

2025–26

Mid-Year
Performance
Report



Plant Health
AUSTRALIA

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ACKNOWLEDGEMENT OF COUNTRY

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

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Front cover: Kale leaves



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From the CEO

The Mid-Year Performance Report (MYPR) provides an important opportunity to reflect on progress at the midpoint of the 2025–26 financial year and to assess how Plant Health Australia (PHA) is tracking against the priorities set out in the Strategic Plan 2022–27 and the Annual Operational Plan (AOP) 2025–26.

This report highlights the work delivered during the first half of the year and demonstrates how PHA continues to support a coordinated, nationally consistent approach to plant biosecurity. Through close collaboration with Members and stakeholders, we are advancing initiatives that strengthen system capability, improve preparedness and reduce biosecurity risk.

The AOP translates PHA's long-term strategy into clear, actionable priorities each year. Developed with input from our Members, it provides a practical framework to guide delivery, monitor performance and ensure accountability. Importantly, it reflects our shared commitment to continuous improvement and to a plant biosecurity system that remains adaptive in an increasingly complex risk environment.

PHA's Strategic Plan sets out three strategic priorities supported by two operational focus areas. Together, these provide a clear line of sight between our strategic intent, organisational capability and day-to-day delivery. Progress achieved during this reporting period reflects disciplined governance, strong partnerships and a sustained focus on building capability across the national system.

Building on a strong foundation established through more than 25 years of collaboration and trust, PHA's role as the trusted coordinator of the national plant biosecurity system continues to evolve, responding to emerging challenges while remaining grounded in the principles that have underpinned our success.

The dedication and expertise of the PHA team have been central to the progress achieved over the past six months. As we look to the remainder of the year, our focus will remain on vigilance, strategic delivery and risk management, ensuring that PHA continues to provide value for Members and contributes to a resilient, world-class plant health system that supports the long-term sustainability and profitability of Australia's agricultural industries.



Sarah Corcoran
CEO

About this report

The 2025–26 Mid-Year Performance Report summarises PHA's progress and achievements from 1 July to 31 December 2025 against the three Strategic Priorities and two Operational Priorities from PHA's Strategic Plan 2022-27 (see pages 6-7).

The KPIs are those identified in the AOP for 2025–26. 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
-
- N/A Not applicable
-



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.



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

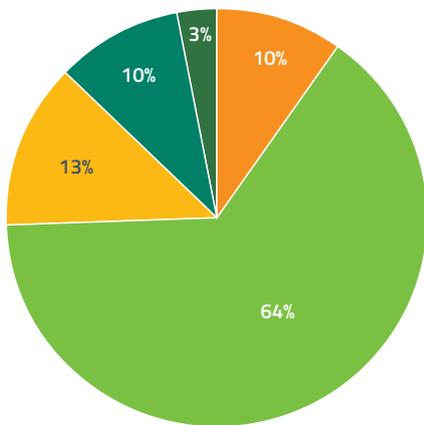
We will do this by:

- 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.

Budget 2025–26

	Expenditure
Strategic Priority 1 – Respond effectively	1,536,111
Strategic Priority 2 – Strengthen partnerships	9,931,555
Strategic Priority 3 – Enhance integration	1,971,171
Operational Priority 1 – Improve governance & administration	1,484,328
Operational Priority 2 – Enhance communication & engagement	456,635
Total	15,379,801

Total expenditure for 2025–26



- Strategic Priority 1 – Respond effectively
- Strategic Priority 2 – Strengthen partnerships
- Strategic Priority 3 – Enhance integration
- Operational Priority 1 – Improve governance & administration
- Operational Priority 2 – Enhance communication & engagement



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"> 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 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. 		<ul style="list-style-type: none"> PHA has continued to support notified Incidents at each response stage, including the attendance of all notified meetings under the EPPRD. During this period, there have been six complex responses that have required significant negotiation and facilitation by PHA to progress. Facilitation and planning for a Categorisation Group to review the Funding Weights of Brown marmorated stink bug (BMSB). Chaired the Polyphagous shot-hole borer (PSHB) Scientific Advisory Panel in August 2025. Facilitated multiple legal agreements to support the operation of the EPPRD. Continued to administer coordination and collation of cost claims to support Cost Sharing for responses. To improve awareness and capability of signatories, PHA has continued to develop ORCs with: <ul style="list-style-type: none"> two ORC evidence frameworks submitted to government for endorsement. development of four ORC evidence frameworks, across four different crop formulas, in collaboration with Industry Parties. Effective administration of the EPPRD including issuing of three new versions of the EPPRD to update changes to: <ul style="list-style-type: none"> 25 Biosecurity Statements in Schedule 15 5 Contact for Notices in Schedule 2, and levy information in Schedule 7.

Action 1.2 Strengthening response readiness and resilience.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response preparedness and training	<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. 		<ul style="list-style-type: none"> PHA delivered Industry Liaison Officer (ILO) training in New South Wales (Orange) in October 2025 with training in Victoria, Queensland and the Northern Territory planned for 2026. The training provides participants with an understanding of the knowledge and tasks needed to work in a control centre during a response. An eLearning module was developed in collaboration with the National Biosecurity Response Team (NBRT) Members and alumni to improve cross-functional awareness between Members. The module details the roles and responsibilities, challenges and cross function dependencies for the main functional areas contained in the Incident Management Team (IMT). Discussions were held with Grain Producers Australia (GPA) to agree on the delivery date for EPPRD Training in February 2026. The training will ensure the GPA Board and organisational staff are trained to undertake their responsibilities under the EPPRD, including participating in decision-making and response activities if an exotic pest enters Australia.
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 eLearning courses that support adult learning providing BOLT administrative support developing eLearning proposals for Members and other key stakeholders. 		<ul style="list-style-type: none"> PHA continued to maintain the BOLT platform and deliver a range of important services to enhance the online learning experience of Members and other stakeholders, including: <ul style="list-style-type: none"> supporting more than 1,860 enrolments across 17 online courses related to emergency plant pest and disease preparedness, arrangements and biosecurity initiating changes to content for the Biosecurity for Beekeepers course to align with updates to the Australian Honey Bee Industry Biosecurity Code of Practice completed under the National Varroa Mite (<i>Varroa destructor</i>) Response Plan V4.1 Transition to Management establishing a sub-domain for the Queensland Government to create and host the Queensland Primary Industries Training eLearning portal investigating ways to record attendance and obtain consent to share ILO participants' completion records in the BOLT platform, with the intention of providing participant details with their relevant Plant Industry signatories upon request providing administrative support and guidance to foster an effective online learning environment. The Youth Biosecurity Hub (YBH) was launched in July 2025 to build biosecurity awareness among young Australians. The online platform offers a central library of curriculum-aligned lