

2026–27

Annual
Operational
Plan



Plant Health
AUSTRALIA

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ACKNOWLEDGEMENT OF COUNTRY

PHA acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands where we work, live and learn.



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About PHA

For more than two decades, Plant Health Australia (PHA) has been the national coordinator of the government-industry partnership for plant biosecurity in Australia.

PHA is a not-for-profit public company limited by guarantee and a registered charity, reinforcing our standing as a purpose-driven organisation committed to accountability and transparency.

OUR VISION

A valued leader of a strong, integrated Australian plant biosecurity system.

OUR MISSION

To strengthen the Australian plant biosecurity system for the benefit of the economy, environment, and community.

OUR ROLE

Plant Health Australia is the trusted coordinator of the Australian plant biosecurity system.

We bring expertise, knowledge and stakeholders together to generate solutions that improve biosecurity outcomes to ensure that the system is future-oriented and solutions-focused.

PHA Members

Industry Members



Government Members



Associate Members



Foreword

FROM THE CEO

I am pleased to present Plant Health Australia's (PHA) 2026–27 Annual Operational Plan (AOP), outlining our program of work for the period 1 July 2026 to 30 June 2027.

This plan continues to operationalise our 2022–27 Strategic Plan and our focus reflects alignment with national priorities and shared investment.

The year ahead builds on our work to strengthen Australia's plant biosecurity system, while continuing to evolve work and implement initiatives to meet emerging challenges. Our foundations are strong, grounded in the simple and enduring elements of fit-for-purpose national response arrangements, trusted partnerships and capacity building. However, these foundations operate in an environment that is increasingly complex and in response, this AOP prioritises key outcomes such as strengthened national coordination, deeper collaboration and well-governed digital systems to expand data sharing and improve capability.

Partnership is at the core of PHA's model, bringing industry, government and the science community together to strengthen Australia's plant biosecurity system. From contributing technical expertise through national committees and enabling cross sectoral engagement, to delivering and reviewing industry biosecurity plans, managing levy-funded programs, or advancing digital systems such as AUSPestCheck® and the Pest and Disease Image Library (PaDIL), PHA acts as the trusted coordinator, knowledge broker and system integrator, ensuring national efforts and policies are aligned and effective.

For 2026–27, PHA will operate with a total budgeted expenditure of \$15,428,895 with income derived from Member subscriptions and non-subscription project funding. A modest subscription increase of 3.8% has been incorporated to ensure we continue delivering high-level support to Members while maintaining financial sustainability.

Our investment across the three Strategic Priorities reflects the core of our work:

- **Respond effectively** – advancing Australia's collective ability to respond to and recover from plant pest incursions through strong custodianship of the EPPRD, improved preparedness, training and simulation exercises.
- **Strengthen partnerships** – building cohesive networks across industry, government, research and the supply chain to drive best practice preparedness, response and recovery.
- **Enhance integration** – improving Australia's ability to identify and detect biosecurity threats through strengthened diagnostics, surveillance systems, digital platforms and community engagement.



These strategic efforts are underpinned by our two Operational Priorities which strengthen PHA's key strategic enablers - people, culture, governance and communications. Over the next 12 months, we will continue to build a robust organisation with strong governance and risk management, financial management, and effective workforce strategies, while enhancing communication and engagement to ensure Members remain informed, supported and actively involved in the plant biosecurity system.

As we move forward with confidence, grounded in the strength of our partnerships and the progress achieved together, our focus remains firmly on delivering a resilient, unified and future ready plant biosecurity system that continues to protect and support Australia's plant industries.

I thank our Members, partners and stakeholders for your ongoing collaboration and support, which continues to strengthen, unify and sustain our national plant biosecurity system.

Sarah Corcoran
CEO, Plant Health Australia

Strategic Plan 2022–27

OUR STRATEGIC PRIORITIES

A strong and resilient Plant Biosecurity System is built on connected strategies and partnerships, effective and efficient response and recovery, and leveraged data and technology for improved decision-making and rapid response to biosecurity threats.



OUR OPERATIONAL PRIORITIES

These are a range of organisational actions in addition to the strategic actions that PHA must execute to manage the company effectively, support the changes required to implement this strategy and to build the capacity and capability to deliver our strategic priorities.



Financial overview

SUBSCRIPTION AND NON-SUBSCRIPTION INCOME

An increase in annual membership subscription income of 3.8% has been included in the 2026–27 AOP for the Commonwealth government, state and territory governments and plant industries. The annual member subscription was last increased by 3.5% for the 2025–26 financial year.

The PHA Board believes that an increase in Member subscriptions is necessary to support and ensure the ongoing delivery of high-level support to Members.

The Board has agreed to maintain minimum subscriptions for smaller industries at \$1,600 per annum and maintain associate Member subscriptions at \$2,200 per annum.

A summary of total income and expenditure budgeted for the year is presented in Table 1. A deficit of \$86,587 is forecast for the year. Reserves will be maintained within the PHA reserves policy.

Table 1. Income and expenditure, 2026–27

2026–27	\$	%
Income		
Subscription	3,184,884	21%
Non-subscription	11,774,011	76%
Interest	470,000	3%
Total income	15,428,895	
Expenditure		
Strategic Priority 1 – Respond effectively	1,606,249	10%
Strategic Priority 2 – Strengthen partnerships	10,420,965	67%
Strategic Priority 3 – Enhance integration	1,911,212	13%
Operational Priority 1 – Improve governance & administration	1,226,770	8%
Operational Priority 2 – Enhance communication & engagement	350,286	2%
Total expenditure	15,515,482	
Deficit for the year	(86,587)	

SUBSCRIPTIONS FOR 2026–27

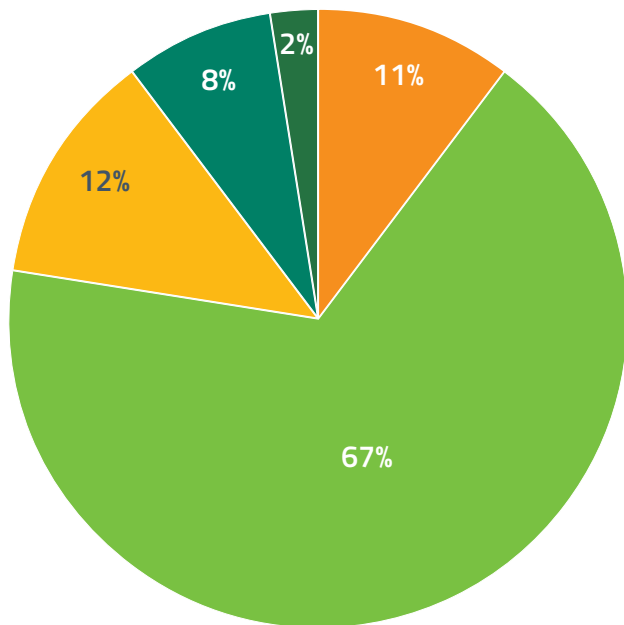
Individual subscription levels vary between years due to shifts in Local Value of Production (LVP) for industries which, in turn, affects the relative proportion of individual Member subscriptions calculated in accordance with the three-year rolling average formula set out in the PHA Constitution.

LVP is calculated from figures published by the Australian Bureau of Statistics (ABS), the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) or, if neither of these two options are available, a source deemed appropriate by PHA's directors.

Unfortunately, a reduced set of LVP statistics is available from the ABS. PHA management is working with Plant Industries to estimate relevant LVP levels for those industries. Therefore, the individual split of annual subscriptions is not currently available but will be shared with Members as soon as possible.

EXPENDITURE FOR 2026-27

Total expenditure for 2026–27



- Strategic Priority 1 – Respond effectively
- Strategic Priority 2 – Strengthen partnerships
- Strategic Priority 3 – Enhance integration
- Operational Priority 1 – Improve governance & administration
- Operational Priority 2 – Enhance communication & engagement



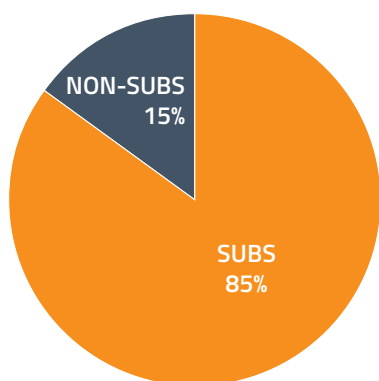


STRATEGIC PRIORITY

1

Respond effectively

We will advance Australia’s collective ability to respond and recover from plant pest incursions.



OUTCOMES

01

Continued shared commitment to the Emergency Plant Pest Response Deed (EPPRD) measured by positive sentiment of signatories and no decrease in industry coverage.

02

“Fit for purpose” national response arrangements underpinned by strengthened and expanded response partnerships.

03

Maturing levels of biosecurity response capability across stakeholders sustained through practices supporting continual and shared learning.


04

Cohesive networks of informed and capable industry, government and community stakeholders ready to respond to biosecurity threats.

Subscription

Portfolio	Purpose	KPIs
 *Emergency Plant Pest Response Deed (EPPRD) Custodianship	Facilitate effective and efficient policy and responses to plant biosecurity incidents.	<ul style="list-style-type: none"> Participate, advise and support signatories in notified Incidents in accordance with all specified terms and timeframes of the EPPRD. Administration of financial management of Response Plans, including coordination and collation of cost claims. Improve signatories awareness of the EPPRD benefits, and their responsibilities and obligations. Manage amendments and variations to the EPPRD in consultation with the Parties. Conduct timely evaluation activities, including the 2025 Review of the EPPRD and Incident debriefs, collate findings and lessons, and present to Parties to support continual learning and improvement of national response arrangements. Facilitate and advance the timely review and improvement of guidance material in PLANTPLAN.*
National Emergency Plant Pest (EPP) Training Program	Strengthen national biosecurity response capabilities.	<ul style="list-style-type: none"> Deliver a range of activities through the National EPP Training Program, including EPPRD awareness training, Industry Liaison Officer (ILO) training and training for Consultative Committee on Emergency Plant Pests (CCEPP) and National Management Group (NMG) representatives, to help signatories meet their responsibilities under the EPPRD.
eLearning	Provide accessible and flexible avenues for continuous learning.	<ul style="list-style-type: none"> Provide access to a variety of plant biosecurity related eLearning courses through the Biosecurity Online Training (BOLT) platform. Design, develop and review eLearning and online resources to enhance the digital library of biosecurity preparedness and response training.
 National coordination and cross sectoral engagement	Support national coordination and reform of Australia's emergency preparedness and response system for biosecurity incidents.	<ul style="list-style-type: none"> Promote the needs and expectations of stakeholders in plant biosecurity by engaging in national committees and/or forums. Develop and deliver applicable cross sectoral training in collaboration with Animal Health Australia (AHA). Collaborate and share insights with custodians of the Emergency Animal Disease Response Agreement (EADRA), the National Environmental Biosecurity Response Agreement (NEBRA) and the New Zealand Government Industry Agreement (NZ GIA).*

Non-subscription

Portfolio	Purpose	KPIs
 Simulation exercises	Test specific aspects of biosecurity emergency preparedness.	<ul style="list-style-type: none"> Deliver simulation training and develop resources as part of the GRDC 5-year Implementation of Grains Biosecurity Plan project to enhance industry biosecurity preparedness for an Emergency Plant Pest. Design and deliver simulation exercises under a project with ALLFED to help agricultural producers build resilience to the cascading impacts of natural hazards.*
Training workshops	Build skills, share biosecurity knowledge and foster collaboration.	<ul style="list-style-type: none"> Design and facilitate workshops for plant biosecurity stakeholders to support biosecurity preparedness, response and recovery.
National Biosecurity Response Team Program	Strengthen national biosecurity response capabilities.	<ul style="list-style-type: none"> Deliver agreed activities to support implementation of the National Biosecurity Response Team Program.
National Biosecurity Training Hub	Provide and promote accessible and flexible avenues for continuous learning.	<ul style="list-style-type: none"> Host, maintain and grow the national repository of biosecurity training courses. Promote the Hub to increase awareness and uptake.
eLearning		<ul style="list-style-type: none"> Host a selection of plant biosecurity related eLearning modules developed by Members or other stakeholders.

 *New area of work

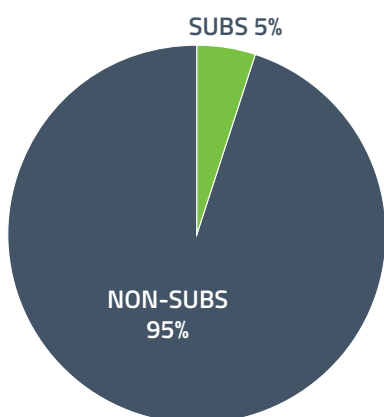


STRATEGIC PRIORITY

2

Strengthen partnerships

We will develop cohesive networks among our Members, the supply chain and the science and technology community.



OUTCOMES

01

New relationships established with non-traditional and international partners.

02

Increased positive sentiment towards the value of existing partnerships.

03

Increased number of industry and partner programs developing best practice solutions.


04

Increased understanding and adoption of biosecurity practices.

05

Industry values the benefits of partnered communication, extension and training.

Subscription

Portfolio	Purpose	KPIs
 National government committees and working groups	Support a strong and effective domestic market by facilitating government-industry collaboration and providing independent technical expertise and strategic insight.	<ul style="list-style-type: none"> ▪ Participate in meetings of national committees and working groups, such as: <ul style="list-style-type: none"> - National Biosecurity Committee (NBC) including Biosecurity Workforce Skill activities* - National Biosecurity Communication and Engagement Network (NBCEN) - Plant Health Committee (PHC) - Subcommittee on Market Access, Risk and Trade (SMART) - Subcommittee on Plant Health Diagnostics (SPHD) - Subcommittee on National Plant Health Surveillance (SNPHS) - Australian Fruit Fly Technical Advisory Committee (AFFTAC) - Plant Biosecurity Preparedness Working Group (PBPWG) - Environment and Invasives Committee (EIC) - Northern Australia Biosecurity Framework Reference Group (NABF).
Industry biosecurity committees	Promote collaboration and national partnership approaches.	<ul style="list-style-type: none"> ▪ Provide secretariat support and participate in meetings of the Plant Industry Forum Committee (PIFC) and the Plant Industries Biosecurity Committee (PIBC).
Strategic planning and reporting	Provide Members and the Board with a clear alignment between company activities and strategic goals.	<ul style="list-style-type: none"> ▪ Consult Members in determining 2026–27 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan. ▪ Present the Annual Operational Plan (AOP) to Members aligned with subscription income at the 2027 General Meeting (GM). ▪ Present the 2025–26 Annual Report (AR) to Members at the 2026 Annual General Meeting (AGM).
 Collective engagement and strategic partnerships	Improve existing national biosecurity partnerships to achieve longer-term shifts in stakeholder biosecurity attitudes.	<ul style="list-style-type: none"> ▪ Expand engagement through new partnerships or by attending conferences and forums relevant to national plant biosecurity. ▪ Coordinate and deliver National Biosecurity Week. ▪ Host a joint PHA-AHA Board meeting. ▪ Collaborate with the Plant Biosecurity Research Initiative (PBRI) on opportunities for shared plant biosecurity research, development and extension activities and participation in PBRI meetings. ▪ Participate in the Australian Research Council (ARC) Training Centre for Plant Biosecurity planning meetings and identify collaborative projects within the plant biosecurity training programs.*
Member engagement	Align company activities by engaging Members in the setting, implementation and uptake of company program objectives and outputs through meetings and Member surveys.	<ul style="list-style-type: none"> ▪ Hold two GMs annually. ▪ Conduct two Member meetings annually, including: <ul style="list-style-type: none"> - Members Forum - PIF - Government Members Forum. ▪ Participate in industry/government meetings as requested by Members. ▪ Publish Board meeting communiques on PHA's website and monthly Tendrils eNewsletter. ▪ Monitor Member feedback and measure sentiment through dedicated feedback channels.
Biosecurity planning and review	Improve risk mitigation by identifying, assessing and prioritising biosecurity risks and provide a framework for preparedness.	<ul style="list-style-type: none"> ▪ Maintain and update high priority pest lists for Members. ▪ Share information arising from industry specific biosecurity plan reviews with wider Members. ▪ Identify and implement improvements and enhancements to the biosecurity planning process benefitting all Members.
Farm Biosecurity Program	Raise awareness and improve adoption of farm biosecurity management practices, by providing practical on-farm biosecurity information to producers.	<ul style="list-style-type: none"> ▪ Develop resources for agronomists, consultants, and veterinarians to help growers and producers implement biosecurity measures. ▪ Develop and distribute articles for the Farm Biosecurity eNewsletter and industry publications. ▪ Joint sponsorship of the Australian Biosecurity Awards with AHA. ▪ Collaborate with jurisdictions through NBCEN on behavioural change research.

 *New area of work

Non-subscription

Portfolio	Purpose	KPIs
Biosecurity plans	Investigate and prioritise risk assessments for exotic plant pests to enter Australia and develop action plans to mitigate the risk.	<ul style="list-style-type: none"> Support Industry preparedness by developing Industry Biosecurity Plans and pest threat summaries for high priority plant pests (HPPs).
Levy management	Improve the management of, and preparedness for biosecurity risks in Australian plant industries.	<ul style="list-style-type: none"> Assist with the management and governance of a suite of industry-funded biosecurity programs. Encourage the establishment of new levy-funded programs or projects for Plant Industry Members.
Grains Farm Biosecurity Program	Improve the management of and preparedness for, biosecurity risks in Australian plant industries.	<ul style="list-style-type: none"> Continually review, update, and publish information on farm management activities and high priority exotic pests of the grains industry to increase awareness. Regularly update and promote the Grains Farm Biosecurity website. Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover magazine.
Grains Biosecurity Initiative		<ul style="list-style-type: none"> Develop a framework that describes the shared biosecurity partnership of the grains industry and government. Support and coordinate a Grains Biosecurity Advisory Committee (GBAC) to assist in the implementation of the Biosecurity Plan for the Grains Industry.
CitrusWatch		<ul style="list-style-type: none"> Coordinate activities under CitrusWatch to protect the Australian citrus industry from exotic pest threats. Provide secretariat support and participate in meetings of the Citrus Pest and Disease Prevention Committee.
VegWatch		<ul style="list-style-type: none"> Deliver agreed biosecurity preparedness activities to help strengthen the vegetable industry's resilience to exotic pest threats. Participate in meetings of the Program Management Group and the Program Reference Group to support implementation of VegWatch.
National Bee Biosecurity Program (NBBP)		<ul style="list-style-type: none"> Coordinate the NBBP to support post-border awareness and preparedness for exotic pest threats to the honey bee industry.
National Bee Pest Surveillance Program (NBPSP)		<ul style="list-style-type: none"> Coordinate the NBPSP to target exotic bee pests and exotic pest bees across the highest risk ports. Provide secretariat support and participate in meetings of the Program Reference Group (formerly the National Bee Biosecurity Steering Committee).
Forest Watch Australia		<ul style="list-style-type: none"> Coordinate activities under Forest Watch Australia to enable the early detection of exotic tree pests. Provide secretariat support and participate in meetings of the National Forest Biosecurity Steering Group.
Fruit Fly		<ul style="list-style-type: none"> Drive progress against the National Fruit Fly Strategy (NFFS) and the fruit fly agenda.



 *New area of work

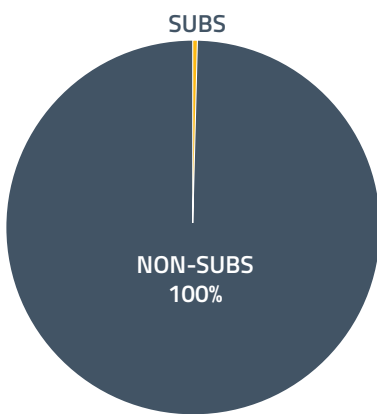


STRATEGIC PRIORITY

3

Enhance integration

We will improve Australia's ability to identify and detect biosecurity threats.



OUTCOMES

01

Increased awareness of the use of innovative technologies and approaches in plant biosecurity.

03

Increased knowledge brokering of industry and government intelligence.

02

Enhanced national identification and detection capability across Australia that reflects biosecurity risk profiles.

04

Increase in engagement activities and initiatives with the community.



OPERATIONAL
PRIORITY

1

Improve governance & administration

Build a robust company with effective, efficient processes
that deliver good governance and management.

SUBS
100%

OUTCOMES

01

Robust, accurate and transparent financial management to enable effective decision-making, and enhance the long-term financial sustainability.

03

Improve capability through the alignment of skills, experience and leadership, and targeted training and development to ensure business continuity and meet future needs.

02

Attract and retain a skilled and capable, engaged and values-aligned workforce to deliver strategic and operational priorities.

04

Reduced strategic, operational, financial and reputational risk through strengthened governance and controls.

Subscription

Portfolio	Purpose	KPIs
Company finance	Improve, manage and maintain financial management and reporting to meet business objectives, support levies and projects and enhance financial sustainability.	<ul style="list-style-type: none"> Continuously improve and refine processes, documentation and training to maintain real-time reporting. Enhance reporting to facilitate timely and accurate decision making. Develop the next year's budget and Member subscriptions. Maintain adequate working capital and equity to ensure continued financial stability. Meet statutory compliance through annual external financial audit. Review financial policies and align with best practice. Assist Members to implement and manage statutory biosecurity levies.
People and Culture	Attract, develop and retain talent by improving employer offering and reputation, embedding values-based recognition and delivering consistent onboarding and professional development.	<ul style="list-style-type: none"> Enhance effectiveness, efficiency and transparency of recruitment and induction processes. Support recruitment equity and candidate care through the development of enhanced policies, procedures and other relevant materials. Enhance and streamline employee onboarding. Extend opportunities for staff development, salary packaging and flexible work arrangements. Review PHA's inaugural Learning Strategy and develop the next iteration of the Learning Strategy. Maintain frameworks for a safe working environment in accordance with legislative requirements and implement an approach of continuous improvement based on learnings and review of incidents. Continue to implement, monitor and evaluate the Psychosocial Hazard Action Plan. Maintain and promote the Employee Recognition Program to recognise and incentivise everyday practice of PHA values. Develop and implement staff pulse surveys.* Enhance and refine HR metrics monitoring and reporting. Review PHA's cultural strengths and areas for improvement according to staff sentiment via staff surveys. Develop and implement strategies to address areas that improve and enhance organisational culture. Update and maintain Board processes and delivery of relevant training. Maintain the Board Skills Matrix.
Corporate Governance and Risk Management	Manage organisational governance and risk management and monitoring.	<ul style="list-style-type: none"> Ensure legal and constitutional compliance requirements are met. Provide regular risk review and management reporting. Enhance policies and procedures to support governance. Manage facilities to support business operations and ensure compliance with Workplace Health and Safety (WH&S) requirements. Provide secretariat support to the Board, Company Secretary, Finance and Audit Committee (F&AC), People and Culture Committee (P&CC) and other meetings attended by Board Directors. PHA Board attendance at over 80% of Member meetings and other stakeholder meetings as requested. Continue to strengthen Corporate Information Communications Technology (ICT) governance by maintaining security oversight across change, access and configuration management. Mature our ICT based risk practices, with improved visibility and response to vulnerabilities and cyber incidents.*



 *New area of work



OPERATIONAL
PRIORITY

2

Enhance communication & engagement

Enhance PHA's reputation to support company sustainability and growth.

SUBS
100%

OUTCOMES

01

Strengthen PHA's visibility, reputation and connection with Members and stakeholders.

03

A consistent internal communications approach that improves employee engagement, transparency, understanding of strategic plan, values and organisational activities.

02

A consistent corporate identity to support high-quality communications and ensure PHA materials are professional and recognisable.

04

Members are effectively onboarded and supported through targeted training.

Subscription

Portfolio	Purpose	KPIs
Communications and engagement strategy and plan	Support PHA's strategic goals by keeping Members informed of company activities and raising awareness of biosecurity issues.	<ul style="list-style-type: none"> ▪ Implement the Communications and Engagement plan. ▪ Produce accessible publications to schedule and promote them effectively. ▪ Participate in events with a biosecurity focus.
Corporate identity	Ensure a clear and consistent visual identity that presents PHA in a professional and recognisable manner.	<ul style="list-style-type: none"> ▪ Maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet. ▪ Coordinate and produce all corporate reports. ▪ Maintain the promotional branding kit. ▪ Include the corporate identity guide as part of the employee induction process.
Internal communications strategy and plan	Support PHA's strategic goals by ensuring employees remain engaged and informed.	<ul style="list-style-type: none"> ▪ Implement the Internal Communications strategy and plan. ▪ Support and promote employee engagement initiatives.
Member onboarding process	Welcome Members and provide information and guidance on roles.	<ul style="list-style-type: none"> ▪ Maintain the Member Information Onboarding pack to ensure it remains contemporary and fit-for-purpose.
Member training strategy and program	Develop and strengthen Member knowledge, business continuity and participation in the plant biosecurity system.	<ul style="list-style-type: none"> ▪ Implement an annual training calendar for Members. ▪ Maintain accurate records of Member attendance and training evaluation.








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