2023–24 Annual Operational Plan

Plant Health
AUSTRALIA

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.

As 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.

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

Government Members

Commonwealth of Australia

Australian Capital Territory

New South Wales

Northern Territory

Queensland

South Australia

Tasmania

Victoria

Western Australia

Industry Members

Almond Board of Australia Inc.

Apple and Pear Australia Ltd

Australian Banana Growers' Council Inc.

Australian Blueberry Growers' Association Inc.

Australian Forest Products Association Ltd

Australian Ginger Industry Association Inc.

Australian Grape and Wine Inc.

Australian Honey Bee Industry Council Inc.

Australian Lychee Growers' Association Inc.

Australian Macadamia Society Ltd

Australian Mango Industry Association Ltd

Australian Melon Association Inc.

Australian Olive Association Ltd

Australian Processing Tomato Research Council Inc.

Australian Sweet Potato Growers Inc.

Australian Table Grape Association Inc.

Australian Tea Tree Industry Association Ltd

Australian Truffle Industry Association Inc.

Australian Walnut Industry Association Inc.

AUSVEG Ltd

Avocados Australia Ltd

CANEGROWERS

Canned Fruits Industry Council of Australia Ltd

Cherry Growers of Australia Inc.

Chestnuts Australia Inc.

Citrus Australia Ltd

Cotton Australia Ltd

Dried Fruits Australia Inc.

Grain Producers Australia Ltd

Greenlife Industry Australia Ltd

GROWCOM

Hazelnut Growers of Australia Inc.

Onions Australia

Passionfruit Australia Inc.

Pistachio Growers' Association Inc.

Raspberries and Blackberries Australia Inc.

Ricegrowers' Association of Australia Inc.

Strawberries Australia Inc.

Summerfruit Australia Ltd

Associate Members

Agnova Technologies Pty Ltd

Australian Grape and Wine Authority

Cotton Research and Development Corporation (Cotton R&D Corporation)

Commonwealth Scientific and Industrial Research Organisation (CSIRO)

Grains Research and Development Corporation (Grains R&D Corporation)

Horticulture Innovation Australia Ltd

Northern Territory Farmers Association (NT Farmers)

Protected Cropping Australia Ltd

Sugar Research Australia

Foreword

FROM THE CHAIR

The 2023-24 Annual Operational Plan (AOP) presents Plant Health Australia's (PHA) key activities and targets for the next financial year and is the second AOP developed under PHA's Strategic Plan 2022-27.

The AOP outlines the actions required to support our vision of being a valued leader of a strong, integrated Australian plant biosecurity system. The portfolio of work to be undertaken in the next 12 months is categorised under each of our three strategic priorities; Respond effectively, Strengthen Partnerships and Enhance Integration.

For the coming year, subject to a member vote at the May 2023 General Meeting, PHA subscriptions will increase by 3.5%. This means that core funding through subscriptions from our government, industry and associate members will be $2.849 million. In addition, PHA expects to receive $11.095 million in non-subscription project funding. A breakdown of these figures is given in this document.

As an integral part of the Australian plant biosecurity system, we are cognisant of the mounting challenges and pressures felt by all stakeholders and the need for system transformation to maintain our world-class biosecurity system.

As an organisation we are aware of the need to adapt and focus our activities in the areas we can maximise our impact and deliver the best value to our Member base. Our Strategic Plan was built with this mind-set and continues to position PHA as a valued leader of a strong, integrated plant biosecurity system.

Beyond our subscription-funded activities our non-subscription projects align with and support our Strategic Plan, allows PHA to have surge capacity and capability, and reflects our focus on strengthening the Australian plant biosecurity system for the benefit of the economy, environment, and community.

Once again, the PHA team has prepared an AOP that is simple, easy to read and clearly sets out the work needed to protect our valuable agricultural industry.

Steve McCutcheon
Chair

Foreword

FROM THE CEO

I'm pleased to present PHA's 2023-24 AOP, detailing the portfolio of work the PHA team will undertake to support our strategic priorities and deliver against our five-year Strategic Plan 2022-27.

Over the past few months, we've engaged with our Members to understand their priorities, share challenges and identify potential opportunities. The Member survey conducted in late 2022 provided further insight into how Members rank our current activities and their priority areas for future biosecurity investment. This data has not only informed the setting and development of our new AOP, but the key activities within the subscription-funded portfolios and the non-subscription funded projects that deliver shared benefits and work to strengthen the national plant biosecurity system.

Under Strategic Priority 1, we will continue to deliver work aimed at advancing Australia's ability to respond and recover from plant pest incursions by strengthening and expanding the scope of national response arrangements, cultivating national and cross sectoral collaborations and sharing response operations learnings to improve responses.

Partnerships remains a core strength of PHA and under Strategic Priority 2, we will renew our focus on strengthening existing relationships and cultivating cohesive networks both upstream and downstream in the supply chain, among our Member industries and the science and technology community to manage emerging risks, drive adoption of best practice solutions and collaborate to ensure targeted communication, extension and training.

A key feature of a strong biosecurity system is integration and under Strategic Priority 3 our work to improve our collective ability to identify and detect biosecurity threats continues. This will be achieved through national digital surveillance systems that support early detection and market access and strengthening scientific rigour and capability.

Delivering against our strategic plan requires an internal focus to ensure PHA has effective and efficient processes to deliver good governance and management, and communications and engagement activities that support PHA's sustainability and growth. These actions are captured under Operational Priority 1 and Operational Priority 2.

