing the national wildlife disease surveillance program, facilitating investigations into disease incidents and emerging wildlife health issues, and providing input into national and sub-national strategies for wildlife health and exotic disease preparedness, surveillance, management and response. In monitoring wildlife health, WHA indirectly monitors the health of ecosystems, domestic animals, people and communities.

WHA work is enabled through coordination and collaboration with a diverse range of stakeholders through partnerships with over 45 government and non-government agencies including environment, health and biosecurity agencies, zoo-based hospitals, sentinel veterinary and university clinics and pathology departments.

Beyond our borders, our World Organisation for Animal Health (WOAH) Collaborating Centre wildlife health risk management (Indo-Pacific) contributes to a network of centres that provide scientific expertise and support to WOAH and its members, promoting international collaboration and WOAH's wildlife health framework.

The challenges of sustaining healthy wildlife in Australia will become greater with changing land use, climate change and as societal practices bring wildlife, domestic animals and people into closer contact. Now, more than ever, there is a need for coordinated national action on wildlife health.

## Our Partnerships

Wildlife Health Australia facilitates and supports a network of people and organisations that champion wildlife health.



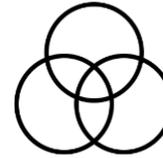
WHA works with:

- Key decision-makers of the Australian and State and Territory governments.
- Over 70 partner organisations and 800+ members.
- University groups connecting 200 members from 34 Australian and 19 international universities.
- Zoos and Sentinel veterinary clinics treating over 65,000 free-ranging wildlife.
- Major environmental and wildlife NGOs.
- International organisations and agencies.

Our board provides leadership and our small team of dedicated staff steward, facilitate and coordinate trust-based relationships and collaborations to support our purpose.

## Our founding principles

- focuses on human and animal health issues associated with free-ranging populations of wild animals that might impact on Australia's natural environment, biodiversity, human health, trade and tourism.
- initiates multi-organisational collaboration amongst non-government and federal, state, and local government agencies.
- strives for and encourages collaboration and complementarity rather than competition and redundancy.
- is based on scientific endeavour and scientific objectivity.
- is non-regulatory, financially responsible and efficient.
- works in the national interest.



## Our Definitions

- **wildlife** includes managed and unmanaged populations of native and feral animals, including amphibians, reptiles, birds, mammals, invertebrates and fish.<sup>1</sup>
- **wildlife health** means the physical, physiological, behavioural and social well-being of wildlife, as defined above, at an individual, population and wider ecosystem level, and their resilience to change.
- **disease** means any disturbance in the health or function of an animal, group of animals or human(s).



<sup>1</sup> Invertebrates and fish are of lower priority. Invertebrates do not include introduced species including bees used for commercial purposes.

## Strategic Areas of Focus 2021-2025

WHA has nine key strategic areas of focus, many cross-cutting and interconnected, which provide the direction and scope for the activities WHA undertake. Each strategic area of focus has several overarching future focused strategic deliverables for the five-year period from 2021 to 2025. The strategic areas of focus and over-arching deliverables provide guidance for year-to-year activities, and alongside funded activities, provide the boundaries required when navigating the ever-changing space of wildlife health. Monitoring and evaluation throughout each year informs future years.

<b>Surveillance</b>	A robust, coordinated wildlife health surveillance system that drives improvements to Australia’s biodiversity, trade, human health, animal health and wildlife health.
<b>Ecosystems</b>	Healthy Australian wildlife in resilient ecosystems.
<b>Emergencies</b>	WHA is an active, trusted and key advisor about wildlife in Australia’s emergency system.
<b>Coordination and Collaboration</b>	WHA leads, coordinates and collaboratively partners to deliver a nationally integrated wildlife health system of Australia.
<b>Research</b>	A national strategic research agenda that creates positive outcomes for wildlife health in Australia.
<b>Capacity Building</b>	Increased capacity of Australia to protect and promote wildlife health.
<b>Aboriginal and Torres Strait Islander Partnerships</b>	Two way trusted partnerships with Aboriginal and Torres Strait Islander communities, organisations and peoples.
<b>Awareness</b>	Increased awareness of wildlife health, One Health and ecosystem health.
<b>Leadership and Business Operations</b>	A high performing, inclusive organisation with a positive, collaborative culture which enables achievement of goals and an environment that helps people learn and grow

