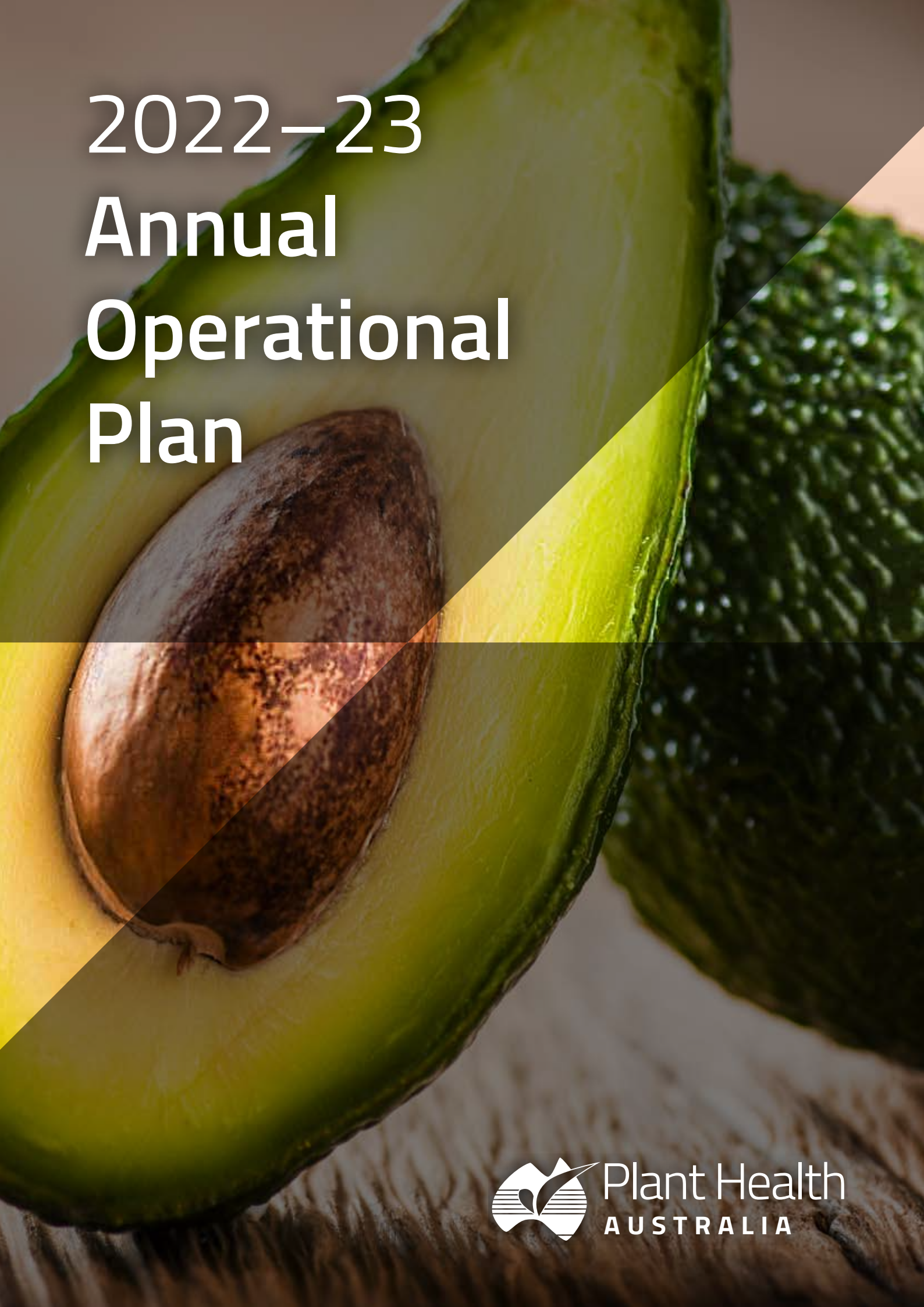

2022–23 Annual Operational Plan

Plant Health AUSTRALIA

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Plant Health Australia
Level 1, 1 Phipps Close
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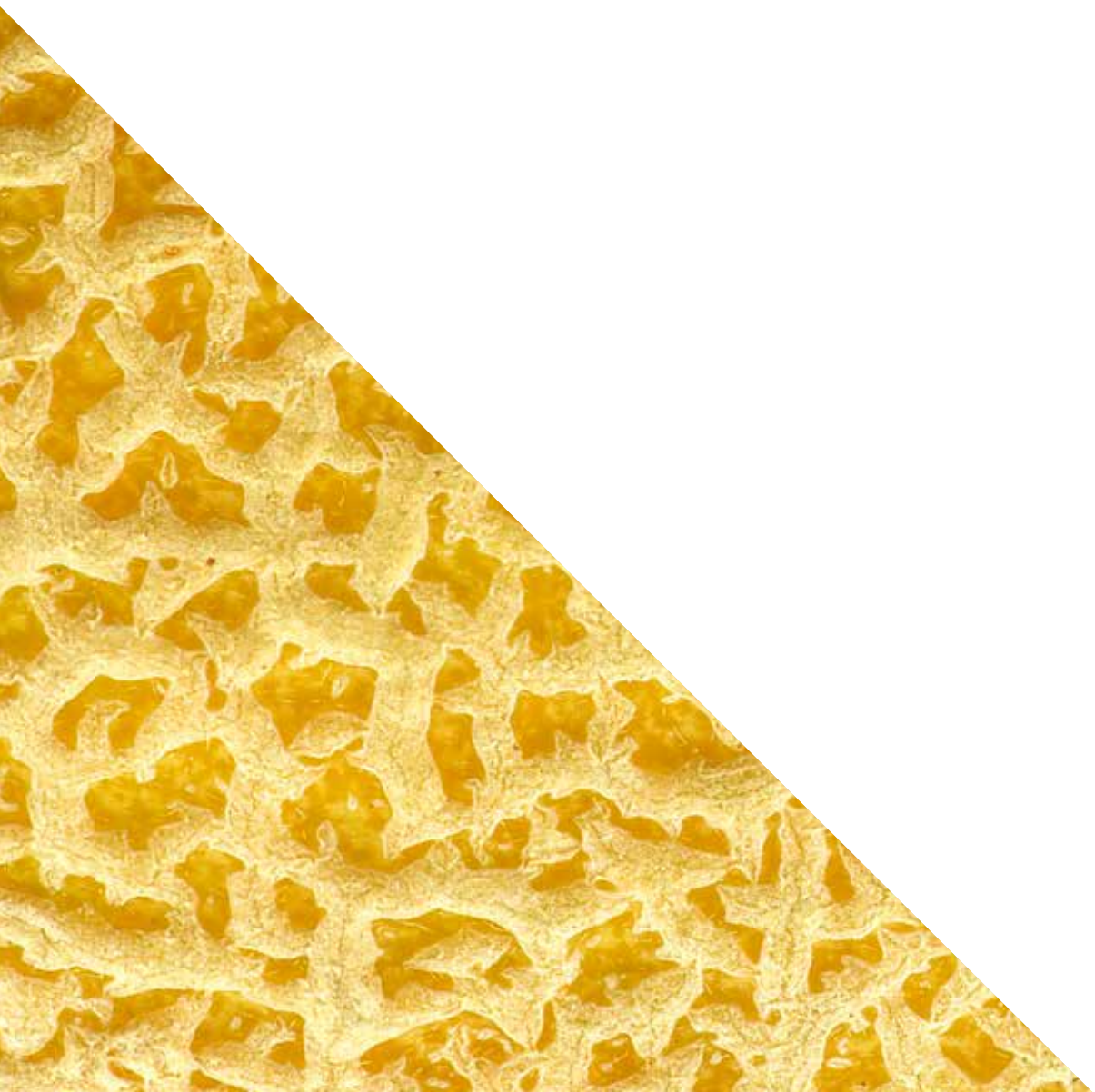
ACKNOWLEDGEMENT OF COUNTRY

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

Front cover: **Avocados**



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About PHA

For over 21 years, 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 Growers' 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
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 2022-23 Annual Operational Plan (AOP) presents Plant Health Australia's (PHA) key activities and targets for the next financial year. This is the first AOP under the new Strategic Plan 2022-27 and outlines the actions required to support our vision of being a valued leader of a strong, integrated Australian plant biosecurity system.

For over 21 years, PHA has been the national coordinator of the government-industry partnership for plant biosecurity in Australia. PHA's new five-year Strategic Plan outlines our role in:

- facilitating and coordinating aspects of the biosecurity continuum
- leading the way for governments, plant industries and the community to work closely together to strengthen Australia's plant biosecurity system
- maintaining open and biosecure trade pathways and coordinated systems.

The three pillars of PHA's strategy are responding effectively, strengthening partnerships, and enhancing integration. The portfolio of work to be undertaken by PHA in the next 12 months is categorised under each of the three strategic priorities.

For the coming year, subject to a Member vote, PHA subscriptions will increase by 3.5 per cent. This means that core funding through subscriptions from our government, industry and associate members will be $2.752 million. In addition, PHA expects to receive $11.017 million in non-subscription project funding. A breakdown of these figures is given in this document.

As an organisation we are all too aware that Australia's future challenges will include addressing the growing burden arising from the changing nature of biosecurity threats, the cumulative effects of multiple incursions and ongoing COVID-19 trade impacts. With this mounting pressure, our world-class plant biosecurity system needs to evolve.

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. PHA's planned activities reflect our focus on strengthening the Australian plant biosecurity system to benefit the economy, environment, and community.

Thank you to the PHA team for preparing a fresh format AOP that is easy to read and clearly outlines how our work ensures the plant biosecurity system is future-orientated and solutions-focused.

Steve McCutcheon
Chair

Foreword

FROM THE CEO

I am proud to present PHA's 2022-23 Annual Operational Plan (AOP), detailing the portfolio of work we will undertake to support our strategic priorities and realise our new five-year Strategic Plan 2022-27.

Biosecurity challenges constantly evolve and become more complex to manage. The new Strategic Plan sets PHA's direction for the next five years and considers the challenges and opportunities that may present in the near future. Our key business imperatives are to create opportunities to collaborate, propagate a future-focused culture, develop cohesive networks, and to have the right skills, systems and processes in place. We are committed to bringing expertise, knowledge and stakeholders together to generate solutions to ensure the system is future-oriented and solutions focused.

To support the development of the AOP, the senior management team recently met to prepare for change and success by addressing capability, capacity, organizational structure and to map out activities under the strategic plan. To assist with the implementation of the new strategic plan, we are running a concept project using the BrightIdea software. This software will assist us with implementation and monitoring while demonstrating feasibility for potential broader applications.

Under strategic priority 1, we aim to advance Australia's ability to respond and recover from plant pest incursions by reviewing and expanding the scope of national response arrangements and strengthening PHA's response readiness and resilience.

Strengthening partnerships remains a key focus under strategic priority 2 and we will continue to cultivate relationships with existing partners to ensure they are ready to manage future risks, broadening our member base and collaborate with partners to ensure targeted communication, extension and training.

Strategic priority 3 aims to enhance integration by identifying potential innovative technologies, approaches and helpful data to improve preparedness and response to biosecurity threats.

On an operational level, PHA will concentrate on delivering against our strategic plan by reviewing our operations, skills and competencies to ensure we can deliver effective outcomes whilst maintaining a safe and healthy workplace.

Communications and engagement are also on top of the list of operational priorities. With a renewed focus on marketing and communications, we aim to embed communication planning into projects and adopt a multi-channel approach to increase reach and build awareness of important biosecurity issues.

With 22 years of improving national biosecurity through partnerships, PHA embodies a wealth of knowledge and expertise and is well positioned to continue to play a key role in building a robust and resilient national biosecurity system.

I would like to thank our members, stakeholders and staff for their unwavering support and I look forward to another challenging and productive year of improving the effectiveness of our national biosecurity system to face the plant biosecurity challenges that lie ahead and deliver 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 executive 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 subscription income of 3.5% has been included in the AOP for 2022/23. The annual membership subscription was last increased by 1.3% for the 2019/20 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 2022/23 year.

The Board has agreed to maintain minimum subscriptions for smaller industries at $1,500 per annum and associate member subscriptions at $2,000 per annum.

A summary of total income and expenditure budgeted for the year is presented in **Table 1**. A deficit of $80,389 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, 2022-23

2022-23	$	%
Income		
Subscription	2,752,400	19.8%
Non-subscription	11,016,729	79.2%
Interest	147,137	1.1%
Total income	**13,916,266**	**100.0%**
Expenditure		
Strategic Priority 1 – Respond effectively	1,113,520	8.0%
Strategic Priority 2 – Strengthen partnerships	8,195,331	58.6%
Strategic Priority 3 – Enhance integration	3,584,295	25.6%
Operational Priority 1 – Improve governance & administration	910,298	6.5%
Operational Priority 2 – Enhance communication and engagement	193,211	1.4%
Total Expenditure	**13,996,655**	**100.0%**
Deficit for the year	(80,389)	

SUBSCRIPTIONS FOR 2022–23

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.

The 2022–23 proposed subscriptions were calculated using data from the 2017–18, 2018–19 and 2019–20 years.

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.

Proposed subscriptions for 2022–23, including the 3.5% increase, are presented at **Table 2**.

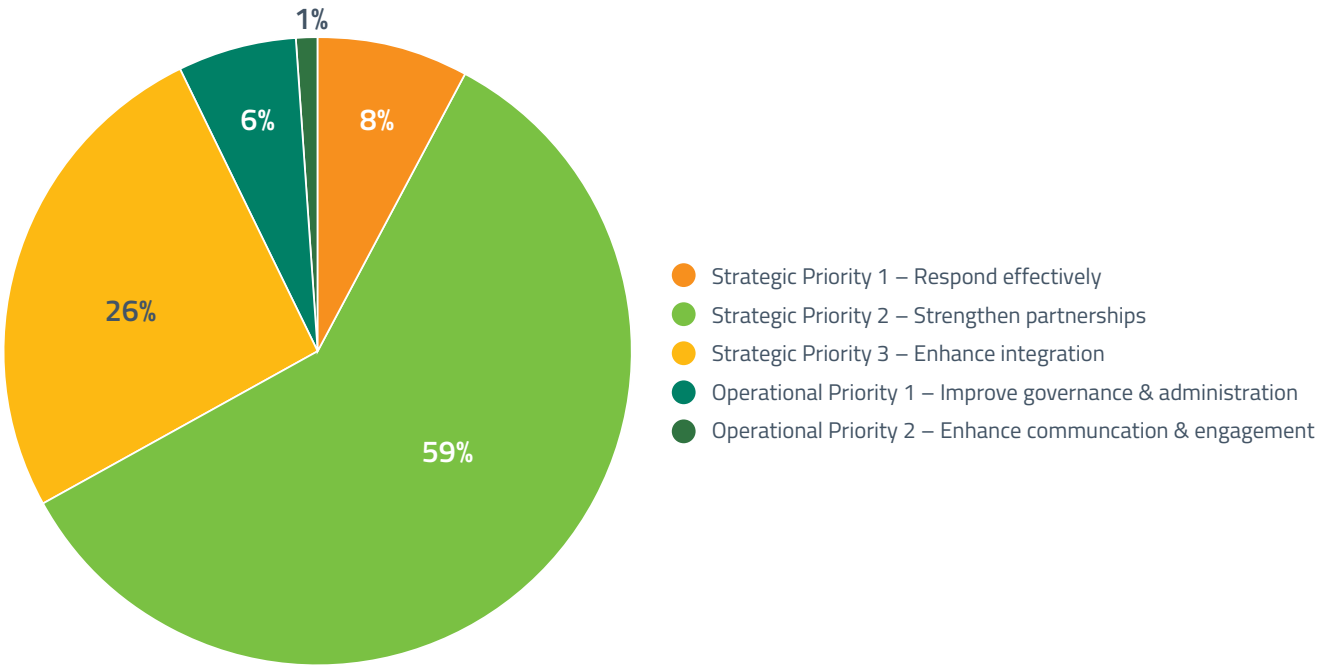
Table 2. Proposed PHA member subscriptions in 2022–23

Member	Actual 2022/23	Actual 2021/22	Increase (decrease)	% Increase (decrease)	% of Total
Australian Government					
Australian Government Total	**910,800**	**880,000**	**30,800**	**3.5%**	**33.09%**
State and territory governments					
ACT	1,500	1,500	0	0.0%	0.05%
NSW	170,070	193,750	(23,680)	-12.2%	6.18%
NT	3,255	2,811	444	15.8%	0.12%
QLD	180,445	176,944	3,501	2.0%	6.56%
SA	125,731	120,657	5,074	4.2%	4.57%
TAS	30,262	25,425	4,837	19.0%	1.10%
VIC	195,922	168,475	27,447	16.3%	7.12%
WA	203,615	190,438	13,177	6.9%	7.40%
State and territory governments Total	**910,800**	**880,000**	**30,800**	**3.5%**	**33.09%**
Industry					
Almond Board of Australia Inc.	22,295	17,409	4,886	28.1%	0.81%
Apple and Pear Australia Ltd	17,501	15,949	1,552	9.7%	0.64%
Australian Banana Growers Council Inc	16,626	14,042	2,584	18.4%	0.60%
Australian Blueberry Growers Association Inc	9,490	6,872	2,618	38.1%	0.34%
Australian Forest Products Association Limited	78,691	71,044	7,647	10.8%	2.86%
Australian Ginger Industry Association	1,500	1,500	0	0.0%	0.05%
Australian Grape and Wine Incorporated	32,461	29,880	2,581	8.6%	1.18%
Australian Honey Bee Industry Council Inc	4,516	4,079	437	10.7%	0.16%
Australian Lychee Growers Association Inc.	1,500	1,500	0	0.0%	0.05%
Australian Macadamia Society Ltd	8,585	7,560	1,025	13.6%	0.31%
Australian Mango Industry Association Ltd	4,388	3,630	758	20.9%	0.16%
Australian Melon Association Inc	5,239	5,059	180	3.6%	0.19%
Australian Olive Association Ltd	2,696	3,116	(420)	-13.5%	0.10%
Australian Processing Tomato Research Council Inc	1,500	1,500	0	0.0%	0.05%
Australian Sweet Potato Growers Inc	3,168	2,859	309	10.8%	0.12%
Australian Table Grape Association Inc	15,830	13,447	2,383	N/a	0.58%
Australian Tea Tree Industry Association	1,500	1,500	0	0.0%	0.05%
Australian Truffle Growers Association	1,500	1,500	0	0.0%	0.05%
Australian Walnut Industry Association	1,764	1,602	162	10.1%	0.06%
AUSVEG Limited	85,010	73,938	11,072	15.0%	3.09%
Avocados Australia Ltd	10,605	9,374	1,231	13.1%	0.39%
CANEGROWERS	41,448	41,899	(451)	-1.1%	1.51%

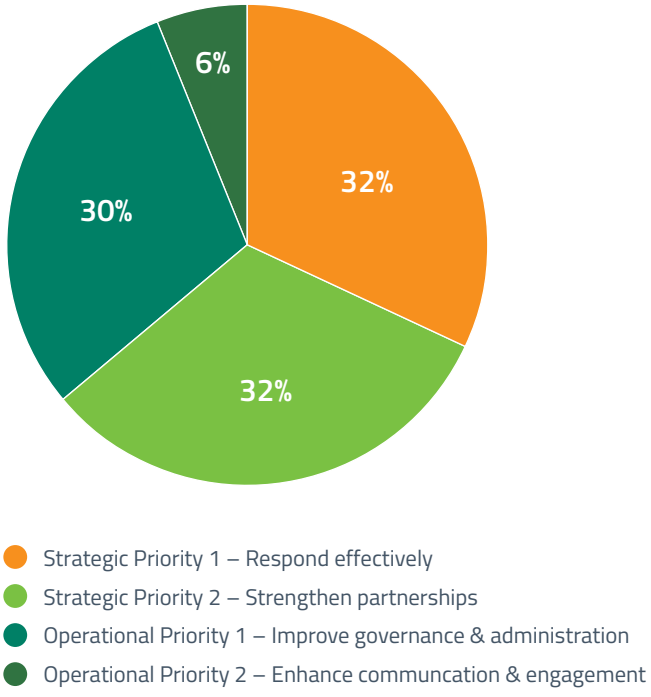
Member	Actual 2022/23	Actual 2021/22	Increase (decrease)	% Increase (decrease)	% of Total
Canned Fruits Industry Council of Australia	1,500	1,500	0	0.0%	0.05%
Cherry Growers of Australia Inc	5,746	4,663	1,083	23.2%	0.21%
Chestnuts Australia Incorporated	1,500	1,500	0	0.0%	0.05%
Citrus Australia Ltd	27,119	22,827	4,292	18.8%	0.99%
Cotton Australia Ltd	43,881	54,362	(10,481)	-19.3%	1.59%
Dried Fruits Australia Inc.	1,500	1,500	0	0.0%	0.05%
Grain Producers Australia Limited	386,448	395,675	(9,227)	-2.3%	14.04%
Greenlife Industry Australia	33,942	30,369	3,573	11.8%	1.23%
GROWCOM	1,706	1,490	216	14.5%	0.06%
Hazelnut Growers of Australia Incorporated	1,500	1,500	0	0.0%	0.05%
Onions Australia	6,424	6,573	(149)	-2.3%	0.23%
Passionfruit Australia Incorporated	1,500	1,500	0	0.0%	0.05%
Pistachio Growers Association Incorporated	1,500	1,500	0	0.0%	0.05%
Raspberries and Blackberries Australia Inc.	6,392	4,973	1,419	28.5%	0.23%
Ricegrowers Association of Australia Inc	3,379	5,078	(1,699)	-33.5%	0.12%
Strawberries Australia Inc	11,043	9,112	1,931	21.2%	0.40%
Summerfruit Australia Limited	7,907	6,619	1,288	19.5%	0.29%
Industry Total	**910,800**	**880,000**	**30,800**	**3.5%**	**33.09%**
Associate					
Agnova Technologies Pty Ltd	2,000	2,000	0	0.0%	0.07%
Cotton Research and Development Corporation	2,000	2,000	0	0.0%	0.07%
CSIRO	2,000	2,000	0	0.0%	0.07%
Grains R&D Corporation	2,000	2,000	0	0.0%	0.07%
Horticulture Innovation Australia Limited	2,000	2,000	0	0.0%	0.07%
NT Farmers	2,000	2,000	0	0.0%	0.07%
Protected Cropping Australia Ltd	2,000	2,000	0	0.0%	0.07%
Sugar Research Australia	2,000	2,000	0	0.0%	0.07%
Vinehealth Australia	2,000	2,000	0	0.0%	0.07%
Wine Australia	2,000	2,000	0	0.0%	0.07%
Associate Total	**20,000**	**20,000**	**0**	**0.0%**	**0.70%**
Total	**2,752,400**	**2,660,000**	**92,400**	**3.5%**	**100.0%**

EXPENDITURE FOR 2022–23

Total expenditure for 2022–23



Subscription funded expenditure for 2022–23



Non-subscription funded expenditure for 2022–23

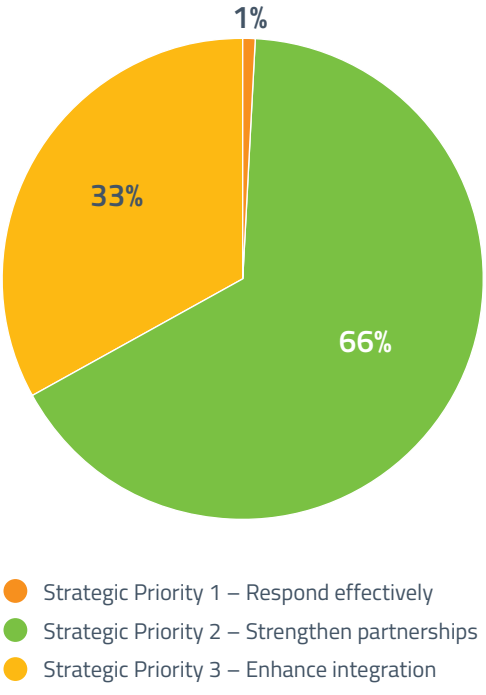


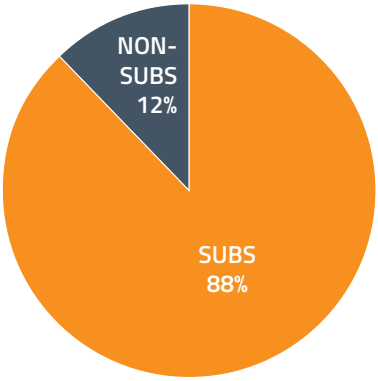
Table 3. 2022-23 Expenditure

	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	445,501
Action 1.2 Strengthening response readiness and resilience.	
1.2.1 Plant biosecurity response preparedness and training	351,119
1.2.2 E-Learning	19,874
1.2.3 Simulation exercises	25,748
1.2.4 Biosecurity response preparedness	86,180
Action 1.3 Cultivating collaborations that improve national response arrangements.	
1.3.1 National co-ordination and cross-sectoral engagement	55,328
Action 1.4 Reviewing and sharing learnings to improve responses.	
1.4.1 Biosecurity response operations	129,770
	1,113,520
Strategic Priority 2 – Strengthen partnerships	
Action 2.1 Building new partnerships to face future risks.	
2.1.1 New partnerships to strengthen the Australian plant biosecurity system	300,850
Action 2.2 Improving our existing partnerships for emerging risks.	
2.2.1 National committees and working groups	171,832
2.2.2 Strategic planning and reporting	79,642
2.2.3 Improve biosecurity partnerships through collective engagement	35,133
2.2.4 Member liaison	241,505
2.2.5 Corporate communications	312,039
Action 2.3 Working with members to develop best practice solutions for preparedness, response and recovery.	
2.3.1 Biosecurity planning and review	-
2.3.2 Development of biosecurity plans	682,511
2.3.3 Biosecurity programs	4,033,394
Action 2.4 Driving adoption of best practice solutions that reduce risk.	
2.4.1 National programs	113,851
2.4.2 Levy management	207,510
2.4.3 National Fruit Fly Council	600,585
2.4.4 National surveillance programs	1,343,028
Action 2.5 Collaborating with partners to ensure targeted communication, extension and training	
2.5.1 Surveillance training	62,369
2.5.2 National programs	11,082
	8,195,331

	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 systems	1,617,521
3.1.2 Innovation management platform	81,162
Action 3.2 Strengthening scientific rigour and capability.	
3.2.1 Biosecurity network coordination to enhance the national diagnostics and surveillance system	948,624
3.2.2 Protocols to support surveillance and diagnostics	214,133
3.2.3 Proficiency testing of diagnostic laboratories	10,000
Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity.	
3.3.1 National programs	150,996
Action 3.4 Continually improving Australia's biosecurity systems and processes.	
3.4.1 Digital systems	-
3.4.2 Digital systems to support diagnostics	251,325
3.4.3 Surveillance programs	310,534
	3,584,295
Operational Priority 1 – Improve governance & administration	
Action 1.1 Governance and administrative support	
1.1.1 Board management	270,467
1.1.2 Company finance and administration	639,831
	910,298
Operational Priority 2 – Enhance communication & engagement	
Action 1.1 Enhance communication and engagement	
1.1.1 Communication and engagement	193,211
	193,211
	13,996,655

STRATEGIC PRIORITY

1 Respond effectively



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 that are built on partnerships.**	▪ Implement priority outcomes from the 2020 review of the EPPRD and provide progress reports to Parties in November 2022 and May 2023. ▪ Principles supporting national partnership arrangements for responding to Emergency Plant Pests (EPPs) that are not feasible to eradicate identified by December 2022. ▪ Normal commitments review and revised frameworks endorsed by signatories by June 2023. ▪ Improve awareness and capability of Parties to implement their responsibilities in respect of Owner Reimbursement Costs. ▪ 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 two 'industry liaison' training workshops in collaboration with state and territory government Parties.
		▪ Deliver new eLearning content that supports 'just in time' training and improved capability of members in:
		  ▪ financial aspects of responses
		  ▪ being an industry liaison representative
		  ▪ owner reimbursement costs.
		▪ Develop a draft resource package/toolkit to support signatories to the EPPRD to extend training on national arrangements to growers and local industry groups by May 2023.
		▪ Improve knowledge and understanding of the EPPRD, including roles and responsibilities of stakeholders through enhanced accessibility of available training options.

eLearning	**Provide members with access to a central, low cost eLearning platform and skill set to develop and host their biosecurity related courses.**	▪ Necessary skills and subject matter knowledge provided to assist members to:
		  ▪ develop their own courses and/or
		  ▪ 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.**	▪ Oriental fruit fly simulation exercise delivered, and final report provided in accordance with all contractual requirements by June 2023.
Biosecurity response preparedness	**Advise on 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.**	▪ Effectively engage in national government committees, promoting the needs and expectations of stakeholders in plant biosecurity. ▪ Develop and deliver applicable cross sectoral training in collaboration with Animal Health Australia.

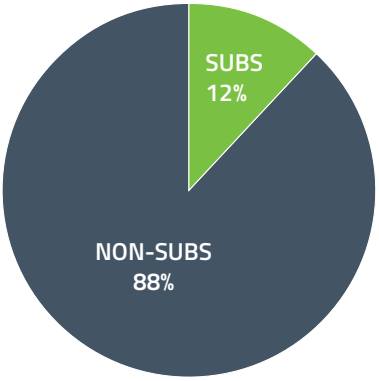
Action 1.4 Reviewing and sharing learnings to improve responses.

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
		  ▪ other support as appropriate.
		▪ Conduct timely evaluation activities to support continual learning and improvement of national response arrangements, with collated findings and lessons presented to Parties in May 2023.

STRATEGIC PRIORITY 2

Strengthen partnerships



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 to strengthen the Australian plant biosecurity system ($)	**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.**	▪ Increased engagement about the importance of plant biosecurity through new or extended networks or joint industry-government forums. ▪ New partnership proposals developed to address biosecurity risks. ▪ Effective delivery of project milestones through the Australian Government's Biosecurity Business grant: *Safeguarding northern Indigenous-led forestry*, including engagement and training with Indigenous communities in northern Australia.

($) 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 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 ▪ Environmental and Invasives Committee ▪ Northern Australia Biosecurity Framework Reference Group. ▪ 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. ▪ Present the 2023–24 AOP to members and secure Board approval by May 2023. ▪ Present 2022 AR and end of year financial statements to members at the 2022 Annual General Meeting. ▪ Report against agreed key performance indicators in the MYPR, secure approval by the Board and report to members.
Improve biosecurity partnerships through collective engagement	**Improve existing national biosecurity partnerships to achieve longer term shifts in stakeholder biosecurity attitudes through membership of the Biosecurity Collective (PHA, Animal Health Australia (AHA), Centre for Invasive Species Solutions and Invasive Species Council).**	▪ Develop and deliver further engagement opportunities and buy-in to the Decade of Biosecurity.
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. ▪ Hold at least one consultative meeting for all members between the annual general meeting and general meeting. ▪ Conduct one-on-one consultations with member organisations at least once and provide opportunities for input into 2023–24 operational priorities. ▪ Participate in industry/government meetings as requested by members. ▪ Include Board meeting communiques in Tendrils.
Corporate communications	**Support PHA's strategic goals by keeping members informed of company activities and raising awareness of biosecurity issues.**	▪ Produce a monthly Tendrils e-newsletter. ▪ Grow newsletter subscriber base by five per cent. ▪ Secure media coverage of major PHA news in relevant media. ▪ Produce proactive articles for targeted media and industry magazines. ▪ Grow an online community by increasing reach and frequency of social media posts covering company news, aspects of the biosecurity system and industry spotlights. ▪ Maintain the corporate, program and member websites and increase the number of website visits. ▪ Produce accessible publications to schedule and promote them effectively. ▪ Participate in industry events with a biosecurity focus.

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 exotic pest database. ▪ Prepare proposals for development and review of three biosecurity plans. ▪ Update the Biosecurity Capability Index after completing each biosecurity plan. ▪ Update the Biosecurity Preparedness Portal with preparedness material for all PHA member plant industries as it becomes available.
Development of 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 biosecurity plans for grains, cotton, rice and citrus industries. ▪ Hold reference panels for avocado, berry (rubus and strawberry), ginger, mangoes, mushrooms, onions, plantation forestry, production nursery, summer fruit, sweet potatoes, tropical fruit (lychee, papaya and passionfruit), and viticulture industries. ▪ Develop project proposals for the sugarcane, tree nut and apple and pear industries.

Biosecurity programs ($)	**Improve the management of and preparedness for, biosecurity risks in Australian plant industries.**	▪ Collaborate with Biosecurity officers in the vegetable, potato, honey bee and grains industries.
		▪ Regularly update and promote the Grains Farm Biosecurity website and the Biosecurity page on the AUSVEG website.
		▪ Develop and publish fact sheets for critical exotic pests of the vegetable, potato and grains industries.
		▪ Develop region specific exotic pest and farm hygiene materials for a Melons biosecurity toolkit.
		▪ Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover publication.
		▪ Good industry attendance at critical national plant biosecurity forums, EPPRD and PHA meetings and events:
		  ▪ DAWE National Biosecurity roundtable
		  ▪ PHA Member Forums
		  ▪ PBRI seminars and conferences,
		  ▪ Plant biosecurity forms and conferences.
		▪ Work with industry organisations to develop a consistent and collaborative communication plan for promotion and extension of biosecurity awareness to industry.
		▪ Coordinate activities of six Bee Biosecurity Officers to assist commercial and amateur beekeepers implement the Honey Bee Industry Code of Practice.
		  ▪ Provide secretariat support and drive activities of the National Bee Biosecurity Program Steering Committee.
		▪ Deliver core biosecurity messages at key workshops and industry events to increase awareness of exotic pests and reporting procedures.
		▪ Finalise pilot project for melons industry on packing shed and in-field surveillance.
		▪ Develop and distribute biosecurity media for melons.
		▪ Develop and deliver a complete set of annual results summaries for all Fall Armyworm projects supported by PHA highlighting key achievements and progress.

($) 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. ▪ Sponsor a Nuffield Scholar to foster biosecurity leaders among producers. ▪ Support the Australian Biosecurity Awards.
Levy management	**Improve the management of and preparedness for, biosecurity risks in the Australian plant industries.**	▪ Encourage the establishment of programs for industry members to improve grower management and preparedness for biosecurity risks and improve grower resilience following incursions. ▪ Monitor and manage the implementation of programs against agreed deliverables.
National Fruit Fly Council	**Improve engagement, awareness, and participation by 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. ▪ Conduct a minimum of three National Fruit Fly Council (NFFC) meetings. ▪ Monitor and report activities under the revised National Fruit Fly Strategy. ▪ Convene a series of workshops 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. ▪ Develop relevant articles in association with industry journals. ▪ Present the Annual Report to stakeholders. ▪ Raise awareness of the national fruit fly system. ▪ Develop a better understanding of the impact of potential changes to fruit fly distribution through workshops and engagement opportunities. ▪ Support national discussions about sustainable funding of the national fruit fly system.
National surveillance programs	**Establish and maintain programs that improve surveillance outcomes for plant industries**	▪ Coordinate national surveillance for high priority pests and collate surveillance data in AUSPestCheckTM. ▪ Establish the National Forest Pest Surveillance Program and coordinate surveillance for 20 forest pests at high-risk sites in at least three jurisdictions. ▪ Undertake surveillance for citrus pests through deployment of 1,000 yellow sticky traps with at least two targeted surveys. ▪ Develop material to raise biosecurity awareness of high priority pests and complete host lists for three high priority pests of citrus. ▪ Coordinate surveillance for 13 bee pests at nine high-risk ports and raise surveillance awareness for high priority pests of honey bees through the development of six industry articles.

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

Portfolio	Purpose	KPIs
Surveillance training	**Bee training materials**	▪ Develop two training videos and a Reference Guide to support Standard Operating Procedures for the National Bee Pest Surveillance Program.

STRATEGIC PRIORITY 3

Enhance integration

NON-SUBS
100%

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

ACTIONS

- 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 systems ($)	**Provide national systems that collect and collate surveillance and diagnostics data to support early detection and market access.**	▪ Maintain AUSPestCheck™ as an accessible national repository of plant biosecurity surveillance data. ▪ Maintain the Australian Plant Pest Database (APPD) and Pest and Disease Image Library (PaDIL) as an accessible national repository of plant biosecurity data. ▪ Trial AUSPestCheck™ as a national repository and provider of animal biosecurity surveillance data. ▪ Work with industry to build surveillance capacity through collation, visualisation and sharing of data.

($) Non-subscription

Action 3.2 Strengthening scientific rigour and capability.

