

2024–25

# Annual Operational Plan



Plant Health  
AUSTRALIA



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## ACKNOWLEDGEMENT OF COUNTRY

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



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# About PHA

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

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 Association Inc.  
Australian Macadamia Society Ltd  
Australian Mango Industry Association Ltd  
Australian Melon Association Inc.  
Australian Olive Association Ltd  
Australian Processing Tomato Research Council Inc.  
Australian Sweet Potato Growers Inc.  
Australian Table Grape Association Inc.  
Australian Tea Tree Industry Association Ltd  
Australian Truffle Industry Association Inc.  
Australian Walnut Industry Association Inc.  
AUSVEG Ltd  
Avocados Australia Ltd  
CANEGROWERS  
Canned Fruits Industry Council of Australia Ltd  
Cherry Growers of Australia Inc.  
Chestnuts Australia Inc.  
Citrus Australia Ltd  
Cotton Australia Ltd  
Dried Fruits Australia Inc.

Grain Producers Australia Ltd  
Greenlife Industry Australia Ltd  
GROWCOM  
Hazelnut Growers of Australia Inc.  
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

Australian Centre for International Agricultural Research (ACIAR)  
Australian Grape and Wine Authority  
Australian Seed Federation  
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 2024–25 Annual Operational Plan (AOP) is the third plan developed under Plant Health Australia’s (PHA) Strategic Plan 2022–27 and outlines PHA’s key activities and targets for the next financial year.

The AOP outlines the necessary actions to realise our vision of being a valued leader of a strong, integrated Australian plant biosecurity system. These actions are divided under each of our three Strategic Priorities; Respond effectively, Strengthen partnerships and Enhance integration as well as our two Operational Priorities; Improve governance and administration and Enhance communication and engagement.

For the coming year, subject to a Member vote at the May 2024 General Meeting, PHA subscriptions will be subject to a Consumer Price Index based increase of 4.1 per cent. This means a core funding increase of \$115,952 through subscriptions from our government and industry Members. In addition, PHA expects to receive \$11,908,229 million in non-subscription project funding. A breakdown of these figures is given in this document.

Being a Member-centric organisation, we recognise the importance of adapting and concentrating our efforts in areas where we can have the greatest impact and provide optimal value to our Members. Our Strategic Plan reflects this mind-set and supports our mission to strengthen the Australian plant biosecurity system.

Beyond the subscription-funded activities outlined under our three Strategic Priorities, our non-subscription projects align, complement and support our Strategic Plan. Project funding allows PHA to be agile and leverage skills and expertise across the organisation to provide technical capacity and business continuity support to our Members.

Our Operational Priorities ensure we manage the company effectively and build the capacity and capability to deliver our Strategic Priorities. The planned implementation of a contemporary Enterprise Resource Planning system and integrated Financial Management System will provide improved access to information and streamline the finance functions.



As the trusted coordinator of the Australian plant biosecurity system, PHA operates in a dynamic and resource intensive environment that presents complex challenges and strategic opportunities to enhance the system for economic, environmental and community benefit.

The 2024–25 AOP is easy to read and clearly sets out the portfolio of work required to maintain our world-class biosecurity system and safeguard our invaluable agriculture industry.

**Kim Halbert**  
Chair



# Foreword

## FROM THE CEO

**I'm delighted to present PHA's 2024–25 AOP, detailing the range of activities planned for the period 1 July 2024 to 30 June 2025.**

Annually, in consultation with Members, the PHA team builds a planned portfolio of work to advance Strategic and Operational Priorities that achieve the goals set out in our Strategic Plan 2022–27. The AOP details investment of Member subscriptions supplemented by non-subscription income to deliver activities that strengthen the national partnerships that are key to the success of Australia's national biosecurity system.

Operating for 24 years, PHA is an outstanding example of how Australia's not-for-profit sector delivers fundamental societal needs through fostering collaboration which underpins Australia's biosecurity success. The operating environment has never been more dynamic with ambitious initiatives such as the National Biosecurity Strategy, the five-year Intergovernmental Agreement on Biosecurity Review, Have Your Say on legislative reform including the Primary Industries Levies and Charges Disbursement Bill 2023, the proposed Biosecurity Protection Levy and Senate Enquiries into biosecurity preparedness and response related to Foot and Mouth Disease, Varroa mite and Red Imported Fire Ants. PHA plays a leadership role in this evolving landscape providing continual improvement and a centre of excellence that requires the investment in business functions to streamline operations and drive growth.

Annual Member subscriptions fund core activities, however meet only 19 per cent of our actual costs. In order for PHA to keep pace with increased costs of operations and compliance, as well as maintain current activities and levels of support, an annual Member subscription increase of 4.1 per cent\* has been included in the 2024–25 AOP.

The planned body of work outlined in the AOP, reflects and highlights the crucial role PHA plays in Australia's plant biosecurity system. As an organisation we are dedicated to defining, refining and enhancing our role in building a robust and resilient national plant biosecurity system. Our focus remains on partnerships and activities that reduce the burden and impacts of pest and disease on our Members whilst providing support that improves preparedness and resilience of agriculture, environment and community.

The extensive knowledge, experience and expertise that PHA has cultivated over two decades of operations serves as the foundation of our work. Over the coming 12 months, the PHA team will continue to leverage this valuable corporate knowledge to deliver value and shared benefits to our Member base.



Thank you to all of our Members and supporters for their unwavering support and willingness to collaborate in our mission to strengthen the national plant biosecurity system. I look forward to working with you in 2024–25.

**Sarah Corcoran**  
CEO

\*This increase is based on the annual CPI change to 31 December 2023.

# 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

#### Aim

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

#### Strategic actions

We will do this by:

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

2

### Enhance communication & engagement

#### Aim

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

#### Strategic actions

We will do this by:

- 5.1 Developing a targeted PHA communications and engagement strategy and plan.
- 5.2 Maintaining a contemporary corporate style guide.
- 5.3 Developing an internal communications strategy and implementation plan.
- 5.4 Improving our Member onboarding processes.
- 5.5 Developing a Member training strategy and program.

# Financial overview

## SUBSCRIPTION AND NON-SUBSCRIPTION INCOME

An increase in annual Membership subscription income of 4.1 per cent has been included in the 2024–25 AOP for the Commonwealth government, state and territory governments and plant industries. The annual Member subscription was last increased by 3.5 per cent for the 2023–24 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 2024–25 year.

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

A summary of total income and expenditure budgeted for the year is presented in Table 1.

A deficit of \$59,769 is forecast for the year. Reserves will be maintained within the PHA reserves policy due to surpluses achieved over previous years and the increase in Member subscriptions.

**Table 1. Income and expenditure, 2024–25**

2024–25	\$	%
<b>Income</b>		
Subscription	2,965,052	19%
Non-subscription	11,908,229	78%
Interest	420,000	3%
Total income	15,293,281	100%
<b>Expenditure</b>		
Strategic Priority 1 – Respond effectively	1,446,683	9%
Strategic Priority 2 – Strengthen partnerships	9,017,121	59%
Strategic Priority 3 – Enhance integration	3,371,595	22%
Operational Priority 1 – Improve governance & administration	864,697	6%
Operational Priority 2 – Enhance communication & engagement	625,377	4%
Total expenditure	15,325,473	100%
Deficit for the year	-32,192	

## SUBSCRIPTIONS FOR 2024–25

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

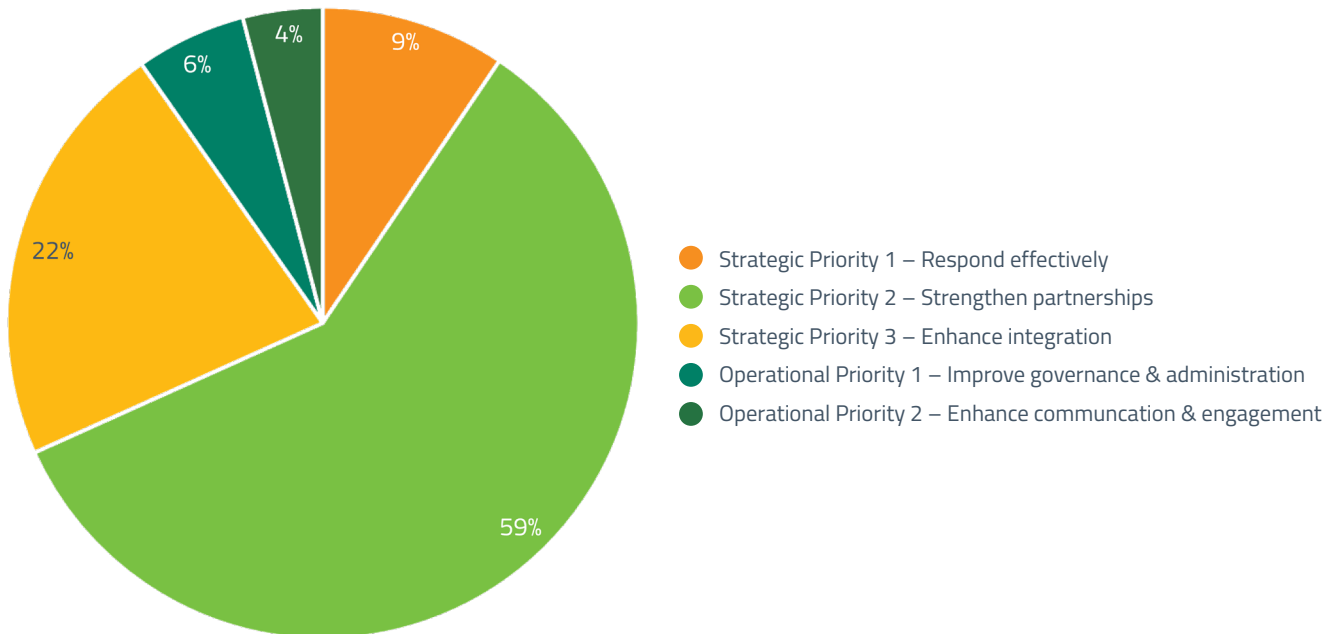
LVP is calculated from figures published by the Australian Bureau of Statistics, the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) or, if neither of these two options are available, a source deemed appropriate by PHA's Directors.

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

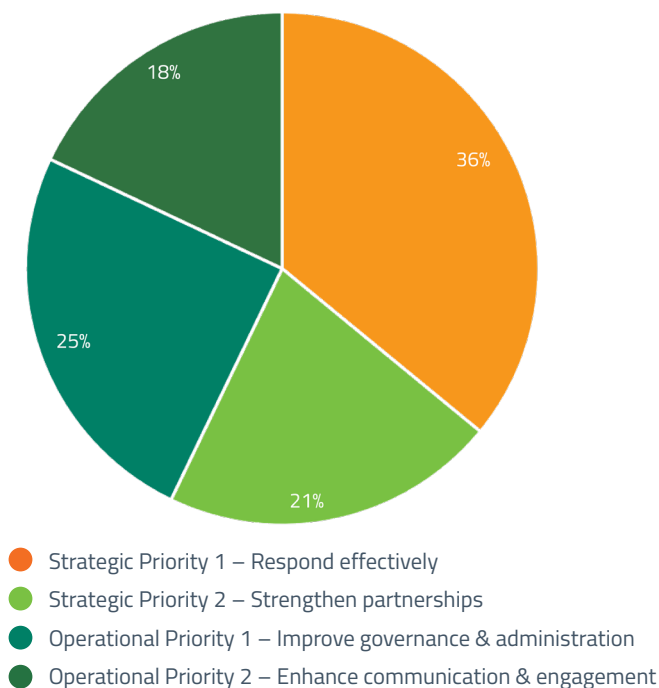


## EXPENDITURE FOR 2024–25

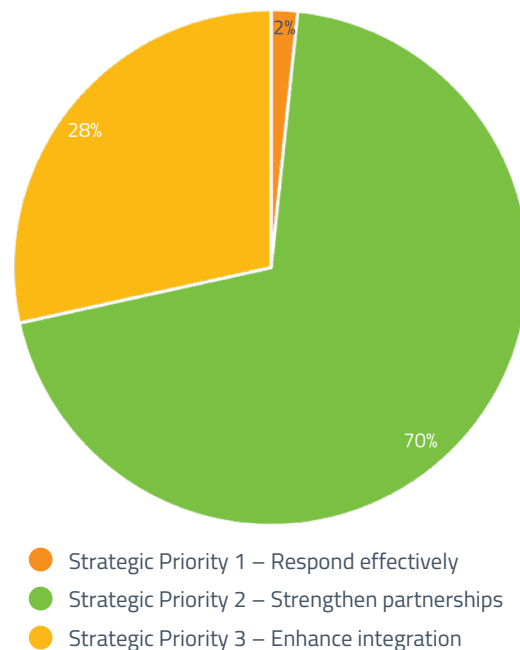
### Total expenditure for 2024–25



### Subscription funded expenditure for 2024–25



### Non-subscription funded expenditure for 2024–25



**Table 2. 2024–25 Expenditure**

	Expenditure
<b>Strategic Priority 1 – Respond effectively</b>	
<b>Action 1.1 Strengthening and expanding the scope of national response arrangements</b>	
1.1.1 Plant biosecurity response arrangements	583,666
<b>Action 1.2 Strengthening response readiness and resilience</b>	
1.2.1 Plant biosecurity response preparedness and training	429,552
1.2.2 E-Learning	7,985
1.2.3 Simulation exercises	108,048
1.2.4 Biosecurity response preparedness	80,908
<b>Action 1.3 Cultivating collaborations that improve national response arrangements</b>	
1.3.1 National co-ordination and cross-sectoral engagement	28,041
<b>Action 1.4 Reviewing and sharing learnings to improve responses</b>	
1.4.1 Biosecurity response operations	208,483
	<b>1,446,683</b>

<b>Strategic Priority 2 – Strengthen partnerships</b>	
<b>Action 2.1 Building new partnerships to face future risks</b>	
2.1.1 Building new partnerships	41,797
<b>Action 2.2 Improving our existing partnerships for emerging risks</b>	
2.2.1 National committees and working groups	107,884
2.2.2 Strategic planning and reporting	2,866
2.2.3 Collective engagement	27,524
2.2.4 Member liaison	439,052
<b>Action 2.3 Working with members to develop best practice solutions for preparedness, response and recovery</b>	
2.3.1 Biosecurity planning and review	33,972
2.3.2 Biosecurity plans	850,382
2.3.3 Biosecurity programs	4,630,024
<b>Action 2.4 Driving adoption of best practice solutions that reduce risk</b>	
2.4.1 National programs	124,963
2.4.2 Levy administration	37,626
2.4.3 Fruit Fly	338,594
2.4.4 Surveillance Projects and Programs	2,339,526
<b>Action 2.5 Collaborating with partners to ensure targeted communication, extension and training</b>	
2.5.1 Partnered training and resources	-
2.5.2 National programs	42,911
	<b>9,017,121</b>



	Expenditure
<b>Strategic Priority 3 – Enhance integration</b>	
<b>Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity</b>	
3.1.1 Digital surveillance systems	1,091,841
<b>Action 3.2 Strengthening scientific rigour and capability</b>	
3.2.1 Networks coordination	490,481
3.2.2 Protocols	405,454
3.2.3 Proficiency testing	33,236
<b>Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity</b>	
3.3.1 National coordination and governance	11,196
<b>Action 3.4 Continually improving Australia's biosecurity systems and processes</b>	
3.4.1 Biosecurity portals	35,235
3.4.2 Digital diagnostic systems	1,190,258
3.4.3 Surveillance system reform	113,894
	<b>3,371,595</b>

<b>Operational Priority 1 – Improve governance &amp; administration</b>	
<b>Action 9.1 Governance and administrative support</b>	
9.1.1 Board management	183,046
9.1.2 Corporate	528,801
9.1.3 Human resources	152,850
	<b>864,697</b>

<b>Operational Priority 2 – Enhance communication &amp; engagement</b>	
<b>Action 8.1 Enhance communication and engagement</b>	
8.1.1 Communication and engagement	625,377
	<b>625,377</b>

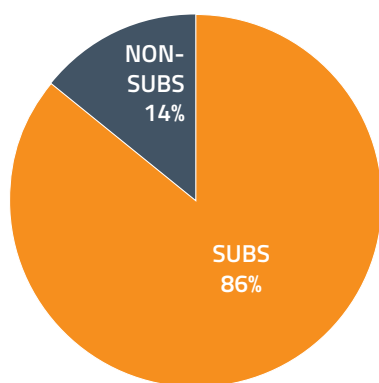
<b>Total</b>	<b>15,325,473</b>
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STRATEGIC PRIORITY

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 built on partnerships.	<ul style="list-style-type: none"><li>Finalise implementation of priority outcomes from the 2020 review of the EPPRD and provide progress reports at each EPPRD Parties meeting.</li><li>Establish a scope and methodology for the 2025 review of the EPPRD for endorsement of the signatories by May 2025.</li><li>Improve awareness and capability of Parties to implement their responsibilities in respect of:<ul style="list-style-type: none"><li>Owner Reimbursement Costs (ORCs)</li><li>financial management of response plans.</li></ul></li><li>Identify and guide implementation of improved outcomes related to categorisation and normal commitments by May 2025.</li><li>Develop and improve guidance material to enhance Parties' understanding and implementation of the EPPRD.</li></ul>



## Action 1.2 Strengthening response readiness and resilience.

Portfolio	Purpose	KPIs
Plant biosecurity response preparedness and training	Develop and maintain appropriately skilled personnel, robust processes and systems that promote effective responses to plant biosecurity incidents within the PHA Member base.	<ul style="list-style-type: none"> <li>▪ Deliver four industry liaison training workshops in collaboration with state and territory government and industry Parties.</li> <li>▪ Develop and host new eLearning content that supports 'just-in-time' training and improved capability of Members.</li> <li>▪ Implement and refine the training pathway to improve knowledge and engagement by the Members in EPPRD functions and biosecurity incident responses.</li> </ul>
eLearning \$	Provide Members with learning and development expertise to design, develop and host biosecurity related eLearning courses.	<ul style="list-style-type: none"> <li>▪ Support Members to: <ul style="list-style-type: none"> <li>- design and develop contemporary and accessible eLearning courses</li> <li>- utilise the functionality of PHA's eLearning Biosecurity Online Training (BOLT) platform</li> <li>- provide BOLT administrative support.</li> </ul> </li> </ul>
Simulation exercises \$	Promote response readiness through the planning, development, delivery, and evaluation of simulation exercises.	<ul style="list-style-type: none"> <li>▪ Deliver and report on two simulation exercises for Oriental Fruit Fly as part of the Biosecurity for Oriental Fruit Fly (FF18001) project by 31 December 2024.</li> <li>▪ Deliver and report on one simulation exercise as part of the Vegetable industry biosecurity and business continuity strategy (VG22004) project.</li> </ul>
Biosecurity response preparedness \$	Provide advice and facilitate professional development and response experience/ training, to improve cross sectoral national biosecurity response capability and capacity.	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>

## Action 1.3 Cultivating collaborations that improve national response arrangements.

Portfolio	Purpose	KPIs
National coordination and cross-sectoral engagement	Support national coordination and reform of Australia's emergency preparedness and response system for biosecurity incidents.	<ul style="list-style-type: none"> <li>▪ 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).</li> <li>▪ Develop and deliver applicable cross-sectoral training in collaboration with Animal Health Australia (AHA).</li> <li>▪ Develop collaborations and share insights with the New Zealand Government Industry Agreement.</li> </ul>

