

2025–26

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.



Contents

| | |
|---|----|
| PHA Members..... | 5 |
| Forewords | |
| From the Chair..... | 6 |
| From the CEO | 7 |
| Strategic Plan 2022–27 | 8 |
| Financial overview | 10 |
| Strategic priority 1: Respond effectively | 14 |
| Strategic priority 2: Strengthen partnerships..... | 16 |
| Strategic priority 3: Enhance integration | 20 |
| Operational priority 1: Improve governance & administration | 22 |
| Operational priority 2: Enhance communication & engagement | 24 |

About PHA

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

As the trusted coordinator of the Australian plant biosecurity system, we bring expertise, knowledge and stakeholders together to generate solutions that improve biosecurity outcomes to ensure that the system is future-oriented and solutions-focused.

OUR VISION

A valued leader of a strong, integrated Australian plant biosecurity system.

OUR MISSION

To strengthen the Australian plant biosecurity system for the benefit of the economy, environment, and community.

OUR ROLE

Plant Health Australia is the trusted coordinator of the Australian plant biosecurity system.

We bring expertise, knowledge and stakeholders together to generate solutions that improve biosecurity outcomes to ensure that the system is future-oriented and solutions-focused.



PHA Members

Government Members

Commonwealth of Australia
Australian Capital Territory
New South Wales
Northern Territory
Queensland
South Australia
Tasmania
Victoria
Western Australia

Industry Members

Almond Board of Australia Inc.
Apple and Pear Australia Ltd
Australian Banana Growers' Council Inc.
Australian Blueberry Growers' Association Inc.
Australian Forest Products Association Ltd
Australian Ginger Industry Association Inc.
Australian Grape and Wine Inc.
Australian Honey Bee Industry Council Inc.
Australian Lychee Growers' Association Inc.
Australian Macadamia Society Ltd
Australian Mango Industry Association Ltd
Australian Melon Association Inc.
Australian Olive Association Ltd
Australian Processing Tomato Research Council Inc.
Australian Sweet Potato Growers Inc.
Australian Table Grape Association Inc.
Australian Tea Tree Industry Association Ltd
Australian Truffle Industry Association Inc.
Australian Walnut Industry Association Inc.
AUSVEG Ltd
Avocados Australia Ltd
CANEGROWERS
Canned Fruits Industry Council of Australia Ltd
Cherry Growers of Australia Inc.
Chestnuts Australia Inc.
Citrus Australia Ltd
Cotton Australia Ltd
Dried Fruits Australia Inc.

Grain Producers Australia Ltd
Greenlife Industry Australia Ltd
GROWCOM
Hazelnut Growers of Australia Inc.
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 Seed Federation
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
Vinehealth Australia
Wine Australia

Foreword

FROM THE CHAIR

The 2025–26 Annual Operational Plan (AOP) represents the fourth year of delivery under Plant Health Australia’s (PHA) Strategic Plan 2022–27.

The AOP outlines our key activities and targets for the year ahead, reinforcing our commitment to protecting the health of Australia’s plant industries through a strong and integrated biosecurity system.

This year’s AOP builds on the momentum of previous years and reflects the evolving challenges and opportunities we face across the biosecurity landscape. It details actions under our three Strategic Priorities: Respond effectively, Strengthen partnerships, and Enhance integration, and our two Operational Priorities: Improve governance and administration and Enhance communication and engagement.

PHA’s activities continue to be shaped by the need to provide tangible value to our Members while remaining agile and future-focused. We are committed to maintaining our role as the trusted coordinator of the Australian plant biosecurity system, delivering coordinated responses, facilitating partnerships across the sector, and leading innovation through digital systems and best-practice solutions.

In 2025–26, subject to Member approval at the May 2025 General Meeting, a modest increase to Member subscription rates has been proposed. This adjustment reflects rising operational costs and ensures continued investment in essential organisational infrastructure. If endorsed, the change would result in a moderate increase in total subscription funding across all membership categories.

In addition to our subscription-funded work which comprises 18% of our income, we are proud to manage a diverse portfolio of non-subscription projects that align with Member priorities and amplify the impact of our strategic objectives. This income comprises 79% of our income and allows us to maintain staff and technical skills to complement our subscription-funded work, extend our technical capability and deliver enhanced outcomes for Members and the broader biosecurity system.



