

2024–25

# Mid-Year Performance Report



Plant Health  
AUSTRALIA



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Plant Health Australia  
Level 1, 1 Phipps Close  
Deakin ACT 2600

## 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:

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Plant Health Australia, Canberra, ACT

Front cover: Chinese cabbage



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# From the CEO

The Mid-Year Performance Report (MYPR) marks the halfway point of our financial year and provides an update on our progress towards achieving the strategic and operational priorities set out in Plant Health Australia's (PHA) Strategic Plan 2022–27, as well as the activities outlined in the Annual Operational Plan (AOP) 2024–25.

I am pleased to present our latest performance report, which provides a clear overview of our progress and the achievements we have made toward fulfilling the objectives outlined in our AOP.

The AOP serves as our strategic roadmap, developed annually with input from our Members, detailing the actions required to support the broader goals of our Strategic Plan. This Plan is not simply about setting objectives; it is about delivering meaningful, sustained progress in collaboration with all stakeholders.

Our Strategic Plan outlines the key priorities for a responsive, innovative, and integrated national approach, while our full portfolio of work underscores PHA's role as the trusted coordinator of the national plant biosecurity system.

We remain committed to strengthening the partnerships that form the foundation of a robust and resilient plant biosecurity system, uniting industry, government, and stakeholders to ensure the system remains proactive and solutions-focused.

Each year, we focus on three strategic priorities and two key operational areas, ensuring that every initiative aligns with our long-term vision. To achieve the three priorities, a range of organisational actions are required to effectively manage the company, support the necessary changes for strategy implementation, and build the capacity and capability to ensure success. These actions are organised into two key operational priorities.

The PHA team has achieved significant progress over the past six months, with outcomes that clearly demonstrate our efforts. Looking ahead, we will maintain a strong focus on the future, prioritising vigilance and strategic action to deliver value for our Members. We are dedicated to reinforcing our governance, mitigating risks, and upholding our role in maintaining a world-class plant health system that supports the long-term sustainability and profitability of agricultural industries.



Sarah Corcoran  
CEO





# About this report

The 2024–25 Mid-Year Performance Report summarises PHA's progress and achievements from 1 July to 31 December 2024 against the three Strategic Priorities and two Operational Priorities from PHA's Strategic Plan 2022–27 (see pages 6–7).

The Key Performance Indicators (KPIs) are those identified in the AOP for 2024–2025. 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 Mid-Year Performance Report. 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.

## 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

### 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.





# Budget 2024–25

	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>

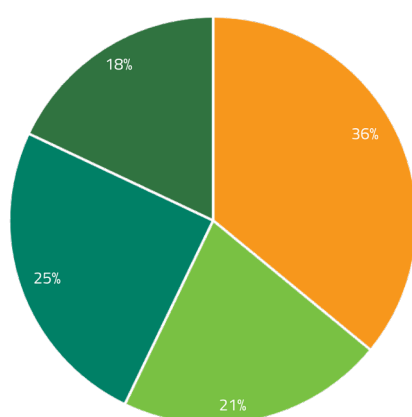
	Expenditure
<b>Strategic Priority 3 – Enhance integration</b>	
<b>Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity</b>	
3.1.1 Digital surveillance systems	1,091,841
<b>Action 3.2 Strengthening scientific rigour and capability</b>	
3.2.1 Networks 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>

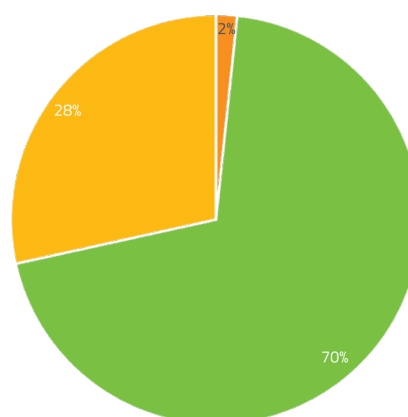
<b>Total</b>	<b>15,325,473</b>
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**Subscription funded expenditure for 2024–25**



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

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



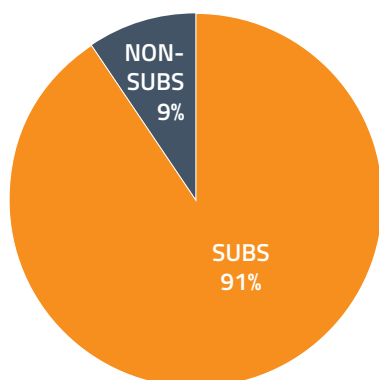
- Strategic Priority 1 – Respond effectively
- Strategic Priority 2 – Strengthen partnerships
- Strategic Priority 3 – Enhance integration



STRATEGIC PRIORITY

1

# Respond effectively










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	<ul style="list-style-type: none"><li>Finalise implementation of priority outcomes from the <i>2020 Review of the EPPRD</i> and provide progress reports at each Emergency Plant Pest Response Deed (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>		<ul style="list-style-type: none"><li>Preparations have begun for the conclusion of the <i>2020 Review of the EPPRD</i>.</li><li>The 40th EPPRD Signatories' meeting was held in November 2024 and was an opportunity to:<ul style="list-style-type: none"><li>present the outcomes of actions from the <i>2020 Review of the EPPRD</i> to Members, discuss the next steps of the Issue Resolution Groups tasked with improving the outcomes of Categorisation and Normal Commitments.</li><li>consult with Members on the methodology and scope for the <i>2025 Review of the EPPRD</i>. The consultation provided an opportunity to collaborate closely with key stakeholders on improving the EPPRD.</li></ul></li><li>The Emergency Response team has liaised with several parties to support the implementation of their responsibilities under the EPPRD. This included providing guidance on Response Plans and administration of the EPPRD, improvement and/or completion of ORC evidence frameworks for Industry Parties, and on the implementation of ORCs.</li><li>The Emergency Response team participated in Social License Project Advisory Group Meetings where research findings will inform the revision of the Peri Urban Response Guideline in PLANTPLAN, which will commence in 2025.</li></ul>



## Action 1.2 Strengthening response readiness and resilience.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response preparedness and training	<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>		<ul style="list-style-type: none"> <li>Industry Liaison Office (ILO) workshops were held in the Northern Territory, Queensland, and Victoria between August and November 2024. The ILO training program, which was reviewed and relaunched in 2023, has been delivered across all jurisdictions. Combining eLearning with face-to-face workshops, the program has been delivered to over 140 participants from more than 28 peak industry bodies and their associated members.</li> <li>A new eLearning course on <i>Financial Management of a Response</i> has been developed for government and industry and is undergoing final review before being released. The course follows microlearning principles and allows users to access information when they need it most.</li> <li>To support Members' understanding of training provided by PHA, a prospectus is being developed to clarify the training included in Members' subscription funding versus fee-for-service options, and to outline steps for improving knowledge of roles and responsibilities under the EPPRD.</li> </ul>
eLearning 	<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>		<ul style="list-style-type: none"> <li>The Training team is enhancing user engagement and communication through the BOLT platform. The platform's terms and conditions, privacy and help section are being reviewed. Starting in 2025, automated emails will prompt users to complete unfinished courses and recommend additional relevant courses.</li> <li>Additional features added to the platform by the Learning Management System (LMS) provider also enables quicker access to course data and facilitates real-time updates and the tracking of trends in user enrolments.</li> </ul>
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>		<ul style="list-style-type: none"> <li>A report is currently being developed for Exercise Motus which was successfully delivered in Sydney in July and Cairns in August 2024. Over 40 participants from both industry and government attended the sessions to explore ways to enhance the resilience of Australia's horticulture sector to an Oriental fruit fly incursion.</li> <li>Planning is underway for the first VegWatch program exercise that will focus on enhancing AUSVEG's decision-making capacity during a response. The exercise is scheduled for early 2025.</li> </ul>
Biosecurity response preparedness 	<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>		<ul style="list-style-type: none"> <li>The NBRT Advisory group has been finalising the Terms of Reference, Arrangements and 2024–2025 workplan. Recruitment for the 2024–2028 cohort has been finalised, with induction in February 2025, followed by a week of all of cohort activities in May 2025.</li> </ul>

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

Portfolio	KPIs	Status	Achievements
National co-ordination and cross sectoral engagement	<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>		<ul style="list-style-type: none"> <li>Following engagement at the May 2024 EPPRD Signatories meeting, collaboration with New Zealand's Government-Industry Agreement (GIA) has continued. This includes meetings to exchange insights on the implementation of biosecurity arrangements in both countries. Industry representatives from New Zealand were invited to participate in Exercise Motus to gain practical experience in response considerations and provide their perspective.</li> </ul>

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

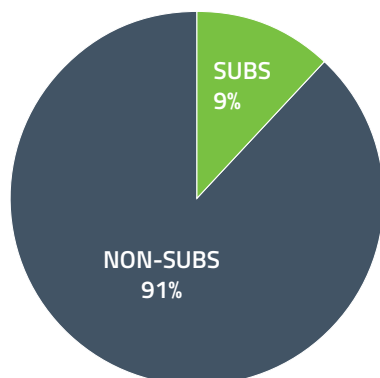
Portfolio	KPIs	Status	Achievements
Biosecurity response operations	<ul style="list-style-type: none"> <li>Ensure appropriately skilled and trained PHA personnel participate in notified incidents, in accordance with all specified terms and timeframes of the EPPRD.</li> <li>Actively support affected government 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>		<ul style="list-style-type: none"> <li>The Emergency Response team provided support to the Northern Territory and Western Australia to assist with the cost claim process relating to the Banana freckle and <a href="#">Polyphagous shot-hole borer</a> (PSHB) responses, respectively.</li> <li>Significant support was provided to government and 19 Industry Parties through negotiations on eradication responses for tomato brown rugose fruit virus (ToBRFV), PSHB, and banana freckle; and transition to management support for <i>Varroa destructor</i>.</li> <li>The Emergency Response team was also involved in resolving outcomes to 21 other potential Emergency Plant Pest (EPP) species under the EPPRD, along with 29 Industry Parties, and all Government Parties. Based on the number of reports of one EPP species, Brown marmorated stink bug (BMSB, <i>Halyomorpha halys</i>) for the 2024/2025 season, it is anticipated that the team will continue to provide significant support to signatories.</li> <li>The Emergency Response team provides ongoing support for the successful completion of the Khapra beetle and exotic fruit fly Response Plans agreed to in previous years.</li> <li>During the reporting period, approximately 670 hours (88 work days) were collectively spent on incursion management</li> <li>Staff attended training to build appropriate skills and networks, including: <ul style="list-style-type: none"> <li>Animal Health Australia's (AHA) training workshop on the Consultative Committee on Emergency Animal Disease (CCEAD)</li> <li>NBRT Cadet Workshop</li> <li>Centre of Excellence for Biosecurity Risk Analysis (CEBRA) Technical Feasibility Workshop.</li> <li>Emergency Animal Disease Response Agreement (EADRA) Categorisation Working Group meetings.</li> </ul> </li> </ul>



STRATEGIC PRIORITY

2

## Strengthen partnerships



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	<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></ul>		<ul style="list-style-type: none"><li>▪ We have continued to build a partnership with the New Zealand Government Industry Agreement team on bees and the Varroa response.</li><li>▪ Eight project proposals have been developed, some examples include:<ul style="list-style-type: none"><li>- a <i>Deliver foundational elements of BeeWatch – a national bee biosecurity initiative</i> project proposal was developed, presented to PHC and submitted to DAFF for funding</li><li>- A Northern Australia People Capacity and Response Network (NAPCaRN) response to tender was submitted to the Commonwealth</li><li>- Development of Grains Biosecurity Contingency Plans (funding by Grains Research and Development Corporation (GRDC))</li><li>- Review and development of new Biosecurity Plans for the Olive and pineapple industries (funding by Hort Innovation)</li><li>- Building Australian Melon industry biosecurity resilience (funding by Hort Innovation)</li><li>- Implementation of Grains Industry Biosecurity Plan 2025–2029 for GRDC funding</li><li>- Delivery of AUSPestCheck® (2025–2027) – submitted to PHC.</li></ul></li><li>▪ Finalised the delivery of the <i>Safeguarding Indigenous-led forestry</i> project. Project partners are exploring funding options to expand on the positive outcomes of this project for biosecurity in northern Australia.</li></ul>




Portfolio	KPIs	Status	Achievements
<b>New partnerships (continued)</b>  	<ul style="list-style-type: none"> <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>		<ul style="list-style-type: none"> <li>Participated in the NAPCaRN face-to-face annual Biosecurity Roundtable in October 2024.</li> <li>Participated in a workshop at AgriBio with policy and researchers from FERA, United Kingdom (December) to exchange information on respective plant biosecurity systems. Representatives included PHA, AgVic, Department of Agriculture, Forestry and Fisheries, Chairs of SNPHS, SPHD, PBPWG and SMART.</li> <li>The ARC Training Centre for Plant Biosecurity showcased 20 project concepts at the inaugural meeting in May. <ul style="list-style-type: none"> <li>PHA is part of the Centre's Partner Consultation and the Training and Education Committees</li> <li>PHA participated on selection panel for a post doctorate position with the training centre.</li> </ul> </li> </ul>


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

Portfolio	KPIs	Status	Achievements
<b>National committees and working groups</b>	<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>		<ul style="list-style-type: none"> <li>Participated in the following meetings: <ul style="list-style-type: none"> <li>AFFTAC (August, October)</li> <li>EIC (August)</li> <li>NABFG (October)</li> <li>NBC (September, October)</li> <li>NBCEN (monthly)</li> <li>PBPWG (July)</li> <li>PBRI (December)</li> <li>PHC (July, September, December)</li> <li>SMART (August)</li> <li>SNPHS (October)</li> <li>SPHD (October)</li> </ul> </li> </ul>
<b>Strategic planning and reporting</b>	<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> </ul>		<ul style="list-style-type: none"> <li>Annual Operational Plan (AOP) Member consultation completed.</li> <li>AOP presented and approved by Members at General Meeting in May 2024.</li> </ul>

Portfolio	KPIs	Status	Achievements
Strategic planning and reporting (continued)	<ul style="list-style-type: none"> <li>Present the 2024 Annual Report (AR) and end-of-year financial statements to Members at the 2024 Annual General Meeting (AGM).</li> <li>Provide a progress report on Annual Operational Plan (AOP) implementation via the Mid-Year Performance Report (MYPR).</li> </ul>		<ul style="list-style-type: none"> <li>The 2024 AR was distributed to all Members prior to the AGM in November 2024.</li> <li>Work on the 2025–26 AOP is underway.</li> </ul>
Collective engagement	<ul style="list-style-type: none"> <li>Develop and deliver the third Australian Biosecurity Symposium (August 2024, Gold Coast).</li> </ul>		<ul style="list-style-type: none"> <li>As part of the Biosecurity Collective, PHA co-delivered the 3rd Australian Biosecurity Symposium attended by 430 delegates.</li> </ul>
Member liaison	<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 eNewsletter.</li> <li>Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils.</li> </ul>		<p>Company activities aligned to Member priorities through ongoing engagement:</p> <ul style="list-style-type: none"> <li>Member meetings (24<sup>th</sup> AGM, 38<sup>th</sup> PIF, 15<sup>th</sup> Members Forum, 4<sup>th</sup> Government Members and 40<sup>th</sup> EPPRD Signatories) held in November 2024 with presentations and content shared.</li> <li>BM communiques published on the PHA website and in Tendrils eNewsletter for BM116 and 117.</li> <li>Member feedback channel promoted monthly via Tendrils and social media and feedback captured.</li> </ul>

