



14 February 2022

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Dear Shalan,

Re: *Options for future established pest national coordination*

Australian Pork Limited (APL) is pleased to provide a response to the consultation regarding the *options for future established pest national coordination*.

APL is the peak national representative body for Australian pork producers. It is a producer-owned company combining marketing, export development, research and innovation and strategic policy development to assist in securing a profitable and sustainable future for the Australian pork industry.

The Australian pork industry contributes about \$5.2 billion in gross domestic product to the Australian economy and supports around 36,000 jobs nationally. The industry is predominantly based in regional Australia, supporting the economic and social prosperity of our country towns. Australia's domestic sow herd numbers are around 279,000 and are housed across approximately 3,277 registered sites nationwide. In 2021, the Australian pork industry produced around 443,000 metric tonnes of pork and of this, about nine percent was exported, with a total value of \$173 million.

Australia's biosecurity system is fundamental to the prosperity of all Australians. Sustainable and strategically aligned investment into this system not only safeguards our economy and the industries that power it, but our complex fabric of environmental, cultural, and social assets that define us as Australians. In an increasingly complex global environment where international trade and travel continues to grow, biosecurity outbreaks across human, agriculture, environment and marine health continue to rise in speed, volume, and complexity. This trend is compounded by a changing climate and biodiversity loss which may increasingly affect the range, habitat, spread and impact of invasive species – both known and yet to be identified.

Australian pork producers recognise this heightened risk, facing the dual threat of African swine fever (ASF) and COVID-19 over the past two years. The two pandemics combined have destroyed approximately 50% of the global population of farmed pigs, disrupting normal operations across the global pork supply chain, risking both business continuity and pig welfare. While Australia currently remains ASF free, a study commissioned by APL in 2019 estimates ASF would cost the economy approximately \$2 billion if established in Australia. The Centre of Excellence for Biosecurity Risk Analysis (CEBRA) also reported in 2021 that the likelihood of Australia experiencing a major animal disease outbreak in the next five years sits at 42%.



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Learnings from the ongoing COVID-19 outbreak have demonstrated that biosecurity is no longer an agricultural and livestock issue but poses a significant threat to the broader community. Increasingly, zoonotic diseases and the concept of 'Disease X', are becoming a priority focus for government, industry, and the community alike requiring a 'One Health' and 'One Biosecurity' approach to future proofing Australia.

Driven by the need to respond to these challenges, APL has facilitated a cultural shift toward biosecurity leadership, fuelled by the principles of shared responsibility, partnership, and sustainable investment. Representatives from across our industry have joined with officials from all levels of government and the broader livestock sector to align and leverage strategies, investments, tools, and resources. Perhaps most importantly, this cultural shift has strengthened the human networks, from our piggeries through to our international borders and beyond, that are required to mitigate future biosecurity threats.

The National Feral Pig Management Coordinator Program (NFP MCP) is a key example of this approach and is fundamental to ensuring the longevity of the Australian agricultural sector and the communities it supports, including the Australian pork industry. This program is already delivering outcomes and value for money to stakeholders. The National Feral Pig Action Plan 2021-2031 (the NFPAP), the first national blueprint for feral pig management, was endorsed by the National Biosecurity Committee on October 7, 2022. The NFPAP is now recognised as the master strategy on which all of Australia's state, regional and local feral pig management plans are to be based.

To date, the NFP MCP has supported decision making by a diverse array of stakeholders, from the Animal Health Committee (AHC) through to individual land managers, driving a sustainable solution at all levels of industry, government, and community.

Given the success of the NFP MCP to date, and to ensure we continue to build on the foundations laid, APL seeks to maintain program management on behalf of the Australian pork industry and broader agricultural sector, with a future focus aimed at supporting and delivering:

- Development and implementation of a Department of Agriculture, Water and the Environment (DAWE) led Vertebrate Pest Coordinator Engagement Plan to ensure strategic delivery of integrated pest management solutions.
- Maintenance of open and collaborative communication channels between vertebrate pest coordinators and their respective programs, from a local through to national level.
- Enhanced data collection, sharing and analysis, through appropriate infrastructure and legislative arrangements that protect the privacy, security and confidentiality of individuals and their data.