PHA has a wealth of knowledge, experience and multi-disciplinary expertise developed over two decades of operations. However, as an organisation we continue to define and refine our role in building a robust and resilient national plant biosecurity system.

Thank you to our Members for their ongoing support and willingness to collaborate. I look forward to another 12 months of improved biosecurity outcomes and shared benefits.

Sarah Corcoran
CEO

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.

1 Respond effectively

Aim

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

Measures/Outcomes

- Continued shared commitment to the Emergency Plant Pest Response Deed measured by positive sentiment of signatories and no decrease in industry coverage
- "Fit for purpose" national response arrangements underpinned by strengthened and expanded response partnerships
- Maturing levels of biosecurity response capability across stakeholders sustained through practices supporting continual and shared learning
- Cohesive networks of informed and capable industry, government, and community stakeholders ready to respond to biosecurity threats.

Strategic Actions

We will do this by focusing on:

- 1.1 Strengthening and expanding the scope of national response arrangements.
- 1.2 Strengthening response readiness and resilience.
- 1.3 Cultivating collaborations that improve national response arrangements.
- 1.4 Reviewing and sharing learnings to improve responses.

2 Strengthen partnerships

Aim

We will develop cohesive networks amongst our members, the supply chain and the science and technology community.

Measures/Outcomes

- New relationships established with non-traditional and international partners
- Increased positive sentiment towards the value of existing partnerships
- Increased number of industry and partner programs developing best practice solutions
- Increased understanding of industry adoption of biosecurity practices
- Benefits of partnered communication, extension and training valued by industry.

Strategic Actions

We will do this by focusing on:

- 2.1 Building new partnerships to face future risks.
- 2.2 Improving our existing partnerships for emerging risks.
- 2.3 Working with members to develop best practice solutions for preparedness, response and recovery.
- 2.4 Driving adoption of best practice solutions that reduce risk.
- 2.5 Collaborating with partners to ensure targeted communication, extension and training.

3 Enhance integration

Aim

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

Measures/Outcomes

- Increased awareness of the use of innovative technologies and approaches in plant biosecurity
- Enhanced national identification and detection capability across Australia that reflects biosecurity risk profiles
- Increased knowledge brokering of industry and government intelligence
- Increase in engagement activities and initiatives with the community.

Strategic Actions

We will do this by focusing on:

- 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity.
- 3.2 Strengthening scientific rigour and capability.
- 3.3 Establishing PHA as the knowledge broker for plant biosecurity.
- 3.4 Continually improving Australia's biosecurity systems and processes.
- 3.5 Engaging the community to enhance reporting of biosecurity threats.
- 3.6 Capturing greater benefits from national and international initiatives.

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.

1
Improve governance & administration

2
Enhance communication & engagement

Financial overview

SUBSCRIPTION AND NON-SUBSCRIPTION INCOME

An increase in annual membership subscription income of 3.5% has been included in the 2023-24 AOP for the Commonwealth government, state and territory governments and plant industries. The annual member subscription was last increased by 3.5% for the 2022-23 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. Increases in expenses due to inflation, together with the rising cost of attracting and retaining staff, are the key areas where additional costs are expected to occur during the 2023-24 year.

The Board has agreed to maintain minimum subscriptions for smaller industries at $1,500 per annum and increase associate member subscriptions by $100 to $2,100 per annum.

A summary of total income and expenditure budgeted for the year is presented in Table 1. A deficit of $11,530 is forecast for the year. Reserves will be maintained within the PHA reserves policy due to surpluses achieved over recent years and the increase in member subscriptions.

Table 1. Income and expenditure, 2023–24

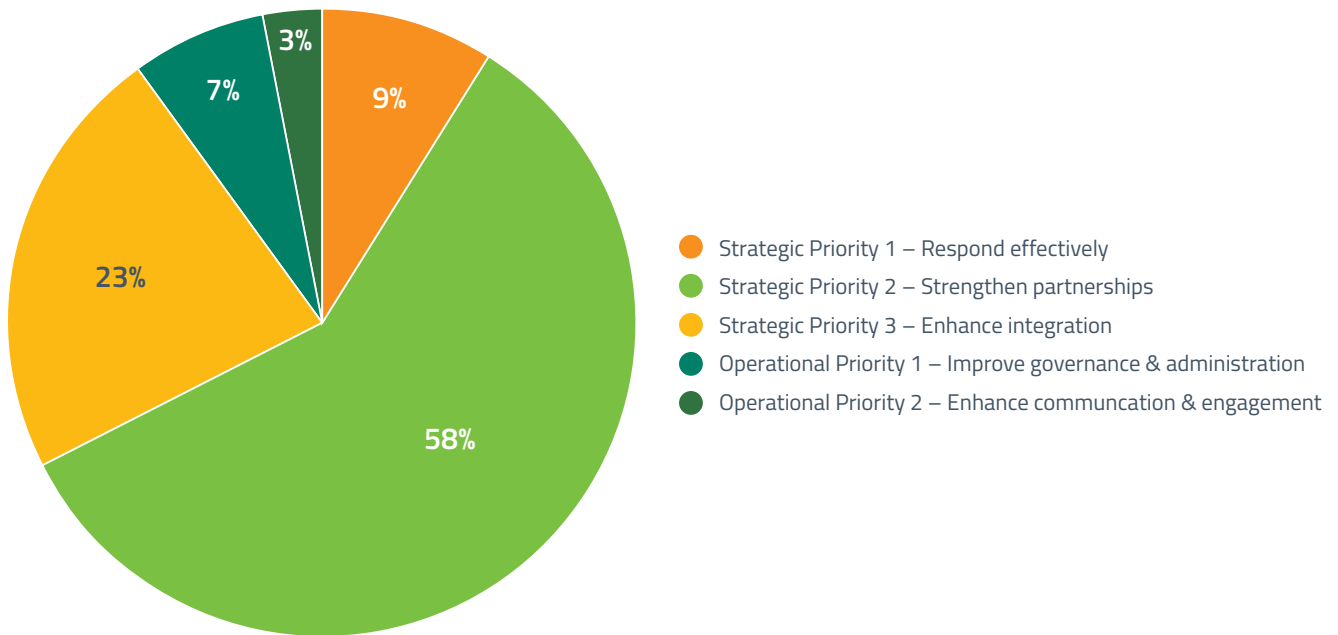| 2023-24	$	%
Income		
Subscription	2,849,100	19.9%
Non-subscription	11,094,813	77.5%
Interest	365,703	2.6%
Total income	**14,309,616**	**100.0%**
Expenditure		
Strategic Priority 1 – Respond effectively	1,273,511	8.9%
Strategic Priority 2 – Strengthen partnerships	8,401,196	58.7%
Strategic Priority 3 – Enhance integration	3,248,090	22.7%
Operational Priority 1 – Improve governance & administration	977,940	6.8%
Operational Priority 2 – Enhance communication & engagement	420,409	2.9%
Total expenditure	**14,321,146**	**100.0%**
Deficit for the year	(11,530)	

SUBSCRIPTIONS FOR 2023–24

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, 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.
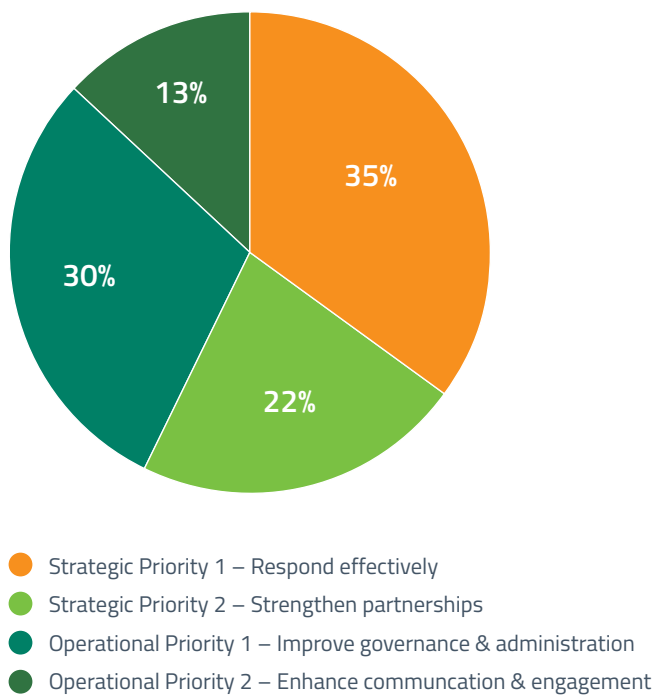
Unfortunately, a reduced set of LVP statistics is available for the 2021-22 year from the ABS. PHA management is working with Plant Industries to estimate relevant LVP levels for 33 of those industries. Therefore, the individual split of annual subscriptions is not currently available but will be shared with members as soon as possible.

EXPENDITURE FOR 2023–24

Total expenditure for 2023–24

- ● 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 communcation & engagement

Subscription funded expenditure for 2023–24

- ● Strategic Priority 1 – Respond effectively
- ● Strategic Priority 2 – Strengthen partnerships
- ● Operational Priority 1 – Improve governance & administration
- ● Operational Priority 2 – Enhance communcation & engagement

Non-subscription funded expenditure for 2023–24

- ● Strategic Priority 1 – Respond effectively
- ● Strategic Priority 2 – Strengthen partnerships
- ● Strategic Priority 3 – Enhance integration

Table 2. 2023-24 Expenditure

	Expenditure
Strategic Priority 1 – Respond effectively	
Action 1.1 Strengthening and expanding the scope of national response arrangements	
1.1.1 Plant biosecurity response arrangements	471,395
Action 1.2 Strengthening response readiness and resilience	
1.2.1 Plant biosecurity response preparedness and training	440,969
1.2.2 E-Learning	34,099
1.2.3 Simulation exercises	55,639
1.2.4 Biosecurity response preparedness	27,121
Action 1.3 Cultivating collaborations that improve national response arrangements	
1.3.1 National co-ordination and cross-sectoral engagement	24,421
Action 1.4 Reviewing and sharing learnings to improve responses	
1.4.1 Biosecurity response operations	219,867
	1,273,511