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

Portfolio	KPIs	Status	Achievements
Biosecurity planning and review	<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>		<ul style="list-style-type: none"> <li>Consolidated list of High Priority Pests (HPP) updated and maintained with each new biosecurity plan released.</li> <li>Funding proposals prepared, submitted and contracted to review and develop biosecurity plans for the olive and pineapple industries.</li> <li>Information shared through Reference panels and the Biosecurity Preparedness portal.</li> </ul>

Portfolio	KPIs	Status	Achievements
<b>Biosecurity plans</b>  	<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>		<ul style="list-style-type: none"> <li>Threat summary tables for pathogens of vegetables completed and proposals to develop summaries for the onion and potato industries submitted.</li> <li>Biosecurity plans for the apple and pear, citrus, and sugarcane industries endorsed by industry and awaiting final signoff by PHC. Biosecurity plan for the berry industry has been updated and endorsed.</li> <li>Reference panel meetings held for the apple and pear, sugarcane and tropical fruit (lychee, papaya and passionfruit) industries.</li> <li>Reference panel meeting for the avocado, berry, ginger, melon, production nursery and rice industries are currently being scheduled.</li> </ul>
<b>Biosecurity programs</b>  	<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>		<ul style="list-style-type: none"> <li>Key biosecurity fact sheets on high priority pests and farm hygiene practices reviewed and republished on the Grains Farm Biosecurity (GFB) website with hardcopies made available at key industry events and field days. Farm biosecurity gate signs continue to be made available to grain growers and their businesses alerting visitors to biosecurity plans in place.</li> <li>The GFB website continues to be updated with new information, technical articles and reports as they become available.</li> <li>The program is regularly promoted via social media and external newsletters including Tendrils and the Farm Biosecurity Newsletter.</li> <li>Nine articles on key grains biosecurity risks were developed and published in GRDC's GroundCover magazine.</li> <li>We have worked with DAFF and Australian Honey Bee Industry Council (AHBIC) to help secure funding for the National Bee Biosecurity Program in 2024–25 after it was temporarily paused due to the impact of costs associated with the National Varroa Mite (<i>Varroa destructor</i>) Response Plan.</li> <li>Delivered EPPRD training to AUSVEG staff and Board, developed a prioritised interim High Priority Pest list and commenced work on the development of an updated Biosecurity Plan for the Vegetable Industry.</li> </ul>







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

Portfolio	KPIs	Status	Achievements
National programs	<ul style="list-style-type: none"> <li>Provide a quarterly report on Farm Biosecurity (FB) 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>		<ul style="list-style-type: none"> <li>Program updates included at Board meetings.</li> <li>The Farm Biosecurity website continues to be a valuable resource, consistently updated with new and enhanced content. <ul style="list-style-type: none"> <li>with 49,363 users visiting the website over the past six months, resulting in 110,100 page views.</li> </ul> </li> <li>Four Farm Biosecurity newsletters were distributed to 3,342 subscribers and 11 news articles were published on the website.</li> <li>Attend regular NBCEN Behavioural Sub-group meetings focusing on change research to provide insight into best practice farm biosecurity.</li> <li>Sponsored the Farm Biosecurity Producer of the Year category at the Australian Biosecurity Awards (ABAs). Content featuring the winner is being developed to showcase farm biosecurity routines and practices, supporting the ongoing collaboration with jurisdictions on behavioural change research.</li> </ul>
Levy management 	<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>		<ul style="list-style-type: none"> <li>Finalised two new Memorandum of Understanding (MoU) with Plant Industry Members that provide a framework for programs to help improve biosecurity capacity and capability: <ul style="list-style-type: none"> <li>Cotton Australia (July 2024)</li> <li>Australian Mango Industry Association (August 2024).</li> </ul> </li> <li>Finalised variations to four existing MoUs with Plant Industry Members.</li> <li>Held four Program Management Committee meetings as part of the governance framework for existing MoUs with levied Plant Industry Members.</li> <li>The PHA Members Forum in November 2024 included presentations from Members, which promoted the use and benefits of PHA levies.</li> <li>Monitored project milestones across the suite of industry-funded biosecurity programs.</li> </ul>
Fruit fly 	<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> </ul>		<ul style="list-style-type: none"> <li>The National Fruit Fly Council (NFFC) National Fruit Fly Strategy Review Initiation Workshop was held on 7 August 2024 in Adelaide, involving members of the Council and Research Working Group.</li> <li>NFFC field trip to Port Augusta Sterile Insect Treatment Facility in August.</li> <li>NFFC Executive Committee Meeting #7 met in Cairns in October.</li> <li>An NFFC led Sterile Insect Technique (SIT) strategy workshop was held on 20 November at Macquarie University.</li> <li>Funding discussions for engagement and extension to support the national fruit fly system continues with no success to date.</li> <li>Two Prevent Fruit Fly eNewsletters published and 13 thirteen news articles were published on the Prevent Fruit Fly website.</li> <li>The Prevent Fruit Fly X account has 495 followers, generated 1,966 organic impressions, and gained 15 new followers over the past six months.</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.

Portfolio	KPIs	Status	Achievements
<b>Fruit fly (continued)</b>  	<ul style="list-style-type: none"> <li>Present the NFFC Annual Report (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>		<ul style="list-style-type: none"> <li>NFFC 2023 AR published.</li> <li>Funding discussions for engagement and extension to support the national fruit fly system continues with no success to date.</li> </ul>
<b>Surveillance projects and programs</b>  	<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>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>		<ul style="list-style-type: none"> <li>Coordinated the second round of surveillance activities under the Forest Watch Australia program.</li> <li>Supported the delivery of the CitrusWatch program to deliver surveillance, preparedness and awareness material for the citrus industry.</li> <li>Continued to coordinate activities delivered by all state governments and the Northern Territory government across high risk ports as part of the National Bee Pest Surveillance Program.</li> <li>Worked with Hort Innovation and AHBIC to secure funding to support a 12-month extension of the NBPSP to December 2025 while work continues on arrangements for a future program.</li> <li>A project proposal submitted to DAFF in July 2024 on key reform elements needed as a prerequisite for any future iteration of the NBPSP was not successful.</li> </ul>

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

Portfolio	KPIs	Status	Achievements
<b>Partnered training and resources</b>	<ul style="list-style-type: none"> <li>Coordinate the delivery of training to forest stakeholders through the Forest Watch Australia program.</li> </ul>		<ul style="list-style-type: none"> <li>Facilitated the attendance of entomologists to the fifth Bark and Ambrosia Beetle Academy held in October 2024 in Malang, Indonesia.</li> </ul>



STRATEGIC PRIORITY

3

# Enhance integration





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	<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></ul>	<div></div>	<ul style="list-style-type: none"><li>Launched the Data Sharing Container (DSC) functionality within AUSPestCheck® (APC) on 19 December (v19122024), and provided a demonstration of functionality to a select group of government future users on 17 December 2024, DSCs allow the sharing of selected data fields between programs. A total of 20 system releases were made across three systems:</li><li>APC highlights include enhancements to the Identity Management System, Schedule and Invoicing Portal, Transmission Zone Mapping, Aquatics Tenancy Webform Enhancement, Power BI Private Reporting, Data Sharing Container, and API Connection Rectification (fixes implemented in March 2024).</li><li>Australian Plant Pest Database (APPD) highlights include improvements in the APPD Search Enhancement, a new data upload mechanism making Catalogue Number the only mandatory field, an APPD statistics section to showcase system usage, and API Connection Rectification (fixes implemented in August 2024).</li><li>Pest and Disease Image Library (PaDIL) highlights include updates to the Draft feature, Verified by field, and the ability to cache and display previously entered data.</li></ul>





Portfolio	KPIs	Status	Achievements
<b>Digital surveillance systems (continued)</b>	<ul style="list-style-type: none"> <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> </ul>		<ul style="list-style-type: none"> <li>Since the last Steering Committee meeting on 14 October 2024, several activities have been undertaken under system maintenance and administration for PaDIL.</li> <li>System maintenance and improvements include five improvements being deployed, enhancing user experience for content contributors and improving search filtering for all users. Multiple species record pages were finalised and published, with a joint project on ant species records underway.</li> <li>Enhancement prioritisation and approved enhancements include PHA developing a multi-factor prioritisation matrix for future enhancements. An out-of-session survey determined the enhancements for the 2024–25 financial period, which include linked taxonomic drop-down lists, color-coding of species status, mandatory 'Verified by' fields, and consolidated character type options.</li> <li>Completed fixes include the ability to delete draft pages, save drafts without compulsory fields, sort columns in the Pests section, and filter search results correctly. Google Analytics was approved and three new species records were published.</li> <li>Several enhancements to the APPD search function and site design were completed and PHA ran a successful webinar to demonstrate and explain the search enhancements to the general user base of more than 60 in December 2024.</li> <li>The internal work plan for digital systems was developed and finalised with endorsements for the respective systems coming from the relevant steering committees. The endorsement process ensures that the future direction of the operation and enhancement of the systems is well-informed and aligned with organisational goals and the needs of our Members, stakeholders and end users.</li> <li>On 10 December, the APC Governance Steering Committee endorsed the work plan and provided guidance on system priorities, including increased industry utilisation that the DSC will help facilitate (e.g. the agreement between CitrusWatch and government). This allows one or more pests or entities to be selected for data sharing. Equivalent fields within the different programs can be mapped to each other under a shared name, and the level of location accuracy can be selected. This significant feature allows a secure and structured linkage of pest surveillance information between programs and participants</li> <li>The system enhancement work conducted for API Connections in APC and APPD are particularly significant as they enable users to seamlessly push data from their source databases to the APC and APPD databases. This eliminates the need for manual processes like exporting data, aligning it with APC/APPD data standards, and uploading CSV files periodically.</li> <li>These API Connection possibilities streamline data integration by facilitating real-time data upload and retrieval, reducing manual effort and minimising errors. It supports customisable operations (GET, PUT, DELETE), improving workflow automation and scalability.</li> <li>The electronic Plant Health Assurance Certificate (ePHAC) software is being updated to meet operational standards, alongside the migration of hosting from the Department of Primary Industries and Regions South Australia (PIRSA) data centre to PHA's Azure cloud ecosystem. Completion is expected early in 2025.</li> <li>Sequential penetration testing is scheduled for completion in early 2025, followed by the establishment of protocols and procedures to support training and initial operational trials with South Australia in March-April 2025. An expanded rollout to other states and users will follow thereafter.</li> </ul>





Portfolio	KPIs	Status	Achievements
<b>Digital surveillance systems (continued)</b>  	<ul style="list-style-type: none"> <li>Develop and maintain national system governance that supports national plant biosecurity objectives.</li> </ul>		<ul style="list-style-type: none"> <li>Making significant progress in developing and maintaining national digital systems that underpin plant biosecurity objectives. A strong governance framework drives these efforts, including: <ul style="list-style-type: none"> <li>APC Governance Steering Committee comprised of government and industry representatives, the committee provides strategic oversight and ensures alignment with national biosecurity priorities.</li> <li>APPD and PaDIL specialised committees guide their respective systems, ensuring targeted governance and accountability.</li> <li>Regular participation and presentations at the PHC meetings to provide updates on the status of digital systems, highlighting operational successes, and showcasing progress on emerging products, such as the ePHAC system.</li> </ul> </li> <li>To support these efforts, comprehensive digital systems work plans are in place for each system, endorsed by the respective steering committees.</li> <li>Regular engagement with governance committees to seek feedback and align system evolution with the evolving needs of government, industry, and member organisations.</li> </ul>

### Action 3.2 Strengthening scientific rigour and capability.



Portfolio	KPIs	Status	Achievements
<b>Networks Coordination</b>  	<ul style="list-style-type: none"> <li>Develop website content such as new tools, protocols, literature, employment and training opportunities for National Plant Biosecurity Diagnostic Network (NPBDN) and Plant Surveillance Network Australasia-Pacific (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>		<ul style="list-style-type: none"> <li>The NPBDN and PSNAP website content is continuously updated.</li> <li>Delivered the first of four virtual Annual Diagnostics Workshops (vADW) in November 2024. <ul style="list-style-type: none"> <li>A total of 131 NPBDN members joined the workshop online.</li> <li>Collaborated with two European and one local virologist to deliver the vADW on Plant virology.</li> <li>Planning for the next three vADWs and single virtual Annual Surveillance Workshop are underway for delivery in 2025.</li> </ul> </li> <li>Increased network memberships: <ul style="list-style-type: none"> <li>NPBDN members increased by 39 members to 754</li> <li>PSNAP members increased by 13 to 686 members.</li> </ul> </li> <li>Produced, distributed, and published bi-monthly newsletters to over 1,440 subscribers: <ul style="list-style-type: none"> <li>three NPBDN newsletters were published</li> <li>three PSNAP newsletters were published.</li> </ul> </li> <li>PHA provided an update on national projects (requiring national cost-sharing), and the future funding needs and costs attributed. This was presented at PHC66 in December 2024.</li> <li>Sustainable Investment Working Group (SIWG) highlighted cost pressures associated with the running of programs, such as NPBDN, at PHC66.</li> </ul>

Portfolio	KPIs	Status	Achievements
<b>Protocols to support surveillance and diagnostics</b>  	<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>		<ul style="list-style-type: none"> <li>Three NDPs endorsed and published on NPBDN: <ul style="list-style-type: none"> <li>NDP 51 – Pine wilt nematode (<i>Bursaphelenchus xylophilus</i>)</li> <li>NDP 52 – Maize dwarf mosaic virus (Species <i>Potyvirus zeae</i>)</li> <li>NDP 53 – Cyst Nematodes (The genus <i>Heterodera</i>).</li> </ul> </li> <li>One NSP endorsed and seven under development: <ul style="list-style-type: none"> <li>NSP 4 – Khapra beetle (<i>Trogoderma granarium</i>) endorsed</li> <li>three NSPs have been submitted for endorsement (Huanglongbing (various), Asian citrus psyllid (<i>Diaphorina citri</i>), African citrus psyllid (<i>Trioza erytreae</i>))</li> <li>four additional NSPs (exotic bee mites (various), exotic bees (<i>Apis</i> spp.), exotic longhorn beetles (<i>Anoplophora</i> spp.), Fire blight (<i>Erwinia amylovora</i>)) are currently being prepared for submission to SNPHS for endorsement.</li> </ul> </li> <li>A National Surveillance Protocol Working Group (NSPWG) workshop: <i>Where to now for national surveillance protocols</i>, was held in September to improve the purpose, content and utility of the NSPs.</li> <li>PHA contributed with SPHD (SPHD39) and SNPHS (SNPHS25) in October 2024 in discussions on sustainable funding for both Networks and Protocols programs. These were presented at PHC66 in December 2024 by both subcommittees and PHA.</li> </ul>
<b>Proficiency testing</b>  	<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</li> </ul>		<ul style="list-style-type: none"> <li>Round 12 completed through the Australian National Quality Assurance Program (ANQAP).</li> </ul>