In retaining the NFP MCP contract, APL would be pleased to continue housing the coordinator and associated oncosts.

In support of this submission, APL offers the following recommendations:

National Feral Pig Management Coordinator Program Specific Recommendations

Recommendation 1

The National Feral Pig Management Coordinator Program contract be renewed with Australian Pork Limited beyond June 2023, to ensure sustainable and strategically aligned delivery of the program across the broader agricultural sector (including the pork industry), all levels of government, and the Australian community.



Broader Biosecurity Leadership Recommendations

Recommendation 2

To support the call to action for shared responsibility and partnership, the biosecurity system must be re-defined to ensure it is contemporary, innovative, and transformative, and demonstrates the critical role it plays in safeguarding the environmental, cultural, and social assets that define us as Australians.

Recommendation 3

To deliver the cultural change required to drive a 'One Health' and 'One Biosecurity' approach, the National Biosecurity Strategy must facilitate ownership amongst a diverse array of stakeholders, including:

- multiple portfolios across all levels of government, including health, tourism, community services and regional development
- critical industry sectors
- indigenous communities
- community groups

Recommendation 4

To ensure the broader success of the biosecurity system, establish a sustainable and strategically aligned biosecurity funding solution which is:

- independent of political cycles
- representative of the entire biosecurity system
- funded by both risk generators and risk bearers
- prioritised by risk assessment

APL reiterates its strong support of the National Feral Pig Management Coordinator Program and the response provided (refer *Attachment 1*) into this review. Should you like to discuss this submission further, please do not hesitate to contact Heidi Reid at heidi.reid@australianpork.com.au or on 0411 781 509.

Yours sincerely

A handwritten signature in black ink, appearing to read "Margo Andrae".

Margo Andrae
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February 14, 2022

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Dear Shalan,

RE: OPTIONS FOR FUTURE ESTABLISHED PEST NATIONAL COORDINATION

I am pleased to provide this response for your consideration in my role as National Feral Pig Management Coordinator, which I have held since March 2020. This position is supported through a 3.5-year, \$1.4 million grant for the National Feral Pig Management Coordinator Program managed by Australian Pork Limited (APL).

Executive summary

This program is already delivering outcomes and value for money to stakeholders. The National Feral Pig Action Plan 2021-2031 (the NFPAP), the first national strategy for feral pig management, was endorsed by the National Biosecurity Committee on October 6, 2021.

The NFPAP is now recognised as the master strategy on which all of Australia's state, regional and local feral pig management plans are to be based. Its development was informed by our extensive stakeholder consultation and engagement activities, reflecting the importance of working effectively with people. Gaining stakeholder awareness of the NFPAP's purpose and key actions has been effectively gained through the program's engagement activities, even in light of the COVID-19 pandemic that has severely limited travel and face to face meetings. These included a series of virtual Stakeholder Forums, an online survey which attracted 776 respondents and gaining direct understanding of programs, challenges and key issues being experienced by land managers affected by feral pigs. Knowledge accumulated from meetings with our diverse stakeholder base is being shared through the NFPAP's dynamic Information Hub for stakeholders, launched in February 2021, which currently details activities of more than 130 programs around Australia.

In December 2021, six existing facilitated management programs were recruited as our inaugural group of demonstration sites to show others how targeted, broadscale best practice management is being humanely and effectively applied across title boundaries and jurisdictions. We met with all jurisdictional agencies leading feral pig management programs on February 2, 2022 to build relationships between agencies, share and discuss key challenges and increase understanding of management programs being conducted. Strong media interest about the NFPAP, and how it aims to support local management initiatives, has been established. All of these activities, being led by the Coordinator position, are being supported by the NFPAP's Program Support Officer position which has been in place since July 2020. This role is integral to the success of the program and the achievements delivered to date, and are complementary to those of the Coordinator.