	Expenditure
Strategic Priority 2 – Strengthen partnerships	
Action 2.1 Building new partnerships to face future risks	
2.1.1 Building new partnerships	176,758
Action 2.2 Improving our existing partnerships for emerging risks	
2.2.1 National committees and working groups	181,850
2.2.2 Strategic planning and reporting	40,957
2.2.3 Collective engagement	61,960
2.2.4 Member liaison	308,469
Action 2.3 Working with members to develop best practice solutions for preparedness, response and recovery	
2.3.1 Biosecurity planning and review	16,764
2.3.2 Biosecurity plans	652,488
2.3.3 Biosecurity programs	3,852,180
Action 2.4 Driving adoption of best practice solutions that reduce risk	
2.4.1 National programs	119,858
2.4.2 Levy administration	122,008
2.4.3 Fruit Fly	504,054
2.4.4 Surveillance Projects and Programs	2,300,256
Action 2.5 Collaborating with partners to ensure targeted communication, extension and training	
2.5.1 Partnered training and resources	48,079
2.5.2 National programs	15,515
	8,401,196

	Expenditure
Strategic Priority 3 – Enhance integration	
Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity	
3.1.1 Digital surveillance systems	1,179,053
Action 3.2 Strengthening scientific rigour and capability	
3.2.1 Networks coordination	862,237
3.2.2 Protocols	234,907
3.2.3 Proficiency testing	16,512
Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity	
3.3.1 National coordination and governance	7,708
Action 3.4 Continually improving Australia's biosecurity systems and processes	
3.4.1 Biosecurity portals	8,390
3.4.2 Digital diagnostic systems	612,562
3.4.3 Surveillance system reform	326,721
	3,248,090

Operational Priority 1 – Improve governance & administration	
Action 1.1 Governance and administrative support	
1.1.1 Board management	290,262
1.1.2 Corporate	587,484
1.1.3 Human resources	100,194
	977,940

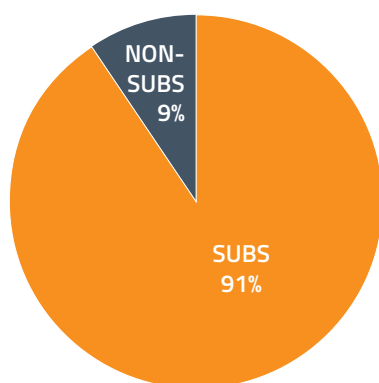|	
Operational Priority 2 – Enhance communication & engagement	
Action 1.1 Enhance communication and engagement	
1.1.1 Communication and engagement	230,988
2.2.5 Corporate communications	189,421
	420,409

Total	**14,321,146**

1

Respond effectively

NON-SUBS 9%

SUBS 91%

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

ACTIONS

| Strengthening and expanding the scope of national response arrangements | Strengthening response readiness and resilience | Cultivating collaborations that improve national response arrangements | Reviewing and sharing learnings to improve responses |

Action 1.1 Strengthening and expanding the scope of national response arrangements.

Portfolio	Purpose	KPIs
Plant biosecurity response arrangements	Custodian of the Emergency Plant Pest Response Deed (EPPRD) and facilitate effective plant biosecurity response policy and arrangements built on partnerships.	▪ Implement priority outcomes from the 2020 review of the EPPRD and provide progress reports to Parties in November 2023 and May 2024. ▪ Improve awareness and capability of Parties to implement their responsibilities in respect of Owner Reimbursement Costs (ORC). ▪ Review the categorisation processes underpinning the EPPRD. ▪ Develop and improve guidance material to enhance Parties' understanding and implementation of the EPPRD.

($) Non-subscription

Action 1.2 Strengthening response readiness and resilience.

Portfolio	Purpose	KPIs
Plant biosecurity response preparedness and training	Develop and maintain (within PHA members) appropriately skilled personnel, robust processes and systems that promote effective responses to plant biosecurity incidents.	▪ Deliver four industry liaison training workshops in collaboration with state and territory government and Industry Parties. ▪ Develop and host new eLearning content that supports 'just-in-time' training and improved capability of members. ▪ Improve knowledge and understanding of the EPPRD and biosecurity incident responses, including roles and responsibilities of signatories and other stakeholders through enhanced accessibility of available training options.

eLearning ($)	Provide members with access to a central, low cost eLearning platform to develop and host biosecurity related courses.	▪ Provide essential skills and expertise to assist members to:
		  ▪ develop their own courses
		  ▪ utilise the functionality of PHA's eLearning platform and administration support to host their own biosecurity related courses.

Simulation exercises ($)	Promote response readiness through the planning, development, delivery, and evaluation of simulation exercises.	▪ Develop and deliver two simulation exercises (covering ORCs, industry liaison and decision making) as part of the *Avocado Industry Biosecurity Strategy 2022-2026* project.
Biosecurity response preparedness ($)	Provide advice and facilitate professional development and response experience/ training, to improve cross sectoral national biosecurity response capability and capacity.	▪ Effective engagement as a member of the National Biosecurity Response Team Advisory Group, leading to the successful planning and delivery of recruitment, induction, professional development and training activities.

Action 1.3 Cultivating collaborations that improve national response arrangements.

Portfolio	Purpose	KPIs
National co-ordination and cross sectoral engagement	Support national coordination and reform of Australia's emergency preparedness and response system for biosecurity incidents.	▪ Promote the needs and expectations of stakeholders in plant biosecurity by engaging in national government committees, such as the Biosecurity and Agricultural Emergency Network (BAEN). ▪ Develop and deliver applicable cross sectoral training in collaboration with Animal Health Australia (AHA). ▪ Develop collaborations and share insights with the New Zealand Government Industry Agreement.