## Priorities for the Year Ahead

1

Deliver the WHA Strategic Vision

2

Delivery of the DAFF One Health contract and embed a WOH collaborator centre

3

Transition of WHA to a public company limited by guarantee

4

Explore a potential role for wildlife in the proposed Australian CDC

5

Diversification of funding



# SURVEILLANCE

## Strategic Objective

A robust, coordinated wildlife health surveillance system that drives improvements to Australia's biodiversity, trade, human health, animal health and wildlife health.

## Strategic Deliverables | 2021-2025

1. Rapid, effective and efficient capture, management and sharing of wildlife health information, integrated with relevant data sources.
2. An expanded national wildlife health coordination system for wildlife disease surveillance and reporting.
3. An expanded national wildlife health information system, with an increased focus on:
  - a. wildlife health and disease issues impacting upon human health
  - b. information on antimicrobial resistance in Australian native wildlife
  - c. disease impact on conservation, biodiversity and ecosystems for wildlife
  - d. use of wildlife as bio-sentinels for environmental pollutants, pesticides and heavy metals  
wildlife as indicators of ecosystem health.

Activities / Projects	Overview	Funding
Administration of Australia's general wildlife health surveillance system	<ul style="list-style-type: none"> <li>Coordinate a national wildlife health surveillance system for Australia.</li> <li>Manage a framework of surveillance partners and other stakeholders, including:               <ul style="list-style-type: none"> <li>State and territory WHA Coordinators (appointed by the CVO in each jurisdiction) and WHA Environment Representatives.</li> <li>Veterinarians based at zoo-based wildlife hospitals, sentinel veterinary clinics and universities.</li> <li>Other wildlife health professionals, rehabilitators and members of the public.</li> </ul> </li> <li>Manage WHA's surveillance partner groups to benefit both the national surveillance system and the participants, by facilitating reporting and discussion of disease events and significant issues, policy changes, guidelines, etc.</li> </ul>	NBC agreed funding / Enhanced by OH
Wildlife health information management	<ul style="list-style-type: none"> <li>Administer a national repository of wildlife health information, primarily in the 'eWHIS' (electronic Wildlife Health Information System) database, to capture disease events in free-living and captive wildlife, as well as targeted surveillance data.</li> <li>Maintain the eWHIS database including appropriate management of sensitive and confidential information and implementing enhancements (as funds allow).</li> </ul>	NBC agreed funding / Enhanced by OH
Analysis & reporting of wildlife health information	<ul style="list-style-type: none"> <li>Utilise information collected through the national wildlife health surveillance system in accurate, timely and relevant analysis and reporting to inform the development of policy, decision-making and wildlife disease event responses, and meet national &amp; international reporting obligations.</li> <li>Enhance data management, visualisation &amp; reporting, including improved capture of targeted surveillance data.</li> </ul>	NBC agreed funding  OH
Wildlife disease investigations	<ul style="list-style-type: none"> <li>Coordinate, support and provide technical input for wildlife disease events.</li> <li>Administer the National Significant Disease Investigation (NSDI) Program for wildlife on behalf of AHA, to subsidise veterinarians for investigation of significant wildlife disease events.</li> <li>Support additional investigations through the WHA Wildlife Disease Investigation Fund.</li> </ul>	NBC agreed funding / Enhanced by OH
National Avian Influenza Wild Bird Surveillance	<ul style="list-style-type: none"> <li>Manage the National Avian Influenza Wild Bird (NAIWB) surveillance program in consultation with a multi-sector expert steering group.</li> <li>Collect, maintain, analyse and report on data collected.</li> <li>Support One Health risk management, policy and decision-making.</li> </ul>	Special Project Funding (DAFF)
Bat Health Focus Group & Australian bat lyssavirus dataset	<ul style="list-style-type: none"> <li>Manage a focus group with One Health membership to consider bat health issues within the context of biosecurity, public health, livestock health and environmental impacts.</li> <li>Maintain a diverse range of members including government agencies, veterinarians, ecologists and wildlife rehabilitators.</li> <li>Collect, maintain, analyse and report on a national dataset of Australian bat lyssavirus (ABLV) testing in bats.</li> <li>Play a role in countering misinformation in the public domain about bats and zoonotic diseases through outreach materials and resources.</li> </ul>	NBC agreed funding / Enhanced by OH
Technical advice and expert input	<ul style="list-style-type: none"> <li>Provide technical input and expert advice into development of state/territory and national policies, advice and guidelines.</li> </ul>	NBC agreed funding / Enhanced by OH
Funding	<ul style="list-style-type: none"> <li>Seek and secure funding for delivery of surveillance objectives within the WHA Strategic Vision</li> </ul>	As resourcing allows

