2023–24
Mid-Year Performance Report

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.

In referencing this document, the preferred citation is:

Plant Health Australia Mid-Year Performance Report 2023-24
Plant Health Australia, Canberra, ACT

Front cover: Banana leaves

Contents

From the CEO

The Mid-Year Performance Report (MYPR) marks the halfway point in our financial year and reflects our progress against the strategic and operational priorities outlined in Plant Health Australia's (PHA) Strategic Plan 2022-27, as well as the anticipated activities captured in the Annual Operational Plan (AOP) 2023-24.

Every year we work to strengthen the partnerships that deliver a strong and resilient plant biosecurity system bringing industry, government and stakeholders together to ensure the plant biosecurity system is future-orientated and solutions-focused.

Our Strategic Plan provides the foundational priorities for a response ready, innovative, and integrated national approach while our full portfolio of work reflects our role as the trusted coordinator of the national plant biosecurity system.

The PHA team have accomplished a great deal within the past six months and the results speak for themselves. Over the coming months, we will continue to operate with a high level of vigilance and future-focus, to drive Member value and ensure our strategy delivers strong governance to improve rigor, minimise risk and deliver our role in maintaining a world-class plant health system for sustainable and profitable agricultural industries.

Sarah Corcoran
CEO

About this report

The 2023–24 MYPR summarises PHA's progress and achievements from 1 July to 31 December 2023.

Progress within the three Strategic Priorities and two Operational Priorities in our Strategic Plan 2022-27 (see pages 6–7) are tracked against key performance indicators (KPI) identified in the 2023-24 AOP.

Since each AOP is finalised in May of the previous financial year, additional projects which receive funding between May and the beginning of the next financial year appear in the MYPR. Where this occurs (or where KPIs have changed) it is noted in the text accordingly.

A colour code is used to report on performance, as shown below. Unless otherwise specified, the key applies to all KPIs within a portfolio.

Performance reporting key

🟢 KPI is on track or completed

🟡 KPI is behind schedule or KPI has been modified

🔴 KPI will not be met

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

Budget 2023–24

	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

	Expenditure
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

|	Expenditure
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

Subscription funded expenditure for 2023–24
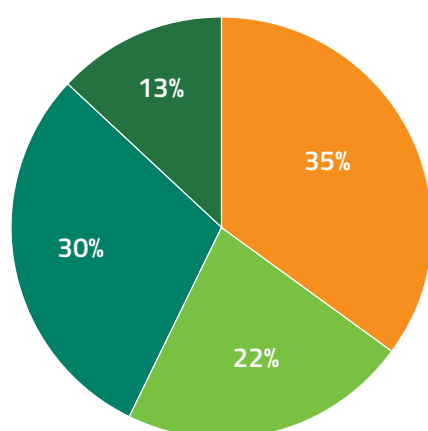
- ● Strategic Priority 1 – Respond effectively
- ● Strategic Priority 2 – Strengthen partnerships
- ● Operational Priority 1 – Improve governance & administration
- ● Operational Priority 2 – Enhance communcation & engagement
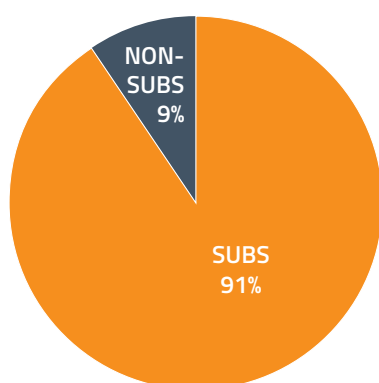
Non-subscription funded expenditure for 2023–24
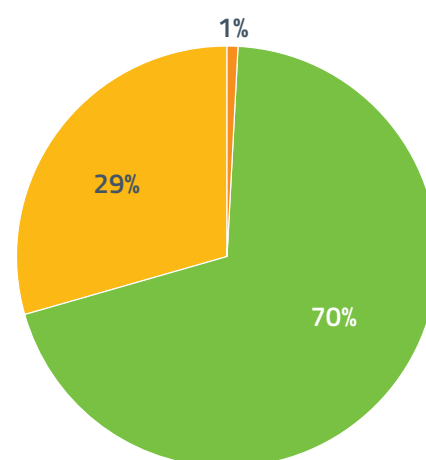
- ● Strategic Priority 1 – Respond effectively
- ● Strategic Priority 2 – Strengthen partnerships
- ● Strategic Priority 3 – Enhance integration

1

Respond effectively

NON-SUBS 9%

SUBS 91%

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

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

Portfolio	KPIs	Status	Achievements
Plant biosecurity response arrangements	• Implement priority outcomes from the 2020 review of the Emergency Plant Pest Response Deed (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.	🟢	As custodian of the EPPRD and to facilitate effective plant biosecurity response policy and arrangements, we have progressed the review of: • categorisation through an Issue Resolution Group (IRG), with the substantial work completed discussed with signatories in November • the *Guidelines for Owner Reimbursement Costs Under the Plant Pest Deed (2004)*, with a consultant appointed in December • normal commitments, with signatories to the EPPRD supporting further examination of the proposed refined approach to defining these commitments as outlined in November. We have also enhanced Parties' understanding of, and ability to implement the EPPRD by: • developing a new Confidentiality Deed Poll and accompanying guideline (to be formally rolled out in early 2024 following closure of the consultation period) • finalising the review of the *Urban and Peri-urban Biosecurity Guidelines*, with revisions to the guideline to be presented to signatories in May 2024.

Action 1.2 Strengthening response readiness and resilience.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response preparedness and training	▪ Deliver four Industry Liaison (IL) 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.	🟢	Response readiness was supported and strengthened through the delivery of: ▪ two IL workshops in Western Australia (WA) and South Australia (SA), attended by 33 industry participants across 12 plant industries, with 83% of participants strongly agreeing that their knowledge of the IL role had increased, and 66% of participants feeling more confident in their ability to perform the role following the training ▪ response plan financial management training to WA government staff, supporting their understanding of the EPPRD and their critical role in implementing cost sharing. Feedback from this activity is helping to refine the content for the financial management eLearning course under development as well as future training options related to finances ▪ a Biosecurity Incident Standard Operating Procedure (BISOP) review processes with Citrus Australia.

eLearning ⓢ	▪ 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.
		🟢	▪ The Biosecurity Surveillance: Protecting Australia's Forests course was launched, and course development is ongoing for the Australian Plant Pest Database (APPD) course.
			▪ The team supported the development of the National Biosecurity Training Hub, which provides an easy to navigate, centralised online Hub for courses.
			▪ PHA continues to provide valuable eLearning with the Biosecurity Online Training (BOLT) platform for other stakeholders to host their courses.

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.	🟢	PHA Members received support in testing and refining their systems and processes through exercising in the following ways: ▪ developed and successfully delivered a desktop exercise for Avocados Australia in October, focussing on decision-making during a response, with feedback identifying a heightened understanding (4.75/5 score) of roles and responsibilities following the exercise ▪ delivery of *Exercise Aggregate* in August, a joint exercise between Agriculture Victoria (AgVic) and Industry Liaison Officers (ILO) from various Victorian industries, aiming to improve capability to integrate ILOs in a control centre. As an outcome of this exercise, 100 per cent of industry participants surveyed said that their understanding of the ILO role/responsibilities had improved/significantly improved with 93 per cent stating their confidence to take on the ILO had improved/significantly improved.
Biosecurity response preparedness ⓢ	▪ Effective engagement as a member of the National Biosecurity Response Team (NBRT) Advisory Group, leading to the successful planning and delivery of recruitment, induction, professional development and training activities.	🟢	The team has collaborated with Animal Health Australia (AHA) and the advisory group in supporting the management of the NBRT program and arrangements, including the following key activities: ▪ leading the review of the NBRT program and arrangements, the outcomes of which will inform advice to the National Biosecurity Committee (NBC) as to the next iteration of the program ▪ planning the professional development workshop for the Mentor Cohort of the NBRT to expand and challenge their mentoring skills applied within emergency responses.

ⓢ Non-subscription

Action 1.3 Cultivating collaborations that improve national response arrangements.

Portfolio	KPIs	Status	Achievements
National coordination and cross sectoral engagement	▪ 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 AHA. ▪ Develop collaborations and share insights with the New Zealand Government Industry Agreement.	🟢	In supporting the national coordination and reform of Australia's emergency preparedness and response system for biosecurity incidents we: ▪ engaged in all activities related to the work of the BAEN, including informing the transition of the Biosecurity Emergency Response Training Australia training materials ▪ worked collaboratively with AHA, supporting the review of the Emergency Animal Disease Response Agreement through participation in the review working group, and sharing training materials.

Action 1.4 Reviewing and sharing learnings to improve responses.

Portfolio	KPIs	Status	Achievements

Biosecurity response operations	▪ 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.
		🟢	▪ In facilitating effective and efficient responses to plant biosecurity incidents we provided skilled support to Signatories to the EPPRD through all responses notified and actioned under the EPPRD.
			▪ In support of a continual improvement cycle we:
			  - planned and implemented a debrief of the *Varroa destructor* response
			  - commenced planning and scheduled a debrief for the Polyphagous shot hole borer (in March 2024)
			  - reviewed and identified opportunities to revise the annual debriefing processes and lesson management, which was presented and supported by the Signatories to the EPPRD in November.
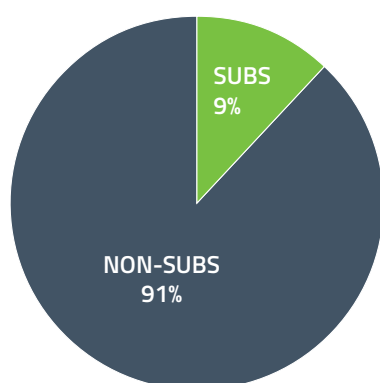
2 Strengthen partnerships

SUBS 9%

NON-SUBS 91%

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

Action 2.1 Building new partnerships to face future risks

Portfolio	KPIs	Status	Achievements

New partnerships to strengthen the Australian plant biosecurity system	• 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.
		🟢	To build new partnerships to address future risks we attended:
			• the Northern Australian Plant Capacity and Response Network (NAPCaRN) northern network roundtable
			• "Catalysing Australia's Biosecurity" workshop in October - a Department of Agriculture, Fisheries and Forestry (DAFF) and CSIRO initiative.
			• Submitted three project proposals with another in development:
			  - new diagnostic research project scope: *Minimal standards for validation and verification in plant pest diagnostics*, which was endorsed by the Subcommittee on Plant Health Diagnostics (SPHD) and Plant Health Committee (PHC)
			  - new proposal: *Physical collections arising from GRDC investments: Current status and future outlook* to GRD
			  - new proposal: *Review of the Biosecurity Plan for the Ginger Industry*.
			• Provided in-kind contributions to the Australian Research Council (ARC) Training Centre in Plant Biosecurity to support programs that focus on extension, adoption, and science communication. Engagement is ongoing and contracting is underway.
			• Formed a new partnership with CRC Pollination Biosecurity for the Stage 2 bid.
			• Memorandum of Understanding (MoU) under consideration with the Plant Biosecurity Research Initiative (PBRI).

($) Non-subscription

Portfolio	KPIs	Status	Achievements

New partnerships to strengthen the Australian plant biosecurity system (continued) 🟢($)	▪ 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 (APPS) Conference.
		🟢	▪ Supported project partners and traditional owners from the Australian Government's Biosecurity Business grant: *Safeguarding Indigenous-led forestry*, including:
			  - engagement and training with Indigenous communities in northern Australia to attend the Australia, New Zealand Institute of Forests Conference in October
			  - the delivery of a field campaign in August to provide forest biosecurity training to Indigenous communities in East Arnhem Land and the Tiwi Islands.
			
			▪ Delivered four presentations at the APPS Conference and three staff participated in the *Xylella* National Plant Biosecurity Diagnostic Network (NPBDN) training workshop affiliated with the APPS Conference.

Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	KPIs	Status	Achievements

National committees and working groups	▪ 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 (SMART)
	  - Subcommittee on Plant Health Diagnostics (SPHD)
	  - Subcommittee on National Plant Health Surveillance (SNPHS)
	  - Australian Fruit Fly Technical Advisory Committee (AFFTAC)
	  - Plant Biosecurity Preparedness Working Group (PBPWG)
	  - Environment and Invasives Committee (EIC)
	  - Northern Australia Biosecurity Framework Reference Group (NABS)
	  - PBRI.
	
	▪ Other ad hoc committees and working groups as required.
		🟢	Attended and contributed to seven national committees and four working groups:
			▪ NBC 39 (Virtual meetings June, July, August, September - NBC 39, October, November)
			▪ PHC 63-64 (July, September intersessional and November)
			▪ SMART 02 (September)
			▪ SPHD 37 (October)
			▪ SNPHS 23 (October)
			▪ AFFTAC 13-14 (August and November)
			▪ PBPWG 02 (September)
			▪ EIC 12 (July)
			▪ NABS Technical Working Group (August)
			▪ CSIRO Health and Biosecurity Advisory Group (August).
			
			Attended other national committees and working groups such as:
			▪ NBCEN (September, October, November and December).

Strategic planning and reporting	▪ Present the 2023 Annual Report (AR) and end-of-year financial statements to Members at the 2023 Annual General Meeting (AGM). ▪ Provide a progress report on the Annual Operational Plan (AOP) implementation via the MYPR.	🟢	▪ 2023 AR published on website and distributed to all Members prior to the AGM. ▪ MYPR produced, approved by Board, and reported to Members.

($) Non-subscription

Portfolio	KPIs	Status	Achievements
Collective engagement	▪ Develop and deliver the third Australian Biosecurity Symposium (mid-2024, Gold Coast).	🟢	▪ Attendance and participation in Management Committee meetings. ▪ Participation in the Program Advisory Working Group.

Member liaison	▪ Hold two general meetings annually to comply with legal requirements.
	▪ Host at least two Plant Industry Forum (PIF) 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 (BM) communiques in Tendrils and on our website.
		🟢	Company activities aligned to Member priorities through ongoing engagement:
			▪ PHA Member meetings (23rd AGM, 36th PIF, 13th PHA Members, 2nd Government Members and 38th EPPRD Signatories) held in November 2023 with presentations and content shared.
			▪ Industry engagement on Biosecurity Planning reference panel meetings.
			▪ Contributed and provided secretariat support to:
			  - Plant Industries Forum Committee (PIFC) in October and December 2023
			  - Plant Industries Biosecurity Committee (PIBC) meeting in September and December 2023.
			▪ Supported the PIFC's submission to the Biosecurity Protection Levy in October 2023.
			▪ Submitted responses to:
			  - the Modernising Levies legislation - Disbursement Bill consultation in June and December 2023
			  - Biosecurity Protection Levy in October 2023.
			▪ BM communiques published on the PHA website and in Tendrils e-newsletter for BM 112 and 113.

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

Portfolio	KPIs	Status	Achievements
Biosecurity planning and review	▪ 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.	🟢	▪ Consolidated high priority pest list updated with each new biosecurity plan released and made available to Members through the Biosecurity Preparedness Portal. ▪ Proposals developed and contracts being negotiated for the ginger industry. ▪ The Biosecurity Preparedness portal is updated with new preparedness materials as they are created or updated. ▪ Scoping work commenced to improve biosecurity planning and optimise the use of existing and future pest data and information.

Portfolio	KPIs	Status	Achievements
Biosecurity plans (💲)	▪ 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.	🟢	▪ Pest threat summary tables are being developed with technical experts from relevant jurisdictions for the sugarcane, tree nut, and apple and pear industries. ▪ Biosecurity plans for the grains, rice, cotton, citrus, mushrooms, and production nursery industries have been finalised. These plans are pending endorsement by industry and PHC in 2024. ▪ Four Biosecurity Reference Panel meetings were held with industry stakeholders and technical experts for the rice, lychee, papaya, passionfruit, mango, and plantation forestry industries. ▪ Contracts being negotiated for biosecurity planning for the vegetable and melon industries.
Biosecurity programs (💲)	▪ 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.	🟢	▪ Biosecurity Officers in the vegetable, potato, melons, nursery, citrus, grape and wine, and grain industries have been engaged in regular planning and business meetings. ▪ The Grains Farm Biosecurity Program (GFBP) website and the biosecurity page on the AUSVEG website are regularly updated and promoted. ▪ Reviewing fact sheet for guava root knot nematode. ▪ Three bi-monthly articles were produced for the Groundcover publication. ▪ A communication, engagement and training plan has been drafted for the GFBP which will be provided for industry review, input and feedback. ▪ Two national workshops were delivered to inform the development of the National Action Plan for Pests of Timber and Trees and its implementation schedule (July and August 2023).

(💲) Non-subscription

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

Portfolio	KPIs	Status	Achievements
National programs	■ 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 (ABA). ■ Collaborate with jurisdictions on behavioural change research.	🟢	■ Farm Biosecurity Program (FBP) progress report on the communications plan was presented to the AHA/PHA Board. ■ FBP website updated with new resources. Video resource to showcase growers and producers farm biosecurity routines and practices is currently under development. ■ Three bi-monthly newsletters were produced and distributed to 3,567 subscribers. ■ Sponsoring the Farm Biosecurity Producer of the Year category for the ABAs. ■ Partnered with Victoria, Queensland and New South Wales on research to understand barriers farmers face in implementing biosecurity practices and reporting incidents.
Levy management ($)	■ Assist industry Members to establish and manage the PHA levy* as circumstances change. ■ Encourage the establishment of levy funded programs for industry members to improve grower management and preparedness for biosecurity risks and improve grower resilience following incursions. ■ Monitor and manage PHA levies and their use to implement programs against agreed deliverables.	🟢	■ Seven Program Management Committee meetings were held as part of the MoU with levied plant industry Members. ■ Six project proposals developed under existing and new MoUs with levied plant industry Members. ■ Monitored and promoted project milestones across the suite of industry-funded biosecurity programs.
Fruit Fly ($)	■ 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.	🟢	■ All KPIs met or on track. Details to be published in the 2023 NFFC AR (due to be published early 2024).

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

($) Non-subscription

Portfolio	KPIs	Status	Achievements

Surveillance projects and programs	• 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.
		🟢	• Coordinated delivery of the first round of surveillance activities under the National Forest Pest Surveillance Program (Forest Watch Australia)
			  - 164 traps deployed and serviced monthly
			  - over 2,700 trees inspected for exotic pests.
			• Coordinated the Forest Watch Australia Expert training workshop in November 2023.
			• Supported the development of Early Detector Network (EDN) updates and the 2022-23 Annual Activity Report to raise biosecurity awareness and promote achievements under the CitrusWatch program.
			• Ensured delivery of surveillance activities across government agencies under the National Bee Pest Surveillance Program through the review of annual progress reports and surveillance data.

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

Portfolio	KPIs	Status	Achievements
Partnered training and resources	• Deliver the national Bee Pest Blitz campaign to increase awareness of bee biosecurity.	🟢	• Secured PHC endorsement on a nationally consistent alcohol wash method for the detection of external mites on *Apis mellifera*. • Submitted paper to the Consultative Committee on Emergency Plant Pests (CCEPP). • Developed alcohol wash training video to support promotion of the updated methodology. • Next iteration of the campaign is scheduled for the second quarter of 2024.

($) Non-subscription

3 Enhance integration

NON-SUBS 100%

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

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

Portfolio	KPIs	Status	Achievements
Digital surveillance systems	• Maintain and enhance AUSPest*Check*® as an accessible national repository of plant biosecurity surveillance data. • Work with Members and stakeholders to develop AUSPest*Check*® Programs to build surveillance capacity through collation, visualisation and sharing of data. • Provide training and facilitate API (Application Programming Interface) connections to increase the amount of data available within the Australian Plant Pest Database (APPD).	🟢	• Delivery of system enhancements including increased mapping capability to enable transmission and distribution maps to be generated in support of trade and market access. • An additional two million records were uploaded with a total of over 6.5 million surveillance records in the plant tenancy of AUSPest*Check*®. • A new data sharing container feature for AUSPest*Check*® is in development following meetings between government and industry stakeholders to determine requirements for more flexible joint data-sharing capability. • Developed a Strategic Roadmap for AUSPest*Check*® to define outcomes that demonstrate how the system facilitates greater data sharing between both government and industry organisations to support market access, enhance early detection and support proof of freedom. • Developed an APPD Biosecurity Online Training (BOLT) Course and user guide (APPD Knowledge Base).

ⓢ Non-subscription

Portfolio	KPIs	Status	Achievements

Digital surveillance systems (continued) ($)	▪ Develop AUSPest*Check*® technology to provide a platform that can act as a national repository and provider of animal 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.
		🟢	▪ Established an operational aquatic animal tenancy for AUSPest*Check*®, supported the development of an aquatic animal reporting program and training of aquatic stakeholders through the first operational reporting period.
			
			▪ Three new species added with high-resolution imagery and data sheets:
			  - Spotted lanternfly
			  - Mottled shieldbug
			  - Red palm mite.

Action 3.2 Strengthening scientific rigour and capability.

Portfolio	KPIs	Status	Achievements

Networks Coordination ($)	▪ Develop website content for National Plant Biosecurity Diagnostics Network (NPBDN) and Plant Surveillance Network Australasia-Pacific (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.
		🟢	▪ Refreshed websites with improved functionality, new content, and user journeys launched in September 2023.
			▪ Website content continuously updated.
			
			▪ Delivered virtual Annual Diagnostics and Surveillance Workshop (ADSW) *Implementation through Connections* in October 2023 with participation from over 130 NPBDN and PSNAP members from across the Australasia-Pacific region.
			▪ Planning for the Annual Diagnostics Workshop (ADW) and Annual Surveillance Workshop (ASW) scheduled for March 2024 is underway.
			▪ Advertised NPBDN and PSNAP Residential Programs:
			  - 13 applications received
			  - two PSNAP residentials awarded
			  - six NPBDN residentials awarded.
			▪ Hosted NPBDN *Xylella* workshop in Adelaide in November 2023, focused on symptoms, sampling and diagnostics:
			  - Workshop well attended with 33 participants representing government, industry, research institutes and universities from Australia and New Zealand.
			▪ Grew networks:
			  - NPBDN: 635 members (increase of 52 members)
			  - PSNAP: 551 members (increase of 54 members).
			▪ Produced, distributed, and published six newsletters to 1,220 subscribers:
			  - NPBDN (August, October and December 2023)
			  - PSNAP (July, September and November 2023).
			▪ Developed national diagnostics and surveillance capability plans to identify and prioritise activities for priority plant pests:
			  - plans submitted to DAFF, SPHD and SNPHS for endorsement.

($) Non-subscription

Portfolio	KPIs	Status	Achievements
Protocols to support surveillance and diagnostics ($)	• Coordinate the development and review of National Diagnostic Protocols (NDPs) and National Surveillance Protocols (NSPs) for agreed National Priority Plant Pests (NPPPs) and Industry High Priority Pests, to improve efficiencies in the development processes.	🟢	• Two International Plant Protection Convention Diagnostic Protocol topic proposals for *Xylella* vectors and Brown marmorated stink bug submitted. • Seven NDPs nearing endorsement stage. • Project proposal on minimum standard of verification submitted to SPHD and PHC for consideration. • Eight new draft NDPs received. • Compiled a national list of 20 NDPs for progression prioritisation based on jurisdictional pest priorities. • Six NSPs undergone technical review by an Australian expert: - currently updated by the National Surveillance Protocol Working Group. • Released call for expressions of interest to develop, update or review four NDPs and 15 NSPs.
Proficiency testing ($)	• 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.	🟢	• Round 12 sample preparations underway through Australian National Quality Assurance Program (ANQAP). • Participated in SPHD Review of National Plant Health Proficiency Testing Program Workshop.

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

Portfolio	KPIs	Status	Achievements
National coordination and governance programs ($)	• Increase awareness of the National Plant Biosecurity Strategy 2021–2031 and its sub-strategies and annual action plan.	🟢	• Worked with government subcommittees to incorporate reporting links to goals and sub-strategy annual action plans.

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

Portfolio	KPIs	Status	Achievements
Biosecurity portal ($)	• 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.	🟠	• Project scoping for integration into the PHA digital systems environment completed. • Proposal for Biosecurity Portal upgrade under development. • Ongoing technical support provided. • Digital security maintained under PHA security protocols.

($) Non-subscription

Portfolio	KPIs	Status	Achievements
Digital Diagnostics systems ($)	• Maintain access to critical biosecurity infrastructure through the APPD for records of vouchered specimens in Australian collections, to support market access and inform pest status in suspect Emergency Plant Pest (EPP) incidents. • Manage the APPD to support aggregation of information from national reference collections. • Maintain the PaDIL as an online resource for diagnosticians, including those verifying border intercepts. • Provide a fully scoped design and costed national plant pest high throughput sequencing database to support diagnostics.	🟢	• PaDIL and APPD commenced operation under a national cost-share arrangement in July, with jurisdictional representation on the PaDIL Steering Committee. • Delivered the PaDIL Future Directions Workshop in November 2023 to set future action plan for 2023-24. • APPD user experience (UX) project coordinated and report delivered on how users engage with the APPD with recommendations for system development. • Two new super content contributors added to PaDIL to provide new images and review existing content to capture high resolution imagery for priority pest species. • Successful completion of DAFF-funded *Phase 1 – National Coordination of high throughput sequencing (HTS) data for a connected diagnostic system* project. • Partnered with New South Wales Department of Primary Industries (NSW DPI), AgVic and WA Department of Primary Industries and Regional Development (DPIRD) to submit tender to Hort Innovation for *Biosecurity Trakka – Digital architecture for rapid and coordinated biosecurity genomic data sharing.*
Surveillance system reform ($)	• 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. • Finalise consultation with stakeholders in plant industries and governments to identify priorities and options for a national surveillance system.	🟢	• Two workshops held to finalise the first stage of consultation to develop a Nationally Integrated Surveillance System for Plant Pests (NISSPP). • Developed models providing options for future coordinated delivery and resourcing of surveillance. • Second stage consultations undertaken with 20 PHA Industry Members, eight PHA Government Members and six R&D funding bodies between October-December 2023. • Final workshop scheduled for March 2024.