## Action 1.4 Reviewing and sharing learnings to improve responses.

Portfolio	Purpose	KPIs

Biosecurity response operations	Facilitate effective and efficient responses to plant biosecurity incidents.	▪ Ensure appropriately skilled and trained PHA personnel participate in notified incidents, in accordance with all specified terms and timeframes of the EPPRD.
		▪ Actively support affected government and industry Parties throughout major incidents by providing:
		  ▪ advice on the EPPRD
		  ▪ targeted, just-in-time training
		  ▪ support where appropriate.
		▪ Conduct timely evaluation activities to support continual learning and improvement of national response arrangements. Collate findings and lessons and present to Parties by June 2024.
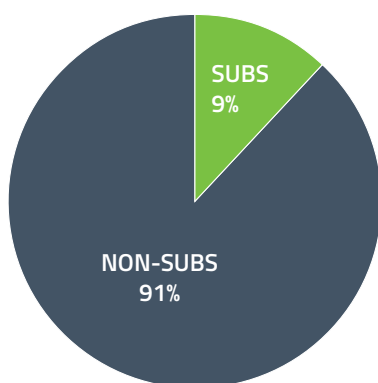
2

Strengthen partnerships

SUBS 9%

NON-SUBS 91%

We will develop cohesive networks amongst our members, the supply chain and the science and technology community.

ACTIONS

| Building new partnerships to face future risks | Improving our existing partnerships for emerging risks | Working with members to develop best practice solutions for preparedness, response and recovery | Driving adoption of best practice solutions that reduce risk | Collaborating with partners to ensure targeted communication, extension and training |

Action 2.1 Building new partnerships to face future risks

Portfolio	Purpose	KPIs
New partnerships ($)	**Build new partnerships to prepare for future plant biosecurity risks, through projects and activities that support preparedness, surveillance and/or diagnostics in new regions, new industries or with new stakeholders.**	▪ Increase engagement and understanding of the importance of plant biosecurity through new or extended networks or joint industry-government forums. ▪ Develop new partnership proposals to address biosecurity risks. ▪ Deliver project milestones through the Australian Government's Biosecurity Business grant: *Safeguarding Indigenous-led forestry*, including engagement and training with Indigenous communities in northern Australia. ▪ Expand engagement and form new partnerships at the Australasian Plant Pathology Society Conference.

($) Non-subscription

Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	Purpose	KPIs
National committees and working groups	**Inform an effective domestic market by contributing to the development and coordination of nationally consistent, key plant biosecurity policies and procedures through national committees.** **Facilitate government-industry partnerships and provide technical expertise, strategic insight and independent views to address biosecurity issues.**	Attend and contribute to meetings of national committees and working groups, such as: - National Biosecurity Committee (NBC) - Plant Health Committee (PHC) - Subcommittee on Market Access, Risk and Trade (formerly Subcommittee on Domestic Quarantine and Market Access) - Subcommittee on Plant Health Diagnostics - Subcommittee on National Plant Health Surveillance - Australian Fruit Fly Technical Advisory Committee - Plant Biosecurity Preparedness Working Group - Environment and Invasives Committee - Northern Australia Biosecurity Framework Reference Group - Plant Biosecurity Research Initiative - Other ad hoc committees and working groups as required.
Strategic planning and reporting	**Provide members and the Board with a clear alignment between company activities and strategic goals, with reporting against the Annual Operational Plan (AOP) occurring after six months in a Mid-year Performance Report (MYPR) and in the Annual Report (AR).**	- Consult members in determining 2023–24 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan. - Present the 2023–24 AOP to members and secure Board approval by May 2023. - Present the 2023 AR and end-of-year financial statements to members at the 2023 Annual General Meeting (AGM). - Provide a progress report on AOP implementation via the MYPR.
Collective engagement	**Improve existing national biosecurity partnerships to achieve longer-term shifts in stakeholder biosecurity attitudes, through membership of the Biosecurity Collective (PHA, AHA, Centre for Invasive Species Solutions, and Invasive Species Council).**	- Develop and deliver the third Australian Biosecurity Symposium (mid-2024, Gold Coast).
Member liaison	**Align company activities with member priorities by engaging members in the setting, implementation and uptake of company program objectives and outputs through meetings and member surveys.**	- Hold two general meetings annually to comply with legal requirements. - Host at least two plant industry forum meetings and a joint PHA-AHA forum. - Conduct two PHA member forum meetings annually. - Conduct one-on-one consultations with member organisations at least once per year and provide opportunities for input into 2023-24 operational priorities. - Participate in industry/government meetings as requested by members. - Provide Board meeting communiques in Tendrils and on our website.

Action 2.3 Working with members to develop best practice solutions for preparedness, response and recovery.

Portfolio	Purpose	KPIs
Biosecurity planning and review	Improve risk mitigation by developing plans that identify, assess and prioritise biosecurity risks and provide a framework for preparedness.	• Maintain and update the consolidated high priority pest list for members and ensure access through the Biosecurity Preparedness Portal. • Prepare proposals for development and review of three biosecurity plans. • Share information arising from industry specific biosecurity plan reviews with wider Members via the Biosecurity Preparedness Portal. • Commence a review of the Biosecurity Plan process and output to support continuous improvement.
Biosecurity plans ⓢ	Investigate and prioritise the threats and pathways for exotic plant pests to enter Australia and develop implementation plans to mitigate the risk.	• Develop and revise pest threat summaries for the sugarcane, tree nut, and apple and pear industries. • Finalise endorsed biosecurity plans for grains, cotton, rice, and citrus industries. • Hold reference panels for avocado, berry (rubus, strawberry and blueberry), ginger, mango, melon, mushroom, plantation forestry, production nursery, and tropical fruit (lychee, papaya and passionfruit) industries. • Develop project proposals for biosecurity planning in the vegetable and melon industries.
Biosecurity programs ⓢ	Improve the management of and preparedness for, biosecurity risks in Australian plant industries.	• Collaborate with Biosecurity Officers to support the delivery and implementation of PHA levy and industry-funded biosecurity programs (e.g. melon, vegetable, and grains). • Regularly update and promote the Grains Farm Biosecurity website and the biosecurity page on the AUSVEG website. • Continually review, update, and publish fact sheets and other information for critical exotic pests to increase awareness in our plant industries. • Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover magazine. • Work with industry organisations to develop industry or program specific communication plans to support the promotion and extension of biosecurity awareness. • Develop a National Action Plan for Pests of Timber and Trees and associated implementation schedule in consultation with stakeholders.