The NFPAP aims to increase the confidence, leadership, and capability of land managers by working together in coordinated groups and attract longer term investment to encourage and motivate land managers to undertake sustained control to reduce their many impacts. The national approach for feral pigs is focussed on changing management philosophies and practices of land managers to reduce damages caused

to Australia's environmental, agricultural, cultural, and social assets through coordinated and long-term landscape-scale, cross tenure actions. Whilst this program is being managed through APL, an inclusive, multi-pronged, partnership approach is being applied to deliver outcomes and national benefits to all stakeholders involved in managing the diverse and broad range of private and public assets being threatened by feral pigs, whilst bringing people together. This can be clearly demonstrated through our communications, consultations, engagement activities, demonstration sites, RD&E plan, and governance structures. This program is strongly focussed on ensuring that Australia's natural assets, industries, communities and people are protected from threats caused by feral pigs into the future.

Transforming feral pig management from being fragmented, short-term and irregular to being evidence-based, adaptive, proactive, and strategic is an aspirational goal and will be challenging, hence the 10-year timeframe of the NFPAP. Through the NFPAP's actions, factors including engagement and support of land managers, variations in legislation between jurisdictions, capability and capacity development of land managers and, collection and reporting of quantitative data to better manage economic, environmental and cultural impacts caused by feral pigs will be addressed.

The governance structure of the NFPAP's Implementation Committee (IC) has been specifically designed to ensure representation across the environmental, agricultural, cultural, and social assets affected by feral pigs. Additional scientific, Indigenous and investment expertise to address key issues to support the NFPAP's implementation is provided through the IC's sub-committees or Panels. Each Panel reports directly to the IC through its Chair. Details of the key decisions and priorities of the IC are communicated to all stakeholders through the NFPAP's monthly newsletter, which is directly sent to 830 people.

The strong foundations that have been built by this program over the past two years across our wide-ranging stakeholder base have been actively driven and supported by APL. APL is taking a leadership position in the development of the National Biosecurity Strategy through its involvement in the Strategy's Reference Group (as the representative of the Rural Research and Development Corporations). This reflects APL's commitment to the delivery of national outcomes that will benefit governments and protect broader agricultural industries, Australia's environment and cultural heritage from ongoing biosecurity threats. This program is providing a very strong platform to address biosecurity and disease transmission risks posed by feral pigs across a wide range of assets. Our knowledge, together with the technical expertise of the NFPAP's Scientific Advisory Panel, will be utilised to support ongoing initiatives through the development and implementation of objective surveillance and monitoring methods to provide evidence-based data of feral pig impacts.

General comments

- Australian Pork Limited will support the National Feral Pig Management Coordinator Program, reflecting the seriousness of biosecurity incursions, including ASF, FMD and "Disease X", to the pork industry and agricultural industries, more broadly. Support from other sectors impacted by feral pigs (e.g. agriculture, environment and conservation, Indigenous communities) is likely to be forthcoming once data is collected that quantifies impacts caused, and cost: benefit outcomes from control programs, to land managers is available.
- Longevity in vertebrate pest management roles is needed to optimise success of delivering sustained reductions in impacts and populations, increase participation of land managers in community-led management groups and demonstrate long term benefits being delivered from control programs to different classes of assets.
 - More emphasis on supporting the roles and functions of existing vertebrate pest coordinators is recommended.
 - Ongoing support for current coordinators can be tied to achievements against agreed and measurable KPIs to ensure that value is being delivered over time.
 - More detail on expectations from government on how the coordination model will operate over the next 5-10 years is requested. No clear measures of success have been provided.