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

Portfolio	KPIs	Status	Achievements

Community engagement ($)	• Participation in career expos or university career days to reach emerging scientists.
	• Internship program.
	• Maintenance of Australian Interstate Quarantine (AIQ) website and associated Exotic Plant Pest Hotline.
	• Implementation of ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms.
		🟢	• Delivered three PHA presentations at local universities:
			  - one at Canberra Institute of Technology
			  - two at Australia National University.
			• Planning underway for the next internship cohort.
			• AIQ website regularly updated and Exotic Plant Pest Hotline maintained:
			  - cost sharing proposal to update and maintain website, hotline and travellers' guide under development.
			• Produced collateral for the cherry industry, an additional print advert for the sugarcane industry and included existing collateral in all ongoing communications channels.

Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	KPIs	Status	Achievements
Initiatives ($)	• Collaboration on the Australian celebrations of the International Day of Plant Health (IDPH). • Participation in international events with a biosecurity focus.	🟢	• IDPH celebrations earmarked for May 2024. • Delivered plant biosecurity presentation at the National Horticulture Conference in Canada. • Participated in WoodChat (UK) podcast interview on Forest Watch program. • Delivered five presentations at the Australasian Plant Pathology Conference.

($) Non-subscription

OPERATIONAL PRIORITY

1

Improve governance & administration

SUBS 100%

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

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

Portfolio	KPIs	Status	Achievements
Company finance and corporate services	▪ 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.	🟢	▪ Compliance requirements met. ▪ The financial statements contained in the 2023 Annual Report received a clean audit report from external auditor, Bentleys ACT. ▪ Internal audits on ICT framework and cyber security undertaken in July and August 2023. ▪ The 2023-24 budget and AOP to be presented to Members prior to the General Meeting (GM) in May 2024. ▪ Cooperation between the two companies continues with a strong partnership in the areas of emergency response training, the Farm Biosecurity Program, AUSPest*Check*® animal tenancies and general communication. ▪ Statutory levies have been managed as per the *Plant Health Australia (Plant Industries) Act 2002*.

Action 4.2 Attracting and retaining key staff.

Portfolio	KPIs	Status	Achievements

People and Culture	■ Positive evaluation of PHA's involvement in graduate career fairs during 2023.
	■ Actively promote understanding and engagement of PHA's employee value proposition (EVP) in relevant channels.
	■ Improve staff sentiment in relevant areas identified in the employee engagement survey.
		🟢	■ Feedback from 12 PHA staff on four career fairs, captured and presented.
			
			■ EVP included in all recruitment activities, PHA's website and other opportunities identified to promote PHA as an employer of choice.
			
			■ Staff sentiment improved in:
			  – recommend PHA as an employer of choice: 71.88 per cent (2021) to 86.21 per cent (2023)
			  – proud to work for PHA and work gives me a sense of personal achievement: 84.38 per cent (2021) to 93.1 per cent (2023).

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

Portfolio	KPIs	Status	Achievements

People and Culture	■ 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.
		🟢	■ Staff sentiment improved in:
			  – At PHA, we adapt quickly and willingly to change: 46.88 per cent (2021) to 75.86 per cent (2023)
			  – My immediate manager cares about my general wellbeing and works to cultivate a relationship with me: 81.26 per cent (2021) to 89.65 per cent (2023)
			  – My immediate manager acts with honesty and integrity: 93.75 per cent (2021) to 96.55 per cent (2023)
			  – My immediate manager seeks feedback about their performance: 56.26 per cent (2021) to 68.97 per cent (2023).
			■ Delivered workshops to staff on giving and receiving feedback and having difficult discussions in preparation for the 2023 Performance Review and Development Plan (PRDP) process.
			■ Strategies identified to improve internal collaboration. These include:
			  – Encouraging greater information sharing between teams about projects and programs.
			  – Significant increase in the number of staff working across teams.
			■ Increased focus on values in the 2023 PRDP process.
			■ Framework for an employee recognition program under development.

Action 4.4 Reviewing and implementing a Board succession and management plan.