ⓢ Non-subscription

Action 2.4 Driving adoption of best practice solutions that reduce risk.

Portfolio	Purpose	KPIs
National programs	Raise awareness and improve adoption of farm biosecurity management practices, by providing practical on-farm biosecurity information to producers through Farm Biosecurity, a joint program with AHA.	• Provide a quarterly report on Farm Biosecurity activities under the program strategy at Board meetings. • Develop resources for agronomists, consultants, and veterinarians to help producers implement biosecurity measures. • Develop and distribute articles for the Farm Biosecurity newsletter and industry publications. • Support the Australian Biosecurity Awards. • Collaborate with jurisdictions on behavioural change research.
Levy management	Improve the management of, and preparedness for biosecurity risks in Australian plant industries.	• Assist industry members to establish and manage the PHA levy* as circumstances change. • Encourage the establishment of levy funded programs for industry members to improve grower management and preparedness for biosecurity risks and improve grower resilience following incursions. • Monitor and manage PHA levies and their use to implement programs against agreed deliverables.
Fruit Fly	Improve engagement, awareness and participation of governments, industries and communities in the Australian fruit fly system. Drive progress against the National Fruit Fly Strategy (NFFS) and the fruit fly agenda.	• Identify and prioritise key activities to improve the management of fruit flies across Australia. • Plan and deliver National Fruit Fly Council (NFFC) meetings. • Monitor and report activities under the revised National Fruit Fly Strategy. • Plan and deliver workshops or symposia to engage on key issues of concern, to report R&D outputs, to discuss emerging issues and risks. • Regularly update and promote Prevent Fruit Fly website and produce a regular e-newsletter. • Present the NFFC Annual Report to stakeholders and publish on the Prevent Fruit Fly website.
Surveillance projects and programs	Establish and maintain programs that improve surveillance outcomes for plant industries.	• Coordinate with participants to ensure delivery and reporting of surveillance activities for forest pests at high risk sites under the National Forest Pest Surveillance Program. • Manage and coordinate surveillance activities for citrus pests through the CitrusWatch program. • Coordinate with participants to ensure delivery and reporting of surveillance activities across the highest risk seaports under the National Bee Pest Surveillance Program.

Action 2.5 Collaborating with partners to ensure targeted communication, extension and training.

Portfolio	Purpose	KPIs
Partnered training and resources	Increase awareness of plant biosecurity risks through targeted communication, extension and training.	• Deliver the national Bee Pest Blitz campaign to increase awareness of bee biosecurity.

*As set out in the *Plant Health Australia (Plant Industries) Funding Act 2002.*

3 Enhance integration

NON-SUBS 100%

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

ACTIONS

| Being a role model in the use of innovative technologies and approaches in plant biosecurity | Strengthening scientific rigour and capability | Establishing PHA as the knowledge broker for plant biosecurity | Continually improving Australia's biosecurity systems and processes | Engaging the community to enhance reporting of biosecurity threats | Capturing greater benefits from national and international initiatives |

Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity.

Portfolio	Purpose	KPIs
Digital surveillance systems $	**Provide national systems that collect and collate surveillance and diagnostics data to support early detection and market access.**	▪ Maintain and enhance AUSPest*Check*® as an accessible national repository of plant biosecurity surveillance data. ▪ Facilitate new library creation and species uploads to the Pest and Disease Image Library (PaDIL) to increase its value as an accessible national repository of plant biosecurity diagnostic data. ▪ Provide training and facilitate API (Application Programming Interface) connections to increase the amount of data available within the Australian Plant Pest Database (APPD). ▪ Develop AUSPest*Check*® technology to provide a platform that can act as a national repository and provider of animal biosecurity surveillance data. ▪ Work with members and stakeholders to develop AUSPest*Check*® Programs to build surveillance capacity through collation, visualisation and sharing of data.

Action 3.2 Strengthening scientific rigour and capability.

Portfolio	Purpose	KPIs
Networks Coordination $	**Assist with the coordination of the National Plant Biosecurity Diagnostic Network (NPBDN) and the Plant Surveillance Network, Australasia – Pacific (PSNAP).**	▪ Develop website content for NPDBN and PSNAP to ensure relevant and current information is available such as new tools, protocols, literature, employment and training opportunities. ▪ Coordinate professional development activities for NPBDN and PSNAP members, through delivery of annual workshops, skills-based training workshops and residential programs to address national capability gaps. ▪ Promote and expand networks to produce a stronger biosecurity system, measured by increased skilled expertise to accurately detect and identify priority plant pests. ▪ Develop a national diagnostics and surveillance capability plan to identify and prioritise activities for priority plant pests.