- The appointment of additional national coordinators, as proposed, is likely to result in available funding be applied too thinly and over a shorter period of time; limiting the effectiveness of the national coordination model. This may jeopardise the national coordination model before its value is fully proven to stakeholders (including to governments), and limit its ongoing support.
 - Reputational and credibility risks to existing coordinators may arise if the national coordination model is not executed well.
 - It is not enough to have coordinators appointed; the right people need to be identified to fill these roles.
 - No basis has been provided to highlight how other established pests or pathogens would benefit from national coordination, with several of these being more state/regional based in their distribution. The inclusion of several strategically based, regional coordinators who work with management groups dealing with a range of pest species is therefore suggested. Outcomes achieved would be reported through species-specific national coordinators.
- The grant agreement between DAWE and APL for the Coordinator program currently supports delivery of the program's objectives and management of the NFPAP. However, these do not extend to providing direct tangible support for new initiatives to build skills and knowledge of land managers in integrated, best practice feral pig management. (e.g. capability development, train-the-trainer programs, trialling of new initiatives by demonstration sites for broader uptake).
- Stakeholders, particularly private land managers, will increasingly question the role and value of national coordinators (and potentially National Action Plans) if they cannot deliver anything that visibly benefits them and/or attract additional investment to underpin on-ground management programs.
- Long term investment models that incentivise individual land managers and brings them together to work on well-resourced management programs are needed, but are currently lacking. This must be addressed to enable the national coordination model to effectively deliver lasting changes in vertebrate pest management and sustained reductions in impacts caused.
- The range of feral pig impacts across public and private assets suggests that co-funding from government and non-government sources should be a long-term target. Scant information on true economic costs of damage caused to the agricultural sector by feral pigs, and benefits resulting from control programs, means that this issue has not been prioritised by most agricultural industries. This will be addressed through the NFPAP, with data used to conduct economic analyses of local programs. Outcomes will be used to attract investment from other agricultural sectors that will be used to encourage and maintain the involvement of land managers in local, coordinated community-led groups. There is a lack of resources available to underpin Indigenous-led vertebrate pest management programs, which needs to be rectified.
- Indigenous organisations are stretched for time and resources. Streamlining of engagement methods to ensure effective Indigenous participation and to minimise duplication across the different programs is needed across all national coordinator programs. This should be considered for future developments / frameworks.
- The need for a lead/head coordinator to provide consistency and guidance across all nationally coordinated species is not supported. This could be managed through grant agreements as well as regular meetings of coordinators, third party providers (and potentially Committee Chairs) and facilitated by DAWE – as happens currently.
- All four elements of national coordination stated are being delivered by the National Feral Pig Management Coordinator Program. These are all supported and needed to ensure independent consultations with stakeholders; prioritisation and delivery of key actions; transparency in stakeholder representation, input and buy-in to successfully implement the NFPAP; and provide administrative, communication and technical support to the coordinator position to ensure that stakeholder engagement activities are effective, targeted, factual and timely.

Specific Responses

Question 1: Which of the proposed species coordinators do you consider have value and why?

- Support for the roles and functions of existing vertebrate pest coordinators is recommended. The national distribution, and extensive impacts being caused, by the five species covered by the current national coordinators warrant ongoing support for these programs. In relation to the potential inclusion of other species coordinators, the basis for selection was not provided in the discussion paper. No comment on the value that may be delivered by the other species coordinators can therefore be provided.
- Value delivered to date by each species coordinators does differ, which is reflective of stage of maturity of each program, having an endorsed national action plan in place and working directly with affected industries and/or sectors to gain and build momentum. In particular, the value to land managers from participating in coordinated and collaborative management groups to reduce impacts from feral pigs and wild dogs is being recognised and demonstrated to others.
- Outcomes being achieved by the wild dog and feral pig management coordinator programs initially stemmed from each national coordinator engaging directly with the immediate agricultural industries affected and expanding on these to involve other affected stakeholders. The involvement, contributions, and expertise provided by Indigenous land managers to support the NFPAP's implementation is in place. This is essential, particularly with 78% of land in northern Australia (north of 26th parallel south line) impacted by feral pigs being under Indigenous ownership or management. This demonstrates the inclusive and consultative approach that is being taken by the national coordinator as well as the wide connections that must be in place.