# ECOSYSTEMS

## Strategic Objective

Healthy Australian wildlife in resilient ecosystems.

## Strategic Deliverables | 2021-2025

1. Wildlife health management is integrated within national One Health and conservation strategies, including planning, governance and multi-sectoral information sharing.
2. Expert advice on the impact on Australian wildlife health of climate change, habitat loss and other significant environmental threats.
3. A national picture of Australia's wildlife health through linking and harmonising health information systems.
4. Expert wildlife health guidance is integrated within threatened species planning and recovery.
5. Coordinated national response to priority wildlife health issues, including iconic species such as koalas, orange-bellied parrots, and frogs.

Activities / Projects	Overview	Funding
Support for Environment Health	<ul style="list-style-type: none"> <li>• Inform input into national, state and territory policies, guidelines and plans to ensure enhance protection of the health of Australian wildlife, including identification of issues requiring advancement through sectoral committees (e.g. WHA Represented on Environment and Invasives Committee [EIC]).</li> <li>• Facilitate connectivity with environment sector at all levels to support One Health and conservation outcomes.</li> <li>• Support significant wildlife health events investigations aimed at identification of the underlying causes to determine their relevance to environmental health (See Surveillance and Emergencies).</li> <li>• Raise awareness of issues with the potential for wildlife health and biodiversity impacts (e.g. WHA Fact Sheets, newsletter, submissions, etc)</li> </ul>	OH
Coordinated contribution of wildlife health to threatened species work	<ul style="list-style-type: none"> <li>• Participate in priority, national sectoral, advisory groups and species recovery teams.</li> <li>• Provision of technical advice and input relating to wildlife health.</li> </ul>	As resourcing allows
Funding	<ul style="list-style-type: none"> <li>• Seek and secure funding for delivery of ecosystems objectives within the WHA Strategic Vision</li> </ul>	As resourcing allows

# EMERGENCIES

## Strategic Objective

WHA is an active, trusted and key advisor about wildlife in Australia's emergency system.

## Strategic Deliverables | 2021-2025

1. Agreed national standards for triage, care and rehabilitation of wildlife affected by emergency events.
2. Communicated protocols and guidance on best-practice in wildlife welfare during emergencies.
3. A national wildlife bushfires and emergency preparedness focus group to improve communication, coordination and progression of issues of mutual concern between government and non-government stakeholders.
4. Veterinarians, first responders and wildlife carers can effectively contribute to all hazard emergencies affecting wildlife.
5. A coordinated, national network of interchangeable resources that provide swift national support on responses during all hazard emergencies affecting wildlife.