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

Portfolio	KPIs	Status	Achievements
<b>National coordination and governance programs</b>  	<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>		<ul style="list-style-type: none"> <li>Presented to Plant Biosecurity Research Initiative Members as part of the MoU between PHA and PBRI to identify key focus areas for collaboration to improve national plant biosecurity outcomes.</li> <li>Presented at PHC66 (December) on PHA's current nationally cost shared current projects as well as identified future ones to assist with PHC work for sustainable funding for plant biosecurity.</li> </ul>



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

Portfolio	KPIs	Status	Achievements
<b>Surveillance system reform</b>  	<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>		<ul style="list-style-type: none"> <li>Final nationally integrated surveillance system for plant pest (NISSP) project report and Implementation Plan completed and awaiting acceptance by DAFF.</li> </ul>

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

Portfolio	KPIs	Status	Achievements
<div>Community engagement</div> <div></div>	<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><li>▪ Implement ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms.</li></ul>	<div></div>	<ul style="list-style-type: none"><li>▪ 2024–2025 funding secured for the Australian Interstate Quarantine website and associated Exotic Plant Pest Hotline.</li><li>▪ Working with PHC for updates to AIQ website and Travellers Guide.</li><li>▪ Spotted Anything Unusual campaign is ongoing with the development of new industries, broadening reach and impact.</li></ul>

Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	KPIs	Status	Achievements
<div>Initiatives</div> <div></div>	<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>	<div></div>	<ul style="list-style-type: none"><li>▪ Presentations delivered at the 24th Australian Entomological Society Scientific Conference in Hobart (November).</li><li>▪ Participated and chaired a session on Plant virus diversity &amp; detection at the Australasian Plant Virology Workshop 2024 on the Gold Coast in October.</li></ul>



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	<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>▪ Develop processes, documentation and training to support implementation of the ERP.</li><li>▪ Implement a Financial Management System that automates and streamlines finance functions.</li><li>▪ Improved and meaningful reporting and transparency in real time.</li><li>▪ Present PHA's 2025–26 budget and AOP to Members and agree on annual Membership subscriptions in May 2025.</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>	<div><div></div></div>	<ul style="list-style-type: none"><li>▪ Implementation of an ERP system as well as process development and documentation are currently underway – aimed rollout to all staff by June 2025.</li><li>▪ Successful implementation of finance management system in July 2024. The new finance system has improved the finance team's efficiency at completing key finance functions by 45%.</li><li>▪ The new finance system has made reviewing and reporting numbers seamless. We have also incorporated reporting software into the ERP, that provides real-time projects and financial information.</li><li>▪ The 2025–26 budget and AOP to be presented to Members prior to the General Meeting (GM) in May 2025.</li><li>▪ Maintained reserves above the minimum threshold throughout the year with term deposit investments attracting higher interest.</li><li>▪ The financial statements contained in the 2024 Annual Report received a clean audit report from the external auditor, Nexia.</li></ul>
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>		<ul style="list-style-type: none"><li>▪ Statutory levies have been managed as per the <i>Plant Health Australia (Plant Industries Act 2002)</i>.</li><li>▪ Facilitated ongoing Member consultation regarding industry levy balances, response payment support and development of biosecurity programs.</li><li>▪ Consultation with the Commonwealth on modernisation of agriculture levies legislation. The new agricultural levies legislative framework commenced on 1 January 2025.</li></ul>


#### Action 4.2 Attracting and retaining key staff.

Portfolio	KPIs	Status	Achievements
People and Culture	<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>		<ul style="list-style-type: none"> <li>Enhanced Staff Induction procedures.</li> <li>Enhanced background checking policy and procedures for new staff.</li> <li>Psychosocial Hazards Action Plan finalised and published. Implementation of actions commenced, including Resilience training for staff, enhancement to WH&amp;S incident reporting procedures, Respect and Diversity training for EMT and Values in Action launched.</li> <li>Recruitment fully devolved to line managers (with P&amp;C support as required) and Recruitment Toolkit for managers developed and published.</li> </ul>


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

Portfolio	KPIs	Status	Achievements
People and Culture	<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>		<ul style="list-style-type: none"> <li>Values in Action campaign launched in December 2024.</li> <li>Ongoing implementation of Psychosocial Hazards Action Plan.</li> <li>Commenced ongoing series of People &amp; Culture information sessions for managers and staff (separate sessions) to improve understanding of management responsibilities and staff entitlements regarding key P&amp;C policies, including Time Off in Lieu, Wellbeing Leave and Right to Disconnect.</li> </ul>