Question 2: Please indicate your in-principle support to the options/areas, along with any alternative established pest animal or pathogens? (high/medium/low).

Species	High/medium/low	Reasons/value
Feral pigs	High	<ul style="list-style-type: none"> • Significance and extensiveness of damage caused by feral pigs across a wide range of environmental, agricultural, cultural and social assets • Established pest species across 45% of Australia's land mass, impacting diverse range of private and public assets, including agricultural industries, cultural assets, biodiversity, biosecurity, ecosystems and water quality, and threatened species. • Populations and distributions quickly expand in response to good seasonal conditions. • Strong connections with stakeholders are being built, traction/momentum being gained about impacts caused by feral pigs is driving new funding initiatives. • Biosecurity and disease transmission risks of exotic, endemic and zoonotic diseases, including (but not limited to) incursions of ASF and FMD to pork and the red meat sector, TR4 spread in banana plantations and <i>Phytophthora cinnamomi</i> in forests and horticulture. • Increase adoption of humane, integrated best practice management by coordinated groups of land managers to manage feral pigs more effectively on a landscape-scale, nil tenure basis. • Need to change management by private and public land managers from being reactive, ad hoc, ineffective and largely uncoordinated activities • Need to build networks of connected groups of land managers using the most appropriate combination of control methods at the right time. • Ongoing effective control measures (and monitoring systems) required to suppress and monitor population growth to overcome high reproductive rates to reduce impacts. • Key threatening process under the EPBC Act (1999). • Threat Abatement Plan (2016) in place.

Wild dogs	High	<ul style="list-style-type: none"> • Very well established and industry-recognised Action Plan in place for wild dogs that is the blueprint for management of other pest animal species. • Widespread distribution of wild dogs across Australia • Strong industry support is driving community-led, collaborative and coordinated programs to increase adoption and use of evidence-based tools and methods for best practice wild dog control. • Significant wild dog impacts on productivity and profitability of beef and sheep enterprises through factors including predation, disease and parasite transmission and dog bites. • Loss of enterprise choice by producers • Impacts on threatened species • Social impacts and community wellbeing impacts: rural employment opportunities, mental health issues - emotional and psychological damage
Deer	High	<ul style="list-style-type: none"> • National distribution of deer across Australia (except NT) • Feral deer populations are increasing in numbers and their distribution and well established in many parts of Australia • Impacts on the environment, agriculture and social assets are worsening. • Coordination and collaboration of land managers is required to prevent the spread of feral deer on a landscape-scale, nil tenure basis • Disparate legislation across jurisdictions is affecting the effectiveness of feral deer management • Limited control options available for deer control • Biosecurity and disease transmission risks to livestock • Social risks in peri-urban areas • National Action Plan for feral deer currently under development
Cats	High	<ul style="list-style-type: none"> • Widespread distribution across the Australian landmass • Regarded as one of the most damaging invasive species worldwide • Recognition and prioritisation by states and territories to control feral cats • Extensive impacts to biodiversity - feral cats threaten over 100 native species in Australia, caused the extinction of 16 birds and small ground-dwelling mammals and kill at least 1.5 billion native animals annually • Biosecurity and disease transmission risks to livestock, native fauna and humans • Key threatening process under the EPBC Act (1999) • Threat abatement plan (2015) in place to guide and coordinate actions to address impacts on biodiversity caused by feral cats • Challenging species to effectively control requiring coordinated approaches, particularly by public land managers
Foxes	High	<ul style="list-style-type: none"> • Distributed in all states and territories of Australia, but not Northern Australia. • Present in urban, peri-urban and rural environments • Significant impacts to agriculture and biodiversity, including threatened species, through predation • Disease transmission risks to domestic animals, wildlife, humans and livestock • Coordinated fox control programs needed due to high mobility of foxes, reproductive rates, resilience, and reinvasion potential. • Increase adoption of humane, integrated best practice management by coordinated groups of land managers to manage foxes more effectively on a landscape-scale, nil tenure basis (without impacting on native wildlife)