Activities / Projects	Overview	Funding
National networks of wildlife health stakeholders relevant to wildlife management in emergencies	<ul style="list-style-type: none"> <li>• Foster and maintain current networks e.g. WHA Environment Representatives (ER) Group.</li> <li>• Explore feasibility and utility of current and new networks for wildlife emergency management to support e.g. feral animal health disease experts; rapid response wildlife health emergency network; university focus group.</li> </ul>	<p>NBC agreed funding / Enhanced by OH</p> <p>Bespoke activities pending resources</p>
Wildlife disease investigations with a One Health focus	<ul style="list-style-type: none"> <li>• Coordinate and provide technical support for significant wildlife disease events in conjunction with jurisdictional agencies.</li> <li>• Utilise national wildlife health system foundation to support and enable thorough investigation of notable morbidity or mortality events, from identification through to actions including, if appropriate, recommendation for cross-sectoral action.</li> <li>• Administration and disbursement of the One Health Investigation Fund and WHA Wildlife Disease Investigation fund.</li> </ul>	<p>OH</p> <p>NBC agreed funding / Enhanced by OH</p> <p>OH</p>
Tools, protocols and guidelines to support wildlife disease investigation, treatment and response	<ul style="list-style-type: none"> <li>• Develop and implement tools that improve multisectoral understanding and mechanisms for response to wildlife disease events e.g. WILDDeST decision support tool.</li> <li>• Maintain currency of existing WHA fact sheets and develop new fact sheets.</li> <li>• Identify and action opportunities for development of national protocols and guidelines e.g. High Pathogenicity Avian Influenza preparedness, progress of National Koala DRA recommendations.</li> </ul>	<p>OH</p> <p>NBC agreed funding / Enhanced by OH</p> <p>DRA's based on bespoke resourcing</p>
Emergency planning and preparedness for wildlife	<ul style="list-style-type: none"> <li>• Participate in Consultative Committee for Emergency Animal Disease (CCEAD) and provide technical advice and input in relation to wildlife with respect to emergency animal diseases (EADs).</li> <li>• Provide technical input into key EAD document reviews (e.g., AUSVETPLANS, Threat Abatement Plans, etc).</li> <li>• Provision of technical advice and input relating to wildlife health.</li> <li>• Contribute wildlife perspective to decision making to support EAD planning and preparedness e.g., Participation in rapid risk assessments and One Health horizon scanning through membership of (Human Animal Spillover and Emerging Diseases Scanning (HASEDS) group.</li> <li>• Clarify the role of WHA in wildlife emergency management.</li> <li>• Contribute wildlife perspective to national disaster planning and preparation.</li> <li>• Undertake wildlife disease risk analysis (DRA) projects.</li> </ul>	<p>NBC agreed funding / Enhanced by OH</p> <p>OH</p> <p>DRA's based on bespoke resourcing</p>
Funding	<ul style="list-style-type: none"> <li>• Seek and secure funding for delivery of emergency objectives within the WHA Strategic Vision.</li> </ul>	<p>As resourcing allows</p>

# COORDINATION AND COLLABORATION

## Strategic Objective

WHA leads, coordinates and collaboratively partners to deliver a nationally integrated wildlife health system for Australia.

## Strategic Deliverables | 2021-2025

1. WHA is the World Animal Health Organisation (WOAH) international collaborating centre on wildlife health and biodiversity for Australia and the region.
2. An International Collaborating Centre on the Health of Antarctic Wildlife that incorporates the Australian Antarctic Territory (AAT) into Australia's national wildlife health system.