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

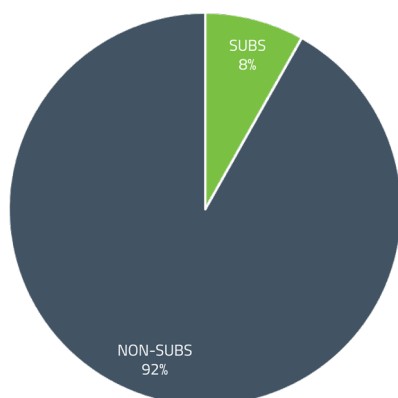
Portfolio	Purpose	KPIs
Biosecurity response operations	Facilitate effective and efficient responses to plant biosecurity incidents.	<ul style="list-style-type: none"> <li>▪ Ensure appropriately skilled and trained PHA personnel participate in notified incidents, in accordance with all specified terms and timeframes of the EPPRD.</li> <li>▪ Actively support affected government and industry Parties throughout major incidents by providing: <ul style="list-style-type: none"> <li>- advice on the EPPRD</li> <li>- targeted, just-in-time training</li> <li>- support where appropriate.</li> </ul> </li> <li>▪ Conduct timely evaluation activities to support continual learning and improvement of national response arrangements. Collate findings and lessons and present to Parties by May 2025.</li> </ul>



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	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.	<ul style="list-style-type: none"><li>▪ Increase engagement and understanding of the importance of plant biosecurity through new or extended networks or joint industry-government forums.</li><li>▪ Develop new partnership proposals to address biosecurity risks.</li><li>▪ Deliver project milestones through the Australian Government's Biosecurity Business grant: <i>Safeguarding Indigenous-led forestry</i>, including engagement and training with Indigenous communities in northern Australia.</li><li>▪ Explore opportunities to engage with Indigenous communities to raise biosecurity awareness.</li><li>▪ Expand engagement and form new partnerships at conferences and forums relevant to national plant biosecurity.</li><li>▪ Participate in the Australian Research Council (ARC) Training Centre for Plant Biosecurity planning meetings and identify collaborative projects within the plant biosecurity training programs.</li></ul>



Non-subscription

## Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	Purpose	KPIs
National committees and working groups	<p>Inform an effective domestic market by contributing to the development and coordination of nationally consistent, key plant biosecurity policies and procedures through national committees.</p> <p>Facilitate government-industry partnerships and provide technical expertise, strategic insight and independent views to address biosecurity issues.</p>	<ul style="list-style-type: none"> <li>Attend and contribute to meetings of national committees and working groups, such as: <ul style="list-style-type: none"> <li>National Biosecurity Committee (NBC)</li> <li>Plant Health Committee (PHC)</li> <li>Subcommittee on Market Access, Risk and Trade (SMART)</li> <li>Subcommittee on Plant Health Diagnostics (SPHD)</li> <li>Subcommittee on National Plant Health Surveillance (SNPHS)</li> <li>Australian Fruit Fly Technical Advisory Committee (AFFTAC)</li> <li>Plant Biosecurity Preparedness Working Group (PBPWG)</li> <li>Environment and Invasives Committee (EIC)</li> <li>Northern Australia Biosecurity Framework Reference Group (NABF)</li> <li>Plant Biosecurity Research Initiative (PBRI)</li> <li>Other relevant committees and working groups as required.</li> </ul> </li> </ul>
Strategic planning and reporting	<p>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).</p>	<ul style="list-style-type: none"> <li>Consult Members in determining 2024–25 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan.</li> <li>Present the 2024–25 AOP to Members and secure Board approval by May 2024.</li> <li>Present the 2024 AR and end-of-year financial statements to Members at the 2024 Annual General Meeting (AGM).</li> <li>Provide a progress report on AOP implementation via the MYPR.</li> </ul>
Collective engagement	<p>Improve existing national biosecurity partnerships to achieve longer-term shifts in stakeholder biosecurity attitudes, through membership of the Biosecurity Collective (PHA, AHA, Centre for Invasive Species Solutions, and Invasive Species Council).</p>	<ul style="list-style-type: none"> <li>Develop and deliver the third Australian Biosecurity Symposium (August 2024, Gold Coast, Queensland).</li> </ul>
Member liaison	<p>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.</p>	<ul style="list-style-type: none"> <li>Hold two general meetings annually to comply with legal requirements.</li> <li>Host at least two plant industry and government forum meetings.</li> <li>Host a joint PHA-AHA Board meeting.</li> <li>Conduct two PHA Member forum meetings annually.</li> <li>Conduct one-on-one consultations with Member organisations at least once per year and provide opportunities for input into 2024–25 operational priorities.</li> <li>Participate in industry/government meetings as requested by Members.</li> <li>Publish Board meeting communiques on PHA's website and e-newsletter.</li> <li>Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils.</li> </ul>




## 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.	<ul style="list-style-type: none"> <li>▪ Maintain and update the consolidated high priority pest list for Members.</li> <li>▪ Prepare and submit funding proposals for the development and review of two biosecurity plans.</li> <li>▪ Share information arising from industry specific biosecurity plan reviews with wider Members.</li> <li>▪ As part of ongoing improvement, continue to identify and implement improvements and enhancements to the biosecurity planning process.</li> </ul>
Biosecurity plans 	Investigate and prioritise the threats and pathways for exotic plant pests to enter Australia and develop implementation plans to mitigate the risk.	<ul style="list-style-type: none"> <li>▪ Develop and revise pest threat summaries for the vegetable, onion and potato industries.</li> <li>▪ Finalise endorsed biosecurity plans for blueberry, sugarcane, and apple and pear industries.</li> <li>▪ Hold reference panels for apple and pear, avocado, berry (rubus, strawberry and blueberry), ginger, melon, production nursery, rice, sugarcane, and tropical fruit (lychee, papaya and passionfruit) industries.</li> </ul>
Biosecurity programs 	Improve the management of and preparedness for biosecurity risks in Australian plant industries.	<ul style="list-style-type: none"> <li>▪ Coordinate activities in PHA levy and industry funded biosecurity programs (e.g. bees, citrus, grains, melon, plantation forests and vegetable) to improve biosecurity preparedness.</li> <li>▪ Continually review, update, and publish information on farm management activities and high priority exotic pests of the grains industry to increase awareness.</li> <li>▪ Regularly update and promote the Grains Farm Biosecurity website as the one-stop-shop of biosecurity information in the grains industry.</li> <li>▪ Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover magazine.</li> <li>▪ Coordinate activities under the National Bee Biosecurity Program (NBBP) to improve the education and awareness of pests and diseases.</li> <li>▪ Deliver agreed activities to build resilience and response preparedness in the vegetable industry.</li> </ul>

## 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.	<ul style="list-style-type: none"> <li>Provide a quarterly report on Farm Biosecurity activities under the program strategy at Board meetings.</li> <li>Develop resources for agronomists, consultants, and veterinarians to help producers implement biosecurity measures.</li> <li>Develop and distribute articles for the Farm Biosecurity newsletter and industry publications.</li> <li>Collaborate with jurisdictions on behavioural change research.</li> </ul>
Levy management 	Improve the management of, and preparedness for biosecurity risks in Australian plant industries.	<ul style="list-style-type: none"> <li>Assist industry Members to establish and manage the PHA levy* as circumstances change.</li> <li>Monitor and manage PHA levies and their use to implement programs against agreed deliverables.</li> <li>Encourage the establishment of levy funded programs for industry Members to strengthen preparedness for biosecurity risks and improve grower resilience following incursions.</li> </ul>
Fruit Fly 	Improve engagement, awareness and participation of governments, industries and communities in the Australian fruit fly system. Drive progress against the National Fruit Fly Strategy (NFFS) and the fruit fly agenda.	<ul style="list-style-type: none"> <li>Identify and prioritise key activities to improve the management of fruit flies across Australia.</li> <li>Plan and deliver National Fruit Fly Council (NFFC) meetings.</li> <li>Monitor and report activities under the revised National Fruit Fly Strategy.</li> <li>Plan and deliver workshops to engage on key issues of concern, to report R&amp;D outputs, and discuss emerging issues and risks.</li> <li>Regularly update and promote Prevent Fruit Fly (PFF) website and produce a regular eNewsletter.</li> <li>Present the NFFC AR to stakeholders and publish on the PFF website.</li> <li>Investigate and explore sustainable funding to support implementation of the NFFS.</li> <li>Identify funding opportunities to continue engagement and extension to support the national fruit fly system.</li> <li>Develop a scope for an updated economic analysis of the broader fruit fly system to inform future investment decisions.</li> </ul>
Surveillance projects and programs 	Establish and maintain programs that improve surveillance outcomes for plant industries.	<ul style="list-style-type: none"> <li>Coordinate with participants to ensure delivery and reporting of surveillance activities for forest pests at high-risk sites under the Forest Watch Australia program.</li> <li>Manage and coordinate surveillance activities for citrus pests through the CitrusWatch program.</li> <li>Subject to funding and stakeholder support beyond December 2024; coordinate with participants to ensure delivery and reporting of surveillance activities* across the highest risk seaports under the National Bee Pest Surveillance Program (NBPSP).</li> <li>Develop project proposals for the continuation of the NBPSP beyond 2024.</li> </ul>

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

Portfolio	Purpose	KPIs
Partnered training and resources 	Increase awareness of plant biosecurity risks through targeted communication, extension and training.	<ul style="list-style-type: none"> <li>Coordinate the delivery of training to forest stakeholders through the Forest Watch Australia program.</li> </ul>

 Non-subscription

\* As set out in the *Plant Health Australia (Plant Industries) Funding Act 2002* and the reform proposed under the *Primary Industries Levies and Charges Disbursement Bill 2023*.

STRATEGIC PRIORITY

3

## Enhance integration

NON-SUBS  
100%

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

### ACTIONS

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

Strengthening scientific rigour and capability


Establishing PHA as the knowledge broker for plant biosecurity


Continually improving Australia's biosecurity systems and processes

Engaging the community to enhance reporting of biosecurity threats

Capturing greater benefits from national and international initiatives




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

Portfolio	Purpose	KPIs
Digital surveillance systems 	Provide national systems that promote data-sharing to facilitate knowledge transfer and decision-making in both early detection and market access.	<ul style="list-style-type: none"><li>Enhance digital systems in response to user requirements and remove any technological barriers to data-sharing and data interrogation.</li><li>Facilitate review processes for the Australian Plant Pest Database (APPD) and the Pest and Disease Image Library (PaDIL) to ensure data currency, scope and relevancy to national plant health policies.</li><li>Implement annual work plans for digital systems and report to committees on progress.</li><li>Demonstrate the use of AUSPestCheck® to facilitate data-sharing across government and industry programs to support market access outcomes and increase system usage.</li><li>Advance integration of the PHA digital systems to create efficiencies for biosecurity practitioners.</li><li>Identify and evaluate new tools, systems and connections for users to value-add to their data held in PHA digital systems.</li><li>Develop and maintain national system governance that supports national plant biosecurity objectives.</li></ul>


 Non-subscription




### Action 3.2 Strengthening scientific rigour and capability.

Portfolio	Purpose	KPIs
<b>Networks Coordination</b> 	Assist with the coordination of the National Plant Biosecurity Diagnostic Network (NPBDN) and the Plant Surveillance Network Australasia – Pacific (PSNAP).	Subject to bridging funding in 2024–25: <ul style="list-style-type: none"> <li>Develop website content such as new tools, protocols, literature, employment and training opportunities for NPBDN and PSNAP to ensure relevant and current information is available.</li> <li>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.</li> <li>Promote and expand networks to produce a stronger biosecurity system, measured by increased skilled expertise to accurately detect and identify priority plant pests.</li> <li>Assist national committees to develop a sustainably-funded Networks Coordination program.</li> </ul>
<b>Protocols to support surveillance and diagnostics</b> 	Nationally consistent guide to conduct surveillance and definitive taxonomic detection and identification of plant pests or groups of plant pests.	Subject to bridging funding in 2024–25: <ul style="list-style-type: none"> <li>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.</li> <li>Assist national committees to develop a sustainably-funded National Protocol Development program.</li> </ul>
<b>Proficiency testing</b> 	Test the ability of diagnostic laboratories.	Subject to bridging funding in 2024–25: <ul style="list-style-type: none"> <li>Support laboratories to participate in the National Plant Health Proficiency Testing program through sample collection. 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.</li> </ul>


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

Portfolio	Purpose	KPIs
<b>National coordination and governance programs</b> 	Support efforts that address the most important priorities to effectively manage biosecurity challenges.	<ul style="list-style-type: none"> <li>Participate in stakeholder engagements to identify and develop sustainable funding opportunities for plant biosecurity programs of national significance.</li> </ul>


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

Portfolio	Purpose	KPIs
<b>Surveillance system reform</b> 	Undertake consultation on requirements for a Nationally Integrated Surveillance System for Plant Pests (NISSPP).	<ul style="list-style-type: none"> <li>Subject to funding, develop a project proposal to progress outcomes from the first phase of the NISSPP including options for implementation of a nationally integrated surveillance system for plant pests.</li> </ul>

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

Portfolio	Purpose	KPIs
<b>Community engagement</b> 	Raise awareness of biosecurity, reporting requirements and movement restrictions.	<ul style="list-style-type: none"> <li>Subject to bridging funding in 2024–25:               <ul style="list-style-type: none"> <li>maintain the Australian Interstate Quarantine (AIQ) website and associated Exotic Plant Pest Hotline</li> <li>develop scope to identify updates for the AIQ website .</li> </ul> </li> <li>Implement ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms.</li> </ul>

### Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	Purpose	KPIs
<b>Initiatives</b> 	Progress, drive and improve national initiatives.	<ul style="list-style-type: none"> <li>Collaborate on the Australian celebrations of the International Day of Plant Health (IDPH).</li> <li>Participate in international events with a biosecurity focus.</li> </ul>



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

Attracting  
and retaining  
key staff

Actively  
fostering and  
promoting  
a culture  
in line with  
PHA values

Reviewing and  
implementing  
a Board  
succession and  
management  
plan

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

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

Portfolio	Purpose	KPIs
Company Finance	Manage and maintain PHA's capabilities to meet the business objectives outlined in the PHA Strategic Plan and AOP.	<ul style="list-style-type: none"> <li>Implement a contemporary Enterprise Resource Planning (ERP) system that provides improved monitoring and evaluation of project delivery, supports business continuity and delivers efficiencies.</li> <li>Implement a Financial Management System that automates and streamlines finance functions.</li> <li>Develop processes, documentation and training to support implementation of the ERP.</li> <li>Improved and meaningful reporting and transparency in real time.</li> <li>Present PHA's 2024–25 budget and AOP to Members and agree on annual Membership subscriptions in May 2024.</li> <li>Maintain adequate working capital and equity to ensure continued financial stability.</li> <li>Engage external audit of financial statements to determine compliance.</li> </ul>
Company Finance	Levies	<ul style="list-style-type: none"> <li>Enhance reporting to facilitate timely and accurate decision making.</li> <li>Assist Members to implement and manage statutory biosecurity levies.</li> </ul>