The implementation of new digital infrastructure and corporate tools will provide mitigation strategies to help PHA protect our networks from a wide range of cyber threats and reaffirms our commitment to strengthening our cyber security posture in line with government best practices.

The 2025–26 AOP clearly sets out the outputs and outcomes that PHA will focus on over the next 12 months to ensure that together, we are building a more resilient and effective plant biosecurity system for the future.

Kim Halbert
Chair, Plant Health Australia

Foreword

FROM THE CEO

I'm pleased to present PHA's 2025–26 Annual Operational Plan (AOP), which outlines our portfolio of work for the year ahead, spanning 1 July 2025 to 30 June 2026.

This AOP continues to bring our 2022–27 Strategic Plan priorities to life. Developed in consultation with our Members, it maps out the delivery of targeted initiatives and investment underpinned by both subscription and non-subscription income. These collective efforts underpin a unified, forward-looking, and robust plant biosecurity system for Australia.

Now in our 25th year of operation, PHA is a leading example of a for-purpose organisation driving meaningful change and delivering vital outcomes for plant biosecurity in Australia. Our model of cross-sectoral collaboration ensures Australia's biosecurity planning, preparedness, response, and recovery capabilities are well-coordinated and continually improving.

The operating environment remains complex and ever-evolving. While biosecurity threats continue to increase, so too is our commitment to improving biosecurity outcomes through national coordination. Through partnerships, we're building a stronger system, one that can meet today's challenges and anticipate tomorrows. National initiatives such as the finalisation of the National Biosecurity Strategy Action Plan last year, the new legislative framework for the Australian agricultural levies system, [*Primary Industries Levies and Charges Disbursement Act*](#) (No. 59, 2024) that came into effect on 1 January this year, and ongoing efforts to manage the Varroa mite incursion continues to shape our sector. PHA's role in this landscape is one of strategic leadership, coordination of responses, building capacity and capability, and strengthening partnerships for a strong and resilient plant biosecurity system.

For 2025–26, PHA will operate with a combined income of \$16.235M, of which \$3.06M is derived from Member subscriptions and \$13.1M from non-subscription project funding.

This year's AOP reflects our ongoing commitment to:

- support effective national response and preparedness systems
- expand the integration of digital technologies and diagnostics
- build and maintain strong partnerships across industry, government, and community
- deliver best practice programs and training to strengthen Member capability
- invest in our people, systems and governance to ensure long-term sustainability.



Our success is made possible by the expertise and dedication of the PHA team, and the unwavering support of our Members and stakeholders. I want to thank you for your continued collaboration and commitment to our shared goal of a strong, integrated, and world-leading plant biosecurity system.

Sarah Corcoran
CEO, Plant Health Australia

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

2

Strengthen partnerships

3

Enhance integration

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.

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.

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 3.5% has been included in the 2025-26 AOP for the Commonwealth government, state and territory governments and plant industries. The annual Member subscription was last increased by 4.1% for the 2024-25 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 2025-26 year.

The Board has agreed to increase minimum subscriptions for smaller industries at from \$1,500 to \$1,600 per annum and associate Member subscriptions from \$2,100 to \$2,200 per annum.

A summary of total income and expenditure budgeted for the year is presented in Table 1. A deficit of \$26,206 is forecast for the year. Reserves will be maintained within the PHA reserves policy due to surpluses achieved over previous years.

Table 1. Income and expenditure, 2025–26

| 2025–26 | \$ | % |
|--|------------|------|
| Income | | |
| Subscription | 3,069,095 | 18% |
| Non-subscription | 13,166,192 | 79% |
| Interest | 420,000 | 3% |
| Total income | 16,655,287 | 100% |
| Expenditure | | |
| Strategic Priority 1 – Respond effectively | 1,772,092 | 11% |
| Strategic Priority 2 – Strengthen partnerships | 10,100,051 | 60% |
| Strategic Priority 3 – Enhance integration | 3,280,176 | 20% |
| Operational Priority 1 – Improve governance & administration | 791,067 | 5% |
| Operational Priority 2 – Enhance communication & engagement | 738,107 | 4% |
| Total expenditure | 16,681,493 | 100% |
| Deficit for the year | (26,206) | |

SUBSCRIPTIONS FOR 2025–26

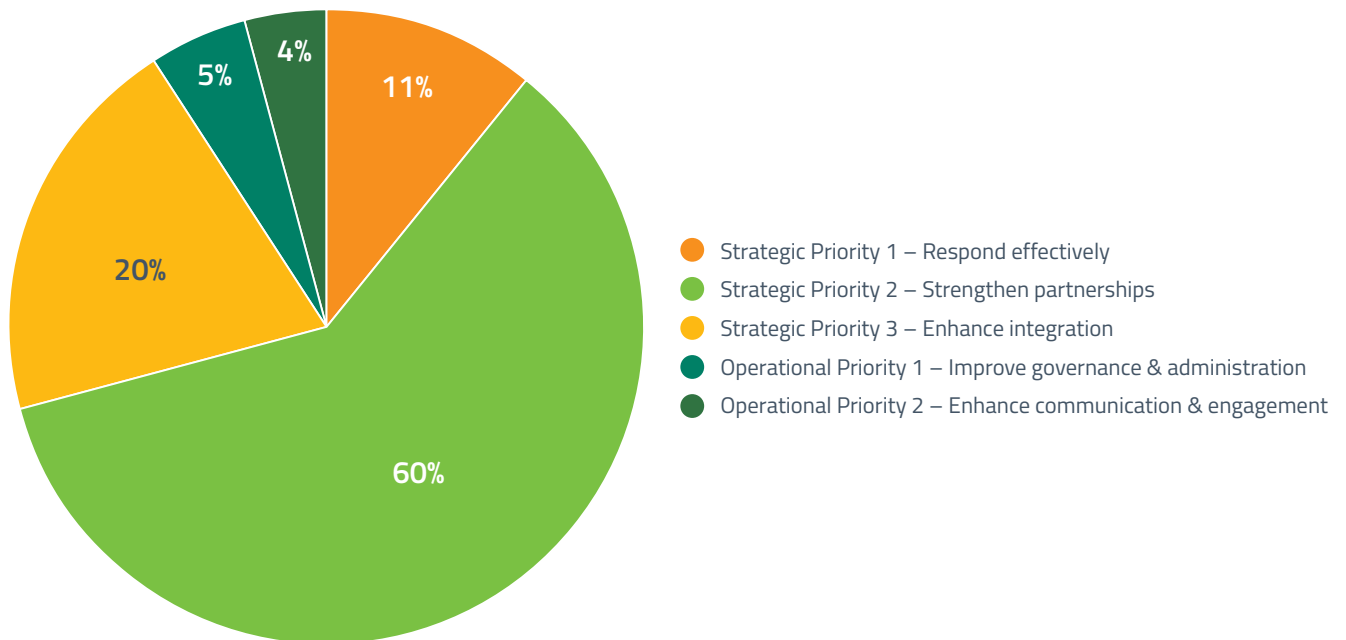
Individual subscription levels vary between years due to shifts in Local Value of Production (LVP) for industries which, in turn, affects the relative proportion of individual member subscriptions calculated in accordance with the three-year rolling average formula set out in the PHA Constitution.

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

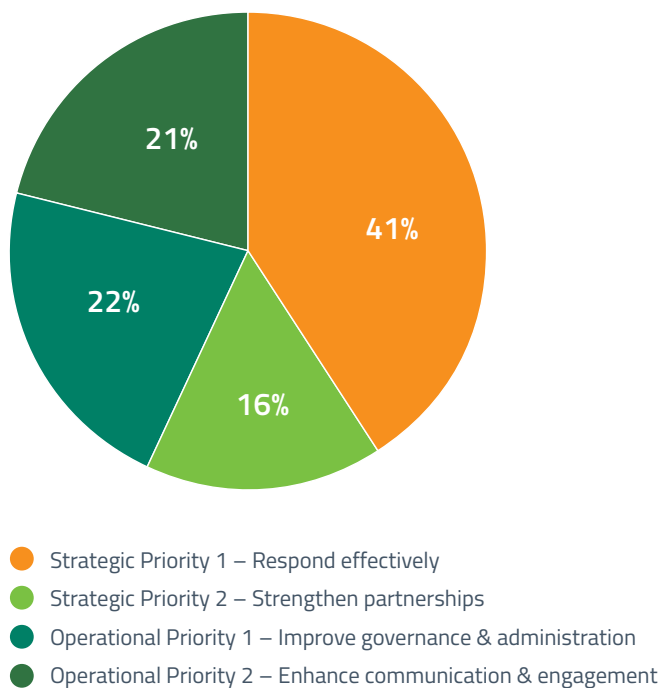
Unfortunately, a reduced set of LVP statistics is available for the 2021-22 and further years from the ABS. PHA management is working with Plant Industries to estimate relevant LVP levels for 33 of those industries. Therefore, the individual split of annual subscriptions is not currently available but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