# Collaboration and Coordination

Activities / Projects	Overview	Funding
Multisectoral coordination and collaboration in the Indo-Pacific and globally	<ul style="list-style-type: none"> <li>• Establish WHA as a World Organisation for Animal Health (WOAH) Collaborating Centre for Wildlife Health Risk Management for Australia and the Indo-Pacific</li> <li>• Development of sustainable mutual partnerships to enhance capacity in the region.</li> <li>• Enhance, promote and contribute to the rapid sharing of wildlife health and biosecurity intelligence by building trusted networks, including support of international transparency through reporting of wildlife disease to WOA.</li> <li>• Establish and maintain collaborations with other WOA Collaborating Centres designated for wildlife health.</li> <li>• Provide for program integrity, equity and sustainability.</li> </ul>	OH
Capacity development in the Indo-Pacific	<ul style="list-style-type: none"> <li>• Produce prioritised needs and value analysis tool adaptable to country/geographic region.</li> <li>• Provide train-the-trainer opportunities in strategic and technical activities informed by needs assessments including One Health prevention, preparedness, surveillance, management, focused on wildlife disease risk analysis, wildlife practitioner resilience and other integrated approaches to drivers of emerging risks via hybrid workshops, online courses/ resources and field exercises.</li> <li>• Provision and expansion of the Wildlife Disease Risk Analysis course, in conjunction with IUCN SSC Conservation Planning Specialist Group.</li> </ul>	OH
Policy advice, guidance and input in the Indo-Pacific and globally	<ul style="list-style-type: none"> <li>• Assist, advice and guide local, regional and global bodies input into One Health and wildlife health guidance and policy, including support of WOA within the region (e.g. secretariat duties for WOA Regional Wildlife Health Network, WOA Pacific Wildlife Health Network, participation in WOA Working Group on Wildlife).</li> <li>• Support Australia's contribution to global standards, guidelines and reporting development activities relating to wildlife health and One Health (e.g. Australian WOA Focal Point for Wildlife, participation in CITES intersessional working group movement of wildlife diagnostic samples)</li> <li>• Propose or develop methods and procedures that facilitate harmonisation of international standards and guidelines (e.g. Initiate review of IUCN/ WOA Manual of Procedures for Wildlife Disease Risk Analysis, review of WOA wildlife health eLearning modules, review of WOA guidance on surveillance)</li> </ul>	OH / IUCN contracts
Research and scientific endeavour in the Indo-Pacific	<ul style="list-style-type: none"> <li>• Carry out and/or coordinate scientific and technical studies in collaboration with other centres, laboratories or organisations on evaluated One Health research, practitioner mental health and wildlife disease risk analysis.</li> <li>• Partner in research and scientific output with other international leaders in environmental systems management, wildlife health and One Health.</li> </ul>	OH
Awareness and advocacy on wildlife health issues and challenges in the Indo-Pacific	<ul style="list-style-type: none"> <li>• Integrate capacity-building activities to provide a united voice to and from policymakers and practitioners alike.</li> <li>• Facilitate and improve access to international scientific output channels to improve Science communication in one health and wildlife health promotion.</li> <li>• Support scientific writing and publishing skills for colleagues in the Indo-Pacific region.</li> </ul>	OH
Funding	<ul style="list-style-type: none"> <li>• A sustainable funding model for the WOA collaborating centre.</li> <li>• A business case for ongoing funding to provide support for the activities of the WOA collaborating centre.</li> </ul>	As resourcing allows

# RESEARCH

## Strategic Objective

A national strategic research agenda that creates positive outcomes for wildlife health in Australia.

## Strategic Deliverables | 2021-2025

1. A prioritised national wildlife health research strategy, built collaboratively with all stakeholders.
1. Collaborative, interdisciplinary wildlife health research that uses multiple data sources.
2. Shared research findings that maximise positive outcomes and iteratively inform the national strategic research agenda.

Activities / Projects	Overview	Funding
Wildlife health research sector engagement	<ul style="list-style-type: none"> <li>Foster and maintain current interdisciplinary research-based network and partnerships in support of core WHA areas of focus, including the national surveillance system, and wildlife health policy advice, through the Universities Focus Group, University surveillance partners (See Surveillance).</li> </ul>	NBC agreed funding / Enhanced by OH
Contribute to national priority setting for research, development and extension in support of wildlife health.	<ul style="list-style-type: none"> <li>Participation and collaboration with national research groups to advocate and set wildlife health related research, development and extension priorities e.g. National Environment and Community Biosecurity Research, Development and Extension Strategy (NECBRDES).</li> </ul>	As resourcing allows, with bespoke activities pending resourcing

# CAPACITY BUILDING

## Strategic Objective

Increased capacity of Australia to protect and promote wildlife health.