Portfolio	Purpose	KPIs
Biosecurity network coordination to enhance the national diagnostics and surveillance systems	**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 relevance and current knowledge is available. ▪ Coordinate professional development activities for NPBDN and PSNAP, through delivery of the annual workshops, skills-based training workshops and residential programs to address national capability gaps. ▪ Promote and expand membership of the NPBDN and PSNAP networks. ▪ Develop a national diagnostics and surveillance capability plan to identify and prioritise activities for priority plant pests.
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 or review of National Diagnostic Protocols and National Surveillance Protocols for agreed National Priority Plant Pests and Industry High Priority Pests to improve efficiencies in the development processes.
Proficiency testing of diagnostic laboratories	**Test the ability of diagnostic laboratories to reach the correct plant pest identification in blind testing.**	▪ Facilitate the provision of samples to the National Plant Health Proficiency Testing Program. ▪ Support the National Plant Health Proficiency Testing Program to negotiate material transfer agreements to facilitate sample movement across jurisdictions.

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

Portfolio	Purpose	KPIs
National programs	**Monitor and implement aspects of the National Plant Biosecurity Strategy.**	▪ Promote the new decadal National Plant Biosecurity Strategy and its sub-strategies and implementation plans. ▪ In conjunction with PHA members, implement the NPBS and associated sub strategies.

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

Portfolio	Purpose	KPIs
Digital systems	**Enhance online web resources that support the national biosecurity system.**	▪ Maintain hardware for hosting websites. ▪ Provide technical website support to ensure our service requirements maintained. ▪ Maintain and improve web security to protect PHA and member organisations. ▪ Seek funding for the development of new online resources and enhancements to existing sites. ▪ Maintain the Biosecurity Portal.
Digital systems to support diagnostics	**Provision of national systems that collect and collate information on reference collections and pest images to support diagnostics.**	▪ Maintain the Australian Plant Pest Database (APPD) to inform pest status in suspect EPP Incidents. ▪ APPD managed to support aggregation of information from reference collections. ▪ Provide, maintain and regularly update the NPBDN and PSNAP websites for members. ▪ Maintain the Pest and Disease Image Library (PaDIL) as an online resource for diagnosticians, including those verifying border intercepts.
Surveillance programs	**Develop and undertake consultation on requirements for a Nationally Integrated Surveillance System for Plant Pests.**	▪ Develop a mode(s) for establishing and maintaining a national surveillance system for plant pests. ▪ Convene a series of meetings with stakeholders in plant industries and governments to identify priorities and options for delivery and resourcing of a national surveillance system.

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

There are no current activities that directly align with this action. It is generally linked to the delivery of other actions in the strategic plan.

Action 3.6 Capturing greater benefits from national and international initiatives.

There are no current activities that directly align with this action. It is generally linked to the delivery of other actions in the strategic plan.

OPERATIONAL PRIORITY 1

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
- Building the PHA planning structure and schedule
- 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

Portfolio	Purpose	KPIs
Board management	**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.**	▪ Performance of PHA meets members' expectations. ▪ Meet legal and constitutional compliance requirements. ▪ Provide secretariat support to the Board and follow-up Board, F&AC and other meetings attended by directors. ▪ Attendance of the PHA Board at over 80 per cent of requested member and stakeholder meetings. ▪ Assist the PHA Board with developing and progressing the 2023 Board selection process.
Company finance and administration	**Managing and maintaining PHA's capabilities to meet the business objectives outlined in the PHA Strategic Plan and Annual Operational Plan.**	▪ Meet all legal and constitutional obligations. ▪ Review the Company Risk Management. ▪ Report quarterly on risk and include as a standing item for PHA Board and F&AC meetings. ▪ Review and update the Company Human Resources Plan annually and present to the Board. ▪ Have annual financial statements externally audited and declared accurate and compliant. ▪ Schedule and implement internal audit program and address findings. ▪ Present PHA's 2022–23 budget and AOP to members and agree subscriptions in May 2022. ▪ Continue to build on the PHA and AHA partnership. ▪ Assist members to implement and manage statutory biosecurity levies.

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

Portfolio	Purpose	KPIs
Communications and engagement strategy and plan	**Guide communications objectives, key messages and channel plan.**	▪ Increased stakeholder engagement tracked via media mentions, media coverage, page views, social engagement, open and click through rates, event/meeting attendance.
Corporate identity guide	**A clear and consistent visual identity that presents PHA in a professional and recognisable manner.**	▪ Publish and maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet. ▪ Inclusion in employee induction process.
Internal communications strategy and plan	**Guide employee engagement, key messages and channel plan.**	▪ Increased employee engagement rates tracked via open rates, intranet reads, page views, staff turnover rate, internal promotion rate, active social ambassadors. ▪ Response rates to annual staff survey.
Improving member onboarding process	**Welcome members and provide information and guidance on roles.**	▪ Produce a new member onboarding information package to support government, industry and associate members.
Developing member training strategy and program	**Develop and strengthen member knowledge, preparedness, and participation in the plant biosecurity system.**	▪ Consultation with members on the process and timeline for development of a PHA training strategy and program.

Plant Health
AUSTRALIA

Plant Health Australia

Level 1, 1 Phipps Close
DEAKIN ACT 2600

Phone: +61 2 6215 7700
Email: admin@phau.com.au

planthealthaustralia.com.au
planthealthaustralia
plant-health-aus
planthealthaust