EXPENDITURE FOR 2025-26

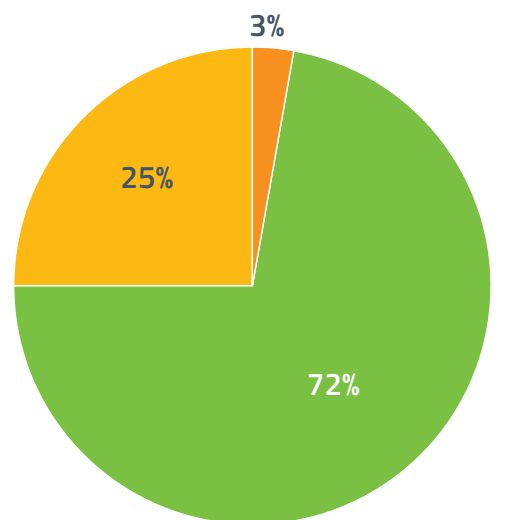
Total expenditure for 2025-26



Subscription funded expenditure for 2025-26



Non-subscription funded expenditure for 2025-26



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

EXPENDITURE FOR 2025–26

Table 2. 2025–26 Expenditure

| | Expenditure |
|---|-------------------|
| Strategic Priority 1 – Respond effectively | |
| Action 1.1 Strengthening and expanding the scope of national response arrangements | |
| 1.1.1 Plant biosecurity response arrangements | 694,870 |
| Action 1.2 Strengthening response readiness and resilience | |
| 1.2.1 Plant biosecurity response preparedness and training | 295,903 |
| 1.2.2 E-Learning | 4,179 |
| 1.2.3 Simulation exercises | 255,837 |
| 1.2.4 Biosecurity response preparedness | 72,012 |
| Action 1.3 Cultivating collaborations that improve national response arrangements | |
| 1.3.1 National co-ordination and cross-sectoral engagement | 16,762 |
| Action 1.4 Reviewing and sharing learnings to improve responses | |
| 1.4.1 Biosecurity response operations | 432,530 |
| | 1,772,092 |
| Strategic Priority 2 – Strengthen partnerships | |
| Action 2.1 Building new partnerships to face future risks | |
| 2.1.1 Building new partnerships | 159,358 |
| Action 2.2 Improving our existing partnerships for emerging risks | |
| 2.2.1 National committees and working groups | 153,800 |
| 2.2.2 Strategic planning and reporting | 3,252 |
| 2.2.3 Collective engagement | 23,542 |
| 2.2.4 Member liaison | 261,835 |
| Action 2.3 Working with members to develop best practice solutions for preparedness, response and recovery | |
| 2.3.1 Biosecurity planning and review | 43,099 |
| 2.3.2 Biosecurity plans | 895,150 |
| 2.3.3 Biosecurity programs | 5,057,472 |
| Action 2.4 Driving adoption of best practice solutions that reduce risk | |
| 2.4.1 National programs | 60,534 |
| 2.4.2 Levy administration | 247,297 |
| 2.4.3 Fruit Fly | 405,113 |
| 2.4.4 Surveillance Projects and Programs | 2,677,304 |
| Action 2.5 Collaborating with partners to ensure targeted communication, extension and training | |
| 2.5.1 Partnered training and resources | 13,306 |
| 2.5.2 National programs | 98,988 |
| | 10,100,051 |

| | Expenditure |
|--|------------------|
| Strategic Priority 3 – Enhance integration | |
| Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity | |
| 3.1.1 Digital surveillance systems | 1,792,779 |
| Action 3.2 Strengthening scientific rigour and capability | |
| 3.2.1 Networks coordination | 161,334 |
| 3.2.2 Protocols | 568,942 |
| 3.2.3 Proficiency testing | - |
| Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity | |
| 3.3.1 National coordination and governance | 79,128 |
| Action 3.4 Continually improving Australia's biosecurity systems and processes | |
| 3.4.1 Biosecurity portals | 86,000 |
| 3.4.2 Digital diagnostic systems | 591,993 |
| 3.4.3 Surveillance system reform | - |
| | 3,280,176 |

| | |
|---|----------------|
| Operational Priority 1 – Improve governance & administration | |
| Action 4.1 Governance and administrative support | |
| 4.1.1 Board management | 117,000 |
| 4.1.2 Corporate | 524,067 |
| 4.1.3 Human resources | 150,000 |
| | 791,067 |

| | |
|--|----------------|
| Operational Priority 2 – Enhance communication & engagement | |
| Action 5.1 Enhance communication and engagement | |
| 5.1.1 Communication and engagement | 738,107 |
| | 738,107 |

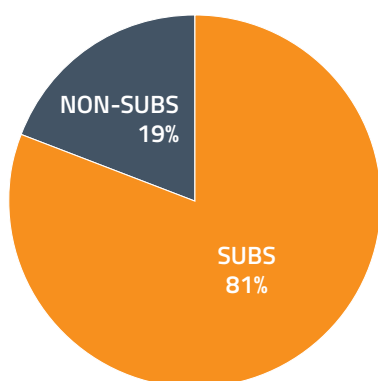
| | |
|--------------|-------------------|
| Total | 16,681,493 |
|--------------|-------------------|



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 and efficient responses to plant biosecurity incidents. | <ul style="list-style-type: none">▪ Ensure appropriately skilled and trained PHA personnel participate in notified incidents in accordance with all specified terms and timeframes of the EPPRD.▪ Actively support affected Government and Industry Parties throughout major incidents by providing:<ul style="list-style-type: none">- advice on the EPPRD,- Chairs for Scientific Advisory Panels and Categorisation Groups,- targeted, just-in-time training, and- support, where appropriate.▪ Coordinate and collate claims for Cost Sharing during a response, including the determination of total and final costs of a response.▪ Improve awareness and capability of signatories to implement their responsibilities in respect of the EPPRD, including:<ul style="list-style-type: none">- Owner Reimbursement Costs (ORCs),- Development and improvements of guidance material▪ Manage amendments and variations to the EPPRD in consultation with the Parties. |

Action 1.2 Strengthening response readiness and resilience.

| Portfolio | Purpose | KPIs |
|--|--|---|
| Plant biosecurity response preparedness and training | Develop and maintain (within PHA Members) appropriately skilled personnel, robust processes and systems that promote effective responses to plant biosecurity incidents. | <ul style="list-style-type: none"> ▪ Deliver four industry liaison training workshops in collaboration with state and territory Government and Industry Parties. ▪ Develop and host new eLearning content that supports knowledge and understanding of the EPPRD and improves capability of members. ▪ Improve knowledge and understanding of the EPPRD and biosecurity incident responses, including roles and responsibilities of signatories and other stakeholders through enhanced accessibility of available training options. |
| eLearning  | Provide Members with learning and development expertise to design, develop and host biosecurity related eLearning. | <ul style="list-style-type: none"> ▪ Support Members by: <ul style="list-style-type: none"> - coordinating the design and development of contemporary and accessible eLearning resources - utilising the functionality of PHA's eLearning Biosecurity Online Training (BOLT) platform to host contemporary e-learning courses that support adult learning. - providing BOLT administrative support. - developing e-learning proposals for Members and other key stakeholders. |
| Simulation exercises and workshops  | Promote response readiness through the planning, development, delivery, and evaluation of simulation exercises and workshops. | <ul style="list-style-type: none"> ▪ Deliver and report on one simulation exercise as part of the VegWatch program. ▪ Design, deliver and report on the Annual Biosecurity Simulation exercises plan as part of the GRDC 5-year project <i>Implementation of Grains Biosecurity Plan</i>. ▪ Develop and deliver training/workshop proposals for Members and other key stakeholders. |
| 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"> ▪ Attend and contribute to meetings of the National Biosecurity Response Team Advisory Group. |

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"> ▪ Promote the needs and expectations of stakeholders in plant biosecurity by engaging in national committees and/or forums. ▪ Develop and deliver applicable cross sectoral training in collaboration with Animal Health Australia. ▪ Develop collaborations and share insights with the New Zealand Government Industry Agreement. |

Action 1.4 Reviewing and sharing learnings to improve responses.

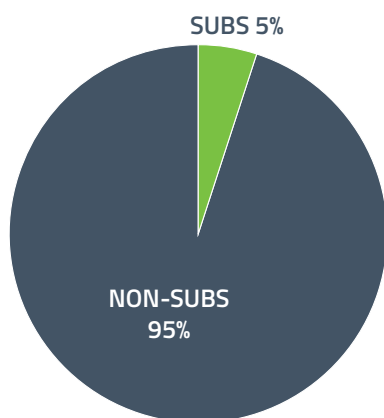
| Portfolio | Purpose | KPIs |
|---------------------------------|--|---|
| Biosecurity response operations | Facilitate effective plant biosecurity response policy and arrangements built on partnerships. | <ul style="list-style-type: none"> ▪ Implementation of the 2025 Review of the EPPRD, including: <ul style="list-style-type: none"> - Establishing a scope and methodology for the 2025 Review of the EPPRD for endorsement by the signatories. - Facilitating the initiation and delivery of the 2025 Review of the EPPRD. ▪ Conduct timely evaluation activities (e.g. debriefs), collate findings and lessons, and present to Parties to support continual learning and improvement of national response arrangements. ▪ Facilitate and advance timely improvements related to categorisation and normal commitments. |



STRATEGIC PRIORITY

2

Strengthen partnerships



We will develop cohesive networks among 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">▪ Increase engagement and understanding of the importance of plant biosecurity through new or extended networks or joint industry-government forums.▪ Develop new partnership proposals to address biosecurity risks.▪ Explore opportunities to engage with Aboriginal communities to raise biosecurity awareness.▪ Expand engagement and form new partnerships at conferences and forums relevant to national plant biosecurity.▪ Participate in the Australian Research Council (ARC) Training Centre for Plant Biosecurity planning meetings and identify collaborative projects within the plant biosecurity training programs. |

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"> Attend and contribute to meetings of national committees and working groups, such as: <ul style="list-style-type: none"> National Biosecurity Committee (NBC) Plant Health Committee (PHC) Subcommittee on Market Access, Risk and Trade (SMART) Subcommittee on Plant Health Diagnostics (SPHD) Subcommittee on National Plant Health Surveillance (SNPHS) Australian Fruit Fly Technical Advisory Committee (AFFTAC) Plant Biosecurity Preparedness Working Group (PBPWG) Environment and Invasives Committee (EIC) Northern Australia Biosecurity Framework Reference Group (NABF) Plant Biosecurity Research Initiative (PBRI) Plant Industries Biosecurity Committee (PIBC) Plant Industries Forum Committee (PIFC) Other relevant committees and working groups as required. |
| 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"> Consult members in determining 2025–26 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan. Present the 2025–26 AOP to members and secure Board approval by May 2025. Present the 2025 AR and end-of-year financial statements to Members at the 2025 Annual General Meeting (AGM) in November 2025. Provide a progress report on AOP implementation via the MYPR in early 2026. |
| Collective engagement | <p>Improve existing national biosecurity partnerships to achieve longer-term shifts in stakeholder biosecurity attitudes.</p> | <ul style="list-style-type: none"> Provide a National Biosecurity Week stakeholder collateral pack. |
| 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"> Hold two general meetings annually to comply with legal requirements. Conduct two PHA Member meetings annually, including: <ul style="list-style-type: none"> PHA Members Forum PHA Plant Industry Forum PHA Government Members Forum. Conduct one-on-one consultations with Member organisations at least once per year and provide opportunities for input into 2025–26 operational priorities. Participate in industry/government meetings as requested by Members. Host a joint PHA-AHA Board meeting. Publish Board meeting communiques on PHA's website and e-newsletter. Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils. |


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"> ▪ Maintain and update the consolidated high priority pest list for Members. ▪ Prepare and submit funding proposals for the development and review of two biosecurity plans. ▪ Share information arising from industry specific biosecurity plan reviews with wider Members. ▪ Continue to identify and implement improvements and enhancements to the biosecurity planning process. |
| 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"> ▪ Develop and revise pest threat summaries for the melon, olive and pineapple industries. ▪ Finalise endorsed biosecurity plans for apple and pear, citrus, sugarcane, and vegetable industries. ▪ Hold reference panels for apple and pear, avocado, ginger, melon, rice, sugarcane industries. |
| Biosecurity programs  | Improve the management of and preparedness for, biosecurity risks in Australian plant industries. | <ul style="list-style-type: none"> ▪ Continually review, update, and publish information on farm management activities and high priority exotic pests of the grains industry to increase awareness. ▪ Regularly update and promote the Grains Farm Biosecurity website as the one-stop shop of biosecurity information in the grains industry. ▪ Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover magazine. ▪ Coordinate activities under the National Bee Biosecurity Program to improve the education and awareness of honeybee pests and diseases. ▪ Initiate the development of continuity plans (Single Point of Truth {SPoT} documents) based on the vegetable industry High Priority Pest list through the VegWatch program. ▪ Develop detailed host lists for citrus high priority pests to support decision making during future responses through the CitrusWatch program. ▪ Develop a framework that describes the shared biosecurity partnership of the grains industry and government. ▪ Establish and coordinate a Grains Biosecurity Advisory Committee to assist in the implementation of the Biosecurity Plan for the Grains Industry. |