## Strategic Deliverables | 2021-2025

3. A rapid response network in all states and territories to:
  - a. investigate wildlife disease events
  - b. provide expert cross-disciplinary guidance on best practice responses.
4. Improved skills for wildlife carers through training programs and evidence-based standards for wildlife rehabilitation.
5. Enhanced technical advice on wildlife health to the nation, through the employment of wildlife epidemiologists, ecologists and public health experts.
6. Wildlife carer groups are brought into the national wildlife health system.

Activities / Projects	Overview	Funding
Feral animal disease experts	<ul style="list-style-type: none"> <li>• Undertake a scoping exercise/needs analysis to identify how feral animal health and disease experts can be integrated into the national wildlife health system (including survey and in-depth interviews / focus groups).</li> <li>• Implement an engagement strategy to increase the number of feral animal health and disease experts who are WHA members and increase awareness by feral animal sector of WHA work, biosecurity risks and One Health issues relating to feral animals, the role of the wildlife health surveillance system (eWHIS) and to create a key stakeholder /network.</li> </ul> <p><i>(Activities can include WHA led roundtable discussions or symposium, conference presentations, articles in newsletters, presentations to groups and organisations, education raising webinars).</i></p>	OH
Wildlife carers incorporated in framework	<ul style="list-style-type: none"> <li>• Undertake a scoping exercise/needs analysis to identify how wildlife rehabilitator's can be integrated into the national wildlife health system.</li> <li>• Develop and implement an engagement strategy to increase the number of wildlife rehabilitators who are WHA members; and to increase awareness of WHA work and educational resources available, the wildlife health surveillance system and WHA's key stakeholder /network; and to raise awareness of biosecurity risks and One Health issues that affect the wildlife carers and rehabilitation sector.</li> </ul> <p><i>(Activities can include wildlife rehabilitator conference presentations, articles in newsletters, presentations at wildlife carer/ rehabilitator local groups and organisations, webinars)</i></p>	OH
Wildlife Health Value Proposition	<ul style="list-style-type: none"> <li>• Follow-up, peer-reviewed paper that summarises the findings of the DAFF commissioned value assessment for healthy wildlife in Australia.</li> </ul>	Unfunded

# ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS

## Strategic Objective

Two-way trusted partnerships with Aboriginal and Torres Strait Islander communities, organisations and peoples.

## Strategic Deliverables | 2021-2025

1. Mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations that have close ties to Aboriginal and Torres Strait Islander communities.
2. Enhanced wildlife health surveillance and support for ecosystem health, through collaborative work with Aboriginal and Torres Strait Islander organisations.
3. Increased awareness across the WHA membership base of wildlife issues that are of concern for Aboriginal and Torres Strait Islander communities.
4. Aboriginal and Torres Strait Islander project officers employed to assist WHA build trusted partnerships.

# Aboriginal and Torres Strait Islander Partnerships

Activities / Projects	Overview	Funding
Enhanced resourcing	<ul style="list-style-type: none"> <li>Project officer employed</li> </ul>	OH
Two-way partnerships with Aboriginal and Torres Strait Islander communities, organisations and peoples.	<ul style="list-style-type: none"> <li>Undertake a scoping and needs analysis to explore how WHA can develop mutually beneficial partnerships with Aboriginal and Torres Strait Islander communities and organisations, taking into consideration related work undertaken by partner organisations.</li> <li>Develop and implement an engagement strategy to increase the number of Aboriginal and Torres Strait Islander communities, organisations and peoples who are aware of, trust and partner with WHA and to explore opportunities for the mutual sharing of wildlife health information.</li> <li>Raise awareness of wildlife health issues that are of concern for Aboriginal and Torres Strait Islander communities, including biosecurity and One Health risks to human, environment, and animal health.</li> <li>Commence event management planning for a national Indigenous Voices in Wildlife Health engagement event in 2024/2025.</li> </ul>	OH
Reconciliation Action Plan	<ul style="list-style-type: none"> <li>Progress the development and implementation of the WHA Reflect Reconciliation Action Plan 2023-2024.</li> </ul>	OH
Funding	<ul style="list-style-type: none"> <li>Seek and secure funding for delivery of Aboriginal and Torres Strait Islander Partnerships objectives within the WHA Strategic Vision.</li> </ul>	As resourcing allows