$ Non-subscription

Portfolio	Purpose	KPIs
Protocols to support surveillance and diagnostics ($)	Nationally consistent guide to conduct surveillance and definitive taxonomic detection and identification of plant pests or groups of plant pests.	■ Coordinate the development and review of National Diagnostic Protocols (NDPs) and National Surveillance Protocols (NSPs) for agreed National Priority Plant Pests (NPPPs) and Industry High Priority Pests, to improve efficiencies in the development processes.
Proficiency testing ($)	Test the ability of diagnostic laboratories.	■ Support NPBDN laboratories to participate in the national plant health proficiency testing program through the provision of specimens. Formal proficiency testing is essential to maintain National Association of Testing Authority (NATA) accreditation as well as good diagnostic laboratory practice to ensure robust, consistent and accurate diagnostic procedures are undertaken and provide confidence in the diagnostic system.

Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity.

Portfolio	Purpose	KPIs
National coordination and governance programs ($)	Support efforts that address the most important priorities to effectively manage biosecurity challenges.	■ Increase awareness of the National Plant Biosecurity Strategy 2021–2031 and its sub-strategies and annual action plan.

Action 3.4 Continually improving Australia's biosecurity systems and processes.

Portfolio	Purpose	KPIs
Biosecurity portal ($)	Enhance digital resources that support the national biosecurity system.	■ Develop sustainable funding and implement operational outcomes for key biosecurity websites, such as the biosecurity portals and Plant Health Sub Committee Portals that ensures continual access, service and security for members. ■ Provide technical website support to ensure service requirements are maintained. ■ Maintain and improve digital security to protect PHA and member organisations. ■ Seek funding for the development of new online resources and enhancements to existing sites.
Digital diagnostic systems ($)	Provision of national systems that collect and collate information on reference collections and pest images to support diagnostics.	■ Maintain access to critical biosecurity infrastructure through the APPD for records of vouchered specimens in Australian collections, to support market access and inform pest status in suspect Emergency Plant Pest (EPP) incidents. ■ Manage the APPD to support aggregation of information from national reference collections. ■ Maintain the PaDIL as an online resource for diagnosticians, including those verifying border intercepts. ■ Provide a fully scoped design and costed national plant pest high throughput sequencing database to support diagnostics.
Surveillance system reform ($)	Undertake consultation on requirements for a nationally integrated surveillance system for plant pests.	■ Develop model(s) for establishing and maintaining a self-sustaining national surveillance system for plant pests. This links strongly with the PHA initiative to identify future needs and funding for national digital systems, as well as a separate DAFF project to identify sustainable funding for the national biosecurity system. ■ Finalise consultation with stakeholders in plant industries and governments to identify priorities and options for a national surveillance system.

Action 3.5 Engaging the community to enhance reporting of biosecurity threats.

PHA coordinates several programs with an emphasis on community engagement for reporting biosecurity threats. These include work undertaken for the Australian arm of the International Day of Plant Health celebrations, participating in Careers Expos at universities to reach emerging scientists, and programs such as the National Bee Biosecurity Program delivered by states and territory governments, which provides training and awareness material for amateur beekeepers, and the CitrusWatch program delivered by Citrus Australia. CitrusWatch has established an Early Detection Network that encourages members of urban and regional communities to deploy traps to look for exotic citrus psyllids. PHA also coordinates the Interstate Quarantine website which provides information to the community on exotic pests and movement restrictions for produce between jurisdictions, as well as the Exotic Plant Pest Hotline which operates in all states and territories to provide a mechanism for reporting new pests.

Action 3.6 Capturing greater benefits from national and international initiatives.

Many of the activities undertaken by PHA bring stakeholders across plant industries and governments together to progress, drive and improve national initiatives. As the facilitator and coordinator of national digital systems, the professional development and protocols programs and national surveillance and biosecurity programs, PHA works to enhance their delivery and provide benefit for the national biosecurity system.
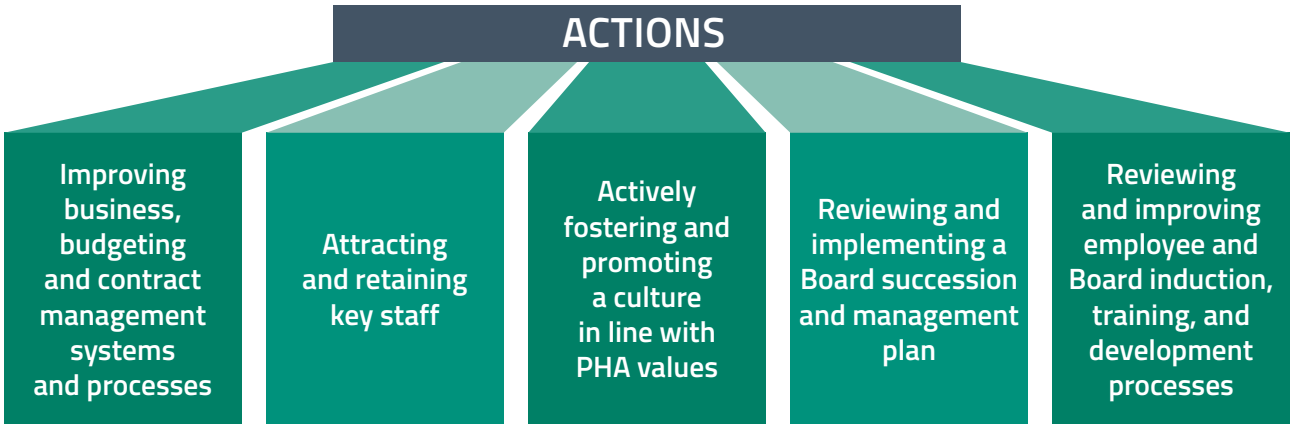
Improve governance & administration