Portfolio	KPIs	Status	Achievements
Corporate Performance	• 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 per cent of requested Member and stakeholder meetings. • Assist the Board with the 2023 Board selection process.	🟢	• No adverse Member feedback received via the Member generic email or PHA events. • Legal and constitutional compliance met. - Governance framework reviewed in November 2023. • PHA Reserves Policy amended by Board in September 2023 to remove 9-month equivalent cap on reserves to enhance financial stability. • Secretarial support provided to ensure effective administration of all Board duties. • PHA Board attended 93 per cent of Member and stakeholder meetings. • Board selection process completed with new Directors appointed at the 23rd AGM.

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

Portfolio	KPIs	Status	Achievements

People and culture	• 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.
		🟢	• Enhancements made to the PRDP process and supporting documentation.
			
			• Provided staff access to Udemy, an online, just-in-time learning platform to address learning needs.
			
			• Improved staff sentiment:
			  - I am satisfied with the support PHA provides for learning and development: 50 per cent (2021) to 86.21 per cent (2023)
			  - My immediate manager gives me practical support to attend training: 50 per cent (2021) to 79.27 per cent (2023)
			  - I am satisfied with my opportunities for professional growth: 46.88 per cent (2021) to 82.76 per cent (2023).
			
			• Enhancement and digitisation of staff induction process is underway.

OPERATIONAL PRIORITY 2

Enhance communication & engagement

SUBS 100%
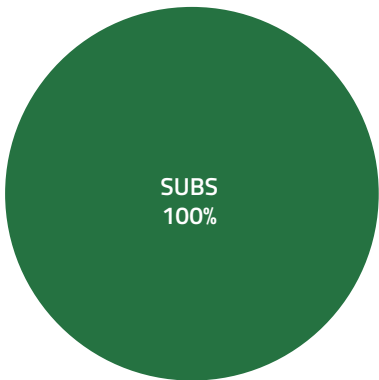
Enhance PHA's reputation to support company sustainability and growth.

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

Portfolio	KPIs	Status	Achievements
Communications and engagement strategy and plan	▪ Increased stakeholder engagement tracked via media mentions, media coverage, page views, social engagement, open and click through rates, event/meeting attendance.	🟢	▪ Produced and distributed six monthly editions of our corporate e-newsletter Tendrils: - 1,731 subscribers - 37.86 per cent open rate - 26.54 per cent click to open rate. ▪ Media monitoring captured PHA mentions: - 143 mentions in broadcast news - 87 mentions via digital news - 1,045 mentions via social media. ▪ Coordinated four media interviews, wrote two media releases, arranged nine speaking slots, and published 67 articles. ▪ 1,382 social media posts across Twitter (X), Facebook, Instagram and LinkedIn: - 1.95 million impressions across all platforms - Twitter (X): 50 new followers - Facebook: 62 new fans - Instagram: 95 new followers - LinkedIn: 1,113 new followers. ▪ Corporate website maintained: - redevelopment of website underway with launch scheduled for early 2024 - 82,986 users and 170,439 pageviews. ▪ Maintained nine program websites. ▪ Produced, published, and promoted the 2023 AR through multiple channels.

Action 5.2 Maintaining a contemporary corporate style guide.

Portfolio	KPIs	Status	Achievements
Corporate identity guide	■ 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.	🟢	■ Corporate style guide and templates regularly updated to provide consistent standards for the production of marketing and communications materials to maintain a consistent, recognisable, and professional corporate identity. ■ Published on the staff intranet and earmarked for inclusion in the digitised induction process.

Action 5.3 Developing and implementing an internal communications strategy and plan.

Portfolio	KPIs	Status	Achievements

Internal communications strategy and plan	■ 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.
		🟢	■ Intranet maintained and regularly updated:
			  - 84 news items written and published
			  - 24,432 site visits.
			
			■ Survey earmarked for late 2024.
			
			■ Created and launched an internal values campaign in October 2023 to support the cultivation of a positive culture, set behavioural standards aligned to these values, and unlock improved organisational performance through culture change.

Action 5.4 Improving Member onboarding process.

Portfolio	KPIs	Status	Achievements
Improving Member onboarding process	■ Maintain and distribute the new Member onboarding information package to support government, industry and associate Members.	🟢	■ Member onboarding content framework and pack developed.

Action 5.5 Developing Member training strategy and program.

Portfolio	KPIs	Status	Achievements
Developing Member training strategy and program	■ Develop a training strategy and implementation plan.	🟠	■ For development in 2024.

PHA24-001