# AWARENESS

## Strategic Objective

Increased awareness of wildlife health, One Health and ecosystem health.

## Strategic Deliverables | 2021-2025

1. Impactful, compelling messages and data that demonstrate how wildlife health is crucial to human and ecosystem health.
2. A national plan for Australian wildlife health and wellbeing, updated every two years, with national, state and territory recommendations.

Activities / Projects	Overview	Funding
Advice, increase awareness and inclusion of wildlife health and its crucial importance to human, domestic animal and ecosystem health.	<ul style="list-style-type: none"> <li>• Increase awareness of WHA’s programs and areas of focus through:               <ul style="list-style-type: none"> <li>• Identification and development of outreach materials for use in raising awareness of the role and impact of WHA</li> <li>• identification and development of case studies that present a library of credibility stories and examples of the importance and impact of WHA</li> <li>• Development of program one-pagers (e.g. Placemats)</li> <li>• Refined and focused social media engagement to support delivery of the strategic vision.</li> </ul> </li> <li>• Contribute to national communications in partnership with government and key stakeholders e.g., National Biosecurity Communication and Engagement Committee (NBCEN).</li> </ul>	NBC agreed funding / enhanced by OH
Expert, credible policy advice, insights and information on wildlife health	<ul style="list-style-type: none"> <li>• Explore role for WHA in Australian Centre for Disease Control</li> <li>• Undertake horizon scanning for pertinent issues on wildlife health and provide advice to government and key stakeholders.</li> <li>• Identify national policy issues requiring advancement/resolution through sectoral committees (e.g., Animal Health Committee, National Biosecurity Committee, Environment and Invasives Committee, etc)</li> <li>• Integrate wildlife health management into national One Health and conservation strategies, including strategy, governance, and multi-sectoral information sharing.</li> </ul>	NBC agreed funding / enhanced by OH
Advice and Information	<ul style="list-style-type: none"> <li>• Develop and promulgate advice on wildlife health information through a variety of media (e.g. Newsletter, conferences, presentations, Fact Sheets and guidelines) in support of WHA areas of focus.</li> <li>• Provide advice and information to the community and stakeholders on wildlife health issues, including by responding to requests.</li> </ul>	NBC agreed funding / enhanced by OH
Fundraising	<ul style="list-style-type: none"> <li>• Develop stakeholder engagement and marketing and communications strategies that contribute to funding and delivery of the WHA Strategic Vision.</li> </ul>	As resourcing allows

# LEADERSHIP AND BUSINESS OPERATIONS

## Strategic Objective

A high performing, inclusive organisation with a positive, collaborative culture which enables achievement of goals and an environment that helps people learn and grow.

## Strategic Deliverables | 2021-2025

1. Streamlined, automated, and improved business processes through the use of technology.
2. An inclusive structure that empowers staff to take on new challenges.
3. Highly skilled staff who contribute across the strategic goals and deliverables of WHA.
4. An inclusive, diverse workplace and board.

Recognising that our people play a critical role in our performance and success, WHA places a strong emphasis on staff growth, development and creating a safe and inclusive workplace. This year, we will deliver on this strategy by streamlining business processes, providing training programs and mentorship opportunities, developing a mental health action plan, and through diversity and inclusion projects and initiatives.