## 4.2 Attracting and retaining key staff.

Portfolio	Purpose	KPIs
People and Culture	Improve PHA's offerings and reputation as an employer of choice.	<ul style="list-style-type: none"> <li>Enhance effectiveness, efficiency and transparency of recruitment and induction processes.</li> <li>Maintain frameworks for a safe working environment in accordance with legislative requirements, and implement an approach of continuous improvement based on learnings and review of incidents.</li> <li>Support recruitment equity and candidate care through the development of enhanced policies, procedures and other relevant materials.</li> </ul>

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

Portfolio	Purpose	KPIs
People and Culture	Improve pathways for employee recognition and exemplification of PHA values.	<ul style="list-style-type: none"> <li>Develop and implement an Employee Recognition Program to recognise and incentivise everyday practice of PHA values.</li> <li>Review PHA's cultural strengths and areas for improvement according to staff sentiment via an employee engagement survey.</li> <li>Develop and implement strategies to address areas that improve and enhance organisational culture.</li> </ul>

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

Portfolio	Purpose	KPIs
Corporate Performance	Support and improve processes by which the Board provides overall governance, management, and strategic direction for the organisation and delivers accountable corporate performance.	<ul style="list-style-type: none"> <li>Ensure legal and constitutional compliance requirements are met.</li> <li>Provide secretariat support to the Board, Finance and Audit Committee (F&amp;AC), People and Culture Committee (P&amp;CC) and other meetings attended by Directors.</li> <li>Attendance of the PHA Board at over 80% of requested Member and stakeholder meetings.</li> <li>Schedule and implement internal audit program and address findings.</li> </ul>

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

Portfolio	Purpose	KPIs
People and Culture	Standardise, monitor and improve uptake of employee induction, onboarding and professional development.	<ul style="list-style-type: none"> <li>Update and maintain Board induction processes, including the Director's Handbook and delivery of relevant training.</li> <li>Monitor and review uptake and staff experience of PHA's Learning Strategy.</li> </ul>





OPERATIONAL  
PRIORITY

2

Enhance  
communication  
& engagement

SUBS  
100%

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

ACTIONS

Developing a  
targeted PHA  
communications  
and engagement  
strategy plan

Maintaining a  
contemporary  
corporate  
style guide

Developing  
an internal  
communications  
strategy and  
implementation  
plan

Improving  
our Member  
onboarding  
processes

Developing  
a Member  
training  
strategy  
and program

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

Portfolio	Purpose	KPIs
Communications and engagement strategy and plan	Support PHA's strategic goals by keeping Members informed of company activities and raising awareness of biosecurity issues.	<ul style="list-style-type: none"> <li>Implement the Communications and Engagement plan: <ul style="list-style-type: none"> <li>produce and distribute a monthly Tendrils e-newsletter</li> <li>grow e-newsletter subscriber base by five per cent</li> <li>secure and track media coverage of major PHA news in relevant media</li> <li>produce regular proactive articles for targeted media and industry magazines</li> <li>grow an online community by increasing reach and maintaining frequency of social media posts about company news, aspects of the biosecurity system and industry spotlights</li> <li>maintain and monitor the use of the corporate, program and member websites and increase usage.</li> </ul> </li> <li>Produce accessible publications to schedule and promote them effectively.</li> <li>Participate in events with a biosecurity focus.</li> </ul>

## 5.2 Maintaining a contemporary corporate style guide.

Portfolio	Purpose	KPIs
Corporate identity guide	A clear and consistent visual identity that presents PHA in a professional and recognisable manner.	<ul style="list-style-type: none"> <li>Maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet.</li> <li>Include the corporate identity guide as part of the employee induction process.</li> </ul>

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

Portfolio	Purpose	KPIs
Internal communications strategy and plan	Support PHA's strategic goals by ensuring employees remain engaged and informed.	<ul style="list-style-type: none"> <li>Implement the Internal Communications strategy and plan: <ul style="list-style-type: none"> <li>maintain and update the intranet</li> <li>produce news items to increase awareness of PHA values, corporate policies, procedures and improve WH&amp;S practices</li> <li>increase and track intranet engagement and usage via page views, staff turnover rate, internal promotion rate, active social ambassadors</li> </ul> </li> <li>Monitor and increase response rates to employee engagement survey.</li> </ul>

## 5.4 Improving Member onboarding process.

Portfolio	Purpose	KPIs
Improving Member onboarding process	Welcome Members and provide information and guidance on roles.	<ul style="list-style-type: none"> <li>Maintain the new Member onboarding information package to support government, industry and associate Members.</li> </ul>

## 5.5 Developing a Member training strategy and program.

Portfolio	Purpose	KPIs
Developing Member training strategy and program	Develop and strengthen Member knowledge, preparedness, and participation in the plant biosecurity system.	<ul style="list-style-type: none"> <li>Implement the Member training strategy and program.</li> </ul>






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**AUSTRALIA**


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