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

Portfolio	KPIs	Status	Achievements
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>		<ul style="list-style-type: none"> <li>Met all legal and constitutional compliance requirements.</li> <li>Provided secretariat support to ensure effective administration of all Board duties.</li> <li>75% Board attendance at May Member meetings and 100% attendance at November Annual General Meeting (AGM).</li> <li>Internal cyber security audit completed in August with implementation of recommendations underway including: <ul style="list-style-type: none"> <li>Microsoft Office macro settings hardened in November</li> <li>user application hardening across three browsers and Adobe Acrobat Reader delivered in December</li> <li>MS Office applications pilots scheduled for early 2025</li> <li>new financial systems opening balances audit scheduled for early 2025.</li> </ul> </li> </ul>

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

Portfolio	KPIs	Status	Achievements
People and culture	<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>		<ul style="list-style-type: none"> <li>Maintained the Director's Handbook.</li> <li>Enhancement and digitalisation of staff induction process is underway.</li> <li>Review and updated strategy scheduled for completion by mid-2025.</li> </ul>





OPERATIONAL  
PRIORITY

2

Enhance  
communication  
& engagement




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	<ul style="list-style-type: none"><li>Increased stakeholder engagement tracked via media mentions, media coverage, page views, social engagement, open and click through rates, event/meeting attendance.</li></ul>		<ul style="list-style-type: none"><li>Over the past six months we have published 1,150 social media posts across LinkedIn, Facebook, Instagram, and X, generating more than 4.12 million impressions and 35,400 engagements. Additionally, our following increased by 1,310 individuals.</li><li>A key highlight was surpassing 7,000 followers on LinkedIn in October. By December, our follower count reached 7,745, reflecting a year-on-year increase of 34.09 per cent.</li><li>In December, we published the 214th edition of our e-newsletter, <i>Tendrils</i>, which was sent to 1,887 subscribers, marking a year-on-year subscription increase of 9%.</li><li>During the reporting period, we:<ul style="list-style-type: none"><li>developed 103 articles and media releases</li><li>facilitated and created content for 5 speaking slots</li><li>and coordinated 8 media interviews and podcasts.</li></ul></li></ul>


### Action 5.2 Maintaining a contemporary corporate style guide.

Portfolio	KPIs	Status	Achievements
Corporate identity guide	<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>		<ul style="list-style-type: none"> <li>The corporate style guide and templates are regularly updated to ensure consistent standards in the creation of marketing and communications materials, supporting a cohesive, recognisable, and professional corporate identity.</li> <li>The corporate identity guide is available on The Stomata (intranet) and is scheduled to be included in the updated digital induction process.</li> </ul>


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

Portfolio	KPIs	Status	Achievements
Internal communications strategy and plan	<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 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>		<ul style="list-style-type: none"> <li>Our internal communications strategy and implementation plan continues to enhance employee engagement, promote transparency, and foster improved cross-functional collaboration.</li> <li>The Stomata plays a central role in this strategy, with over 90 news items published in the past six months</li> <li>A total of 85,100 site visits were recorded since the intranet's launch two years ago.</li> <li>Top five pages consistently include Home, Policies, Internal news, Organisational chart, and Employee resource pages, with a total of 331 document downloads.</li> <li>These figures indicate strong and consistent usage of the intranet, particularly for key functional areas such as policies and internal communications. The high engagement with the organisational chart and employee resources suggests that staff actively rely on the intranet for essential information. Monthly tracking will continue to assess trends in engagement.</li> <li>Employee engagement survey scheduled for early 2025.</li> </ul>

### Action 5.4 Improving Member onboarding process.

Portfolio	KPIs	Status	Achievements
Improving Member onboarding process	<ul style="list-style-type: none"> <li>Maintain the new Member onboarding information package to support government, industry and associate Members.</li> </ul>		<ul style="list-style-type: none"> <li>The Member onboarding information package is being maintained and updated to support government, industry, and associate Members. The package provides clear guidance on membership benefits, resources, and engagement opportunities.</li> </ul>

### Action 5.5 Developing Member training strategy and program.

Portfolio	KPIs	Status	Achievements
Developing Member training strategy and program	<ul style="list-style-type: none"> <li>Develop a training strategy and implementation plan.</li> </ul>		<ul style="list-style-type: none"> <li>This has been earmarked for development by the Training team in mid-2025.</li> </ul>






**Plant Health**  
AUSTRALIA


**Plant Health Australia**


Level 1, 1 Phipps Close  
DEAKIN ACT 2600


Phone: +61 2 6215 7700


Email: [admin@phau.com.au](mailto:admin@phau.com.au)

 [planthealthaustralia.com.au](http://planthealthaustralia.com.au)

 [planthealthaustralia](https://www.facebook.com/planthealthaustralia)

 [planthealthaustralia](https://www.linkedin.com/company/planthealthaustralia)

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