SUBS 100%

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

ACTIONS

| Improving business, budgeting and contract management systems and processes | Attracting and retaining key staff | Actively fostering and promoting a culture in line with PHA values | Reviewing and implementing a Board succession and management plan | Reviewing and improving employee and Board induction, training, and development processes |

Action 4.1 Improving business, budgeting and contract management systems and processes.

Portfolio	Purpose	KPIs
Company finance and corporate services	Manage and maintain PHA's capabilities to meet the business objectives outlined in the PHA Strategic Plan and AOP.	▪ Ensure PHA continues to meet all legal and constitutional obligations. ▪ Arrange for annual financial statements to be externally audited and declared compliant. ▪ Schedule and implement internal audit program and address findings. ▪ Present PHA's 2023–24 budget and AOP to members and agree on annual membership subscriptions in May 2023. ▪ Continue to build on the PHA and AHA partnership. ▪ Assist members to implement and manage statutory biosecurity levies.

4.2 Attracting and retaining key staff.

Portfolio	Purpose	KPIs
People and Culture	Enhance PHA's reputation as an employer of choice.	■ Positive evaluation of PHA's involvement in graduate career fairs during 2023. ■ Actively promote understanding and engagement of PHA's employer value proposition in relevant channels. ■ Improve staff sentiment in relevant areas identified in the employee engagement survey.

4.3 Actively fostering and promoting a culture in line with PHA values.

Portfolio	Purpose	KPIs
People and Culture	Monitor organisational culture and respond appropriately.	■ Improve staff sentiment in relevant areas identified in the employee engagement survey. ■ Develop and implement strategies to address areas for improvement/enhancement. ■ Encourage adoption and demonstration of PHA values.

4.4 Reviewing and implementing a Board succession and management plan.

Portfolio	Purpose	KPIs
Corporate Performance	The Board is responsible for the overall governance, management, and strategic direction of the organisation and for delivering accountable corporate performance in accordance with the Strategic Plan.	■ Ensure PHA's performance continues to meet members' expectations. ■ Ensure legal and constitutional compliance requirements are met. ■ Maintain adequate working capital and equity to ensure continued financial stability. ■ Provide secretariat support to the Board, Finance and Audit Committee, People and Culture Committee and other meetings attended by Directors. ■ Ensure attendance of the PHA Board at over 80% of requested member and stakeholder meetings. ■ Assist the Board with the 2023 Board selection process.

4.5 Reviewing and improving employee and Board induction, training and development processes.

Portfolio	Purpose	KPIs
People and Culture	Create a motivated workforce through ongoing development and training.	■ Implement actions in PHA's Learning Strategy, including improved staff sentiment in relevant areas of the employee engagement survey. ■ Implement an online staff induction process.

OPERATIONAL PRIORITY 2

Enhance communication & engagement

SUBS 100%

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

ACTIONS

Developing a targeted PHA communications and engagement strategy plan	Maintaining a contemporary corporate style guide	Developing an internal communications strategy and implementation plan	Improving our member onboarding processes	Developing a member training strategy and program

Action 5.1 Developing a targeted PHA communications and engagement strategy and plan.

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.	- Implement the Communications and Engagement plan: - Produce and distribute a monthly Tendrils e-newsletter. - Grow newsletter subscriber base by five per cent. - Secure and track media coverage of major PHA news in relevant media. - Produce regular proactive articles for targeted media and industry magazines. - Grow an online community by increasing reach and frequency of social media posts about company news, aspects of the biosecurity system and industry spotlights. - Maintain and monitor the use of the corporate, program and member websites and increase usage. - Produce accessible publications to schedule and promote them effectively. - Participate in industry events with a biosecurity focus.

5.2 Maintaining a contemporary corporate style guide.

Portfolio	Purpose	KPIs
Corporate identity guide	A clear and consistent visual identity that presents PHA in a professional and recognisable manner.	- Maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet. - Include the corporate identity guide as part of the employee induction process.

5.3 Developing and implementing an internal communications strategy and plan.

Portfolio	Purpose	KPIs
Internal communications strategy and plan	Support PHA's strategic goals by ensuring employees remain engaged and informed.	- Implement the Internal Communications strategy and plan: - Maintain and update the intranet. - Produce news items to increase awareness of corporate policies, procedures and improve WH&S practices. - Increase and track intranet engagement and usage via page views, staff turnover rate, internal promotion rate, active social ambassadors. - Monitor and increase response rates to employee engagement survey. - Develop and implement an internal campaign on PHA's values.

5.4 Improving member onboarding process.

Portfolio	Purpose	KPIs
Improving member onboarding process	Welcome members and provide information and guidance on roles.	Maintain and distribute the new member onboarding information package to support government, industry and associate members.

5.5 Developing a member training strategy and program.

Portfolio	Purpose	KPIs
Developing member training strategy and program	Develop and strengthen member knowledge, preparedness, and participation in the plant biosecurity system.	Develop a training strategy and implementation plan.