		<ul style="list-style-type: none"> • Key threatening process under the EPBC Act (1999) • Threat abatement plan (2015) in place to guide and coordinate actions to reduce impact of predation by foxes • No national plan being developed for foxes, key focus species by states and territories
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- The criteria used to select and potentially include other species coordinators into the national coordination model was not provided in the discussion paper. Details of the current situation, economic, environmental and cultural impacts, how these species would benefit from coordination, would have been useful in providing an informed response. No recommendations for other proposed species coordinators can be provided.
- No knowledge on the status of the rabbit national coordinator is held.

Question 3: Are there any other established pests or pathogens that would benefit from a national coordinator

- There are likely to be other established pests or pathogens that may benefit from national coordination, but I am not in a position to provide such recommendations.
- Criteria are needed to justify which established pests or pathogens may be considered for national coordination.

Question 4: Do you see any value in combining species such as large feral herbivores? If so, what species could be managed jointly?

- There is merit in combining some species, particularly where coordination could take place at a regional, rather than national, level. For example, the coordination of large feral herbivores (e.g. camels, donkeys, horses and/or buffalo) management could be applied by a regional coordinator, in concert with coordinated feral pig management across northern Australia. Such an approach would enable integrated vertebrate pest management. Outcomes would then flow back through the national coordination model.

Question 5: Would any other species benefit from being grouped (tramp ants, rabbits/hares, pest bird species)

- Not in a position to provide an informed response to this question due to lack of understanding of criteria that would need to be satisfied.

Question 6: Is there a benefit in a lead/head coordinator of coordinators to help provide consistency and guidance across all nationally coordinated species?

- It is not considered that having a lead/head coordinator of coordinators in place would benefit the national coordination model and limited funding available would be more effectively applied to encourage on-ground management actions by land managers.
- Coordination across coordinators could be managed by DAWE through grant agreements, reporting requirements and expected deliverables.
- National coordinators meet monthly to address issues in common to all species. This could also be supported through regular (e.g. quarterly) meetings between coordinators, Chairs of each Implementation/ Consultative committee, and DAWE.

Question 7: Please indicate areas where you would be able to provide funding or other support (i.e. state based or industry roles)?

- Australian Pork Limited is supporting the National Feral Pig Management Program through considerable in-kind contributions, reflective of the devastating impacts that feral pigs would have to the future viability and sustainability of the domestic industry if an exotic disease incursion comes into Australia.

- Whilst this program is being managed through APL, an inclusive, multi-pronged, partnership approach is being applied to deliver outcomes and national benefits to all stakeholders involved in managing the diverse and broad range of private and public assets being threatened by feral pigs, whilst bringing people together
- APL's advocacy with governments, other agricultural industries, NRM organisations and the Indigenous sector is focussed on raising the profile of, and support, for the program, the NFPAP and the coordinator with these stakeholders, with a vision to attract new investment to address RD&E gaps and underpin long term actions to create long-lasting change for all.

Question 8: Do you consider there is a need for all four elements and why?