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

| Portfolio | Purpose | KPIs |
|---|---|--|
| National programs | Increase awareness and encourage the adoption of farm biosecurity management practices by delivering practical, on-farm biosecurity information to producers through the Farm Biosecurity Program, a collaborative initiative with AHA. | <ul style="list-style-type: none"> Develop resources for agronomists, consultants, and veterinarians to help producers implement biosecurity measures. Develop and distribute articles for the Farm Biosecurity newsletter and industry publications. Support the Australian Biosecurity Awards. Collaborate with jurisdictions on behavioural change research. |
| Levy management  | Improve the management of, and preparedness for biosecurity risks in Australian plant industries. | <ul style="list-style-type: none"> Assist with the management and governance of a suite of industry funded biosecurity programs. Encourage the establishment of new levy funded programs or projects for Plant Industry Members. Hold regular Program Management Committee meetings with Plant Industry Members. Develop a new standardized MoU template to provide an instrument for the implementation of industry funded biosecurity programs. |
| 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"> Identify and prioritise key activities to improve the management of fruit flies across Australia. Plan and deliver National Fruit Fly Council (NFFC) meetings. Monitor and report activities under the revised National Fruit Fly Strategy (NFFS). Plan and deliver workshops to engage on key issues in developing the National Fruit Fly Strategy 2026–35. Regularly update and promote the Prevent Fruit Fly (PFF) website and produce a regular eNewsletter. Present the NFFC Annual Report to stakeholders and publish on the PFF website. Investigate and explore funding opportunities to support implementation of the NFFS into the future. |
| Surveillance projects and programs  | Establish and maintain programs that improve surveillance outcomes for plant industries. | <ul style="list-style-type: none"> Coordinate delivery of surveillance activities for forest pests at high-risk sites under the Forest Watch Australia program. Coordinate delivery of surveillance activities for citrus pests in production and urban areas through the CitrusWatch program. Coordinate delivery of surveillance activities across the highest risk ports under the National Bee Pest Surveillance Program (NBPSP). Work with bee biosecurity stakeholders to help generate support for the next iteration of the NBPSP. |

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"> Collaborate with project partners to develop factsheets and communication material to promote citrus biosecurity through the CitrusWatch program. Coordinate the delivery and promotion of training to forest stakeholders through the Forest Watch Australia program. Enhance engagement with biosecurity content across digital and traditional media channels. |

 Non-subscription

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



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">Develop user- friendly interfaces and systems that encourage data-sharing among stakeholders.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.Implement annual work plans for digital systems and report to committees on progress.Demonstrate the use of AUSPestCheck® to facilitate data-sharing across government and industry programs, to support market access outcomes and increase system usage.Advance integration of the PHA digital systems to create efficiencies for biosecurity practitioners.Identify and evaluate new tools, systems and connections for users to value-add to their data held in PHA digital systems (e.g. electronic Plant Health Assurance Certificate, ePHAC) .Develop and maintain national system governance that supports national plant biosecurity objectives. |

(\$) Non-subscription


Action 3.2 Strengthening scientific rigour and capability.

| Portfolio | Purpose | KPIs |
|---|--|---|
| Networks Coordination  | Assist with the coordination of the National Plant Biosecurity Diagnostic Network (NPBDN) and the Plant Surveillance Network, Australasia – Pacific (PSNAP). | <ul style="list-style-type: none"> Explore opportunities to support the continued coordination of NPBDN and PSNAP networks and activities. Subject to funding in 2025–26: <ul style="list-style-type: none"> Develop website content for NPBDN and PSNAP to ensure relevant and current information is available. Coordinate professional development activities for NPBDN and PSNAP Members. Promote and expand networks to produce a stronger biosecurity system. |
| Protocols to support surveillance and diagnostics  | Nationally consistent guide to conduct surveillance and definitive taxonomic detection and identification of plant pests or groups of plant pests. | <ul style="list-style-type: none"> Engage with National Diagnostic Protocol (NDP) and National Surveillance Protocol (NSP) working groups to facilitate the development of NDPs and NSPs for agreed National Priority Plant Pests (NPPPs) and industry High Priority Pests (HPP). |
| Proficiency testing  | Test the ability of diagnostic laboratories. | <ul style="list-style-type: none"> Explore opportunities to support laboratories participate in the National Plant Health Proficiency Testing program. |


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

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


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

| Portfolio | Purpose | KPIs |
|--|--|--|
| Surveillance system reform  | Undertake consultation on requirements for a Nationally Integrated Surveillance System for Plant Pests (NISSPP). | <ul style="list-style-type: none"> Explore opportunities for implementation of a nationally integrated surveillance system for plant pests. |

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

| Portfolio | Purpose | KPIs |
|--|---|---|
| Community engagement  | Raise awareness of biosecurity, reporting requirements and movement restrictions. | <ul style="list-style-type: none"> Subject to PHC funding in 2025–26: <ul style="list-style-type: none"> maintain the Australian Interstate Quarantine (AIQ) website and associated Exotic Plant Pest Hotline develop scope to identify updates for the AIQ website. Implement ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms. |

Action 3.6 Capturing greater benefits from national and international initiatives.

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



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"> Develop and refine processes, documentation and training to support the Enterprise Resource Planning (ERP) system to maintain real-time reporting and address continuous improvement requirements. Present PHA's 2025–26 budget and AOP to Members and agree on annual Membership subscriptions in May 2026. Maintain adequate working capital and equity to ensure continued financial stability by reviewing capital reserves. Meet statutory compliance through annual financial audits and annual reports. Review financial policies for operations in line with industry best practice. |
| Company Finance | Levies | <ul style="list-style-type: none"> Enhance reporting to facilitate timely and accurate decision making. Assist Members to implement and manage statutory biosecurity levies. |

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"> Enhance effectiveness, efficiency and transparency of recruitment and induction processes. 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. Support recruitment equity and candidate care through the development and refinement of policies, procedures and other relevant materials. Extend opportunities for staff development, staff salary packaging and flexible work arrangements. |

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"> Develop and implement an Employee Recognition Program to recognise and incentivise everyday practice of PHA values. Review PHA's cultural strengths and areas for improvement according to staff sentiment via an employee engagement survey. Develop and implement strategies to address areas that improve and enhance organisational culture. |

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"> Ensure legal and constitutional compliance requirements are met. Provide secretariat support to the Board, Finance and Audit Committee (F&AC), People and Culture Committee (P&CC) and other meetings attended by Directors. Attendance of the PHA Board at over 80% of Board meetings and Member and stakeholder meetings. Schedule and implement the internal audit program and address findings. |

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"> Update and maintain Board induction processes, including the Director's Handbook and delivery of relevant training. Evaluate the 2022–24 Learning Strategy and develop and implement the 2025–27 Learning Strategy. Refine employee onboarding program to include online training content as well as comprehensive information on Stomata in one central location. |



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
Member
onboarding
process

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"> Implement the Communications and Engagement plan: <ul style="list-style-type: none"> produce and distribute a monthly Tendrils eNewsletter grow eNewsletter subscriber base by five per cent secure and track media coverage of major PHA news in relevant media – produce regular proactive articles for targeted media and industry magazines grow an online community by increasing reach and maintaining frequency of social media posts about company news, aspects of the biosecurity system and industry spotlights maintain and monitor the use of the corporate, program and Member websites and increase usage. Produce accessible publications to schedule and promote them effectively. Participate in events with a biosecurity focus. |

5.2 Maintaining a contemporary corporate style guide.

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

5.3 Developing and implementing an internal communications strategy and plan.

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

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"> Review and update the Member Information Onboarding pack to ensure it remains contemporary and fit-for-purpose. |

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"> Implement the Member training strategy and program: <ul style="list-style-type: none"> undertake a gap analysis to help identify training needs and additional resources that need to be developed develop and implement an annual training calendar for Members maintain accurate records of Member attendance and training evaluation. |




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AUSTRALIA


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