- All four elements of the national coordinator role are integral to delivering the national plan.
- Independence is critical and is enabling the feral pig coordinator to effectively consult, listen, engage and collaborate with our broad stakeholder base (in addition to the pork industry), collect and non-competitively discuss new ideas and through this, build stakeholder ownership of the NFPAP. Clarification of government views and policies are raised as needed by the Implementation Committee, when needed, to assist with progressing key actions.
- Having an endorsed national action plan in place demonstrates its recognition by governments that the NFPAP is the primary, strategic delivery mechanism to enable community-led, integrated best practice management, enables more efficient resourcing, and provides a robust framework that aligns local, regional and state management plans to the national strategy. National action plans may also link with other plans and be viewed as their delivery mechanism, e.g. Threat Abatement Plan for feral pigs.
- Supporting Committee – The governance arrangements currently in place are fit for purpose for each pest species. They differ for each pest species which is reflective of the diversity of stakeholders involved and how they can be best represented, terms of reference in place, inputs required, and ensuring that committee size enables each member to effectively engage and contribute to meetings (particularly when meetings are conducted virtually due to COVID-19).
- Support positions – these positions are critical to support the sizeable responsibilities of the national coordinator. Administrative, communications and technical support is being delivered through the NFPAP Program Support Officer role. This includes management of the website, forums and the Information Hub, provision of secretariat services and developing new resource materials. Establishing, building and maintaining relationships with a very extensive and diverse stakeholder base is key to the success being achieved with feral pigs. The Program Support Officer position enables the national coordinator to keep in regular contact with stakeholders whilst managing the delivery of the program. Valuable relationships have now been built that are underpinning the NFPAP's implementation.

Question 9: What else could support delivery?

- Delivery could be supported through the development of resourcing/investment models that incentivise sustained pest management actions over the long term by coordinated groups of private and/or public land managers. Opportunities for this are being actively explored through the NFPAP's Scientific Advisory Panel. The reliance on short-term, sporadic funding to support on-ground management activities, that can also limit the scope of projects being conducted, needs to change if the vision of the NFPAP is to be realised.
- Increased resources available to support local capability and capacity development programs to encourage adoption of integrated feral pig best practice management.
- Expand the network of NFPAP demonstration sites and provide leveraged/matched funding to trial new initiatives, as agreed by the NFPAP's IC. This will deliver a series of case studies that will be of relevance locally to drive practice change in best practice management and increase land manager engagement.

- Coordination is needed from a top-down as well as a bottom-up approach. Alignment of government-funded programs focussing on reducing threats from established pests need to directly support the actions of National Action Plans. This will assist with managing risks to the national coordination model from stakeholders not realising that it is delivering tangible benefits directly to them. A centralised register of all relevant projects being supported also needs to be maintained and made available to national coordinators.
- Access to longer term resourcing to support activities of Indigenous Ranger groups involved in vertebrate pest management and provide long term employment pathways.
- The NFPAP's Scientific Advisory Panel is working to develop simple and practical performance metrics to monitor changes in assets and/or cultural values of interest resulting from feral pig management programs being undertaken. Collaborations with DAWE, through the Regional Land Partnerships program and TERN Australia, are being established to assist with this.
 - The inclusion of agreed and standardised performance metrics, once established, into all contract agreements funded by governments.
 - Systematic reporting of data for these metrics by management groups into a centralised, integrated database (that needs to be developed) that can also be used to inform strategic management decisions. The lack of a national data framework that enables data sharing has also been identified by the National Biosecurity Strategy. This reporting system will need to be supported by business rules to manage issues including data access and security as well as privacy and confidentiality. This system will be essential for all national coordinators to be able to demonstrate outcomes and value being delivered to reduce impacts from vertebrate pest species to all investors and stakeholders.
 - Clear understanding of costs:benefits to land managers resulting from local feral pig management actions is required to support ongoing involvement in local community-led groups and practice change. Data is not currently being collected to enable each group member to answer the “what’s in it for me?” to encourage participation and adoption of best practice management.

Question 10: Are there specific governance arrangements you would support?

- Regular joint meetings with other national coordinators, Chairs of respective Implementation/Consultation/ Task Force committees, organisations managing grant agreements with DAWE and DAWE to address joint issues and ensure consistency of the delivery of the national coordination model.
- Involvement in committees to review submitted proposals against new initiatives and provide recommendations to Government to manage risks of duplication and expected outcomes not being aligned with National Action Plans.
- Governance associated with the management, access and use of databases containing aggregated data provided by land managers.

Question 11: Would additional governance arrangements be required in addition to a steering committee?

- Three sub-committees (or Panels) have been formed to support the NFPAP's IC. This enables additional specialist input and advice to be provided on scientific, Indigenous and investment matters, widens our networks, increases the number of organisations inputting into the NFPAP's work program, builds rapport and enables diversity in representation.
- Each of these Panels are adding value to the IC and are supported by terms of reference, that have been endorsed by the IC.

Question 12: Is a specific National Plan or strategy required?

- A specific National Plan or strategy is needed to:
 - provide a long-term strategic direction and vision (and clarity of purpose).

- prioritise actions and key deliverables.
- set targets, measure performance against these and demonstrate value.
- enable more efficient expenditure (both public and private).
- direct strategic resource allocation for RD&E investment.
- increase capacity and capability of stakeholders to undertake effective, humane and integrated best practice management.
- identify and address gaps to make a real, lasting improvements to assets being impacted by vertebrate pest species.

Question 13: Does a national coordinator need specific funding for support roles i.e. for communication, implementation and/or admin support staff?

- This question has been partially addressed in the response to Question 8.
- Support staff are necessary to support the role and activities of the national coordinator. The level of existing coordination on the ground differs for each species. We needed to establish networks across stakeholders dealing with feral pigs to understand their key challenges, issues and opportunities to ensure that the Action Plan delivers relevant, timely and impactful outcomes.
- Stakeholder engagement is crucial to increase the awareness of impacts caused by feral pigs to maintain social licence by the general community to support on-ground control work. Our stakeholders regularly provide feedback on the value of our communications delivered, intentionally focused on providing practical information from across Australia, via various channels to support their local programs.
- Overall, the national coordination model is dependent upon the quality, leadership, capacity and capability of each national coordinator, the relationships built with stakeholders and outcomes being achieved. To ensure longevity of the national coordinator model to support delivery of long-term National Action Plans, it is important to that succession plans are put in place. Incumbents could be drawn from those currently in support roles.
- The progress that has been made in raising awareness about the Plan and its purpose would not have been possible without having the Program Support Officer role in place due to the size of the role, and other competing priorities, of the coordinator.

Question 14: Which model best supports the role and function of a National Coordinator?

- An additional model (Option E) is proposed to support the role and function of a National Coordinator, building upon Option D. *The key difference between Options D and E is that more than one third party provider may be selected by the Commonwealth to deliver a species-specific sub-program.* Costs and overheads can be managed through negotiations.
- Transparency risks of providing targeting grants are manageable by DAWE.
- This alternate model is considered to provide flexibility and choice for government to select the most appropriate third-party provider to manage a sub-program on a per species basis. This model would enable exposure to different networks and organisations to enhance the national coordinator model as well as enable organisational capacity and capability development. The choice of which third party provider is best placed to attract high level candidates to the national coordinator and support roles, additional investment and gain wide stakeholder support for the program.
- For feral pigs, Australian Pork Limited's oversight of the National Feral Pig Management Coordinator Program, the first program of its type in Australia, has been successful to date. APL Board, management and the pork industry are unequivocally supportive of this coordinator program. This drives the national coordinator to deliver clear outcomes to all stakeholders affected by feral pigs and do all that is possible to reduce threats posed from feral pigs, including addressing commercial threats that feral pigs pose to the domestic pork industry.

Question 15 Do you have a preferred model and why?

- Please refer to response for Question 14

Question 16 Does the target species make any difference to the delivery model?

- Please refer to response for Question 14

Question 17 Which option would best facilitate co-contributions?

- It is considered that co-contributions to support a national coordinator program will likely be dependent on the pest species, impacts being experienced and return on investment from co-contributions.
- Options D or E would work best for this.

Question 18: Would you be willing to house a coordinator? If so, would this likely extend to covering oncosts (desk, support, IT etc.)

- Please refer to response provided by Australian Pork Limited.

I would welcome the opportunity to further discuss these responses with you.

Yours sincerely



Dr. Heather Channon
National Feral Pig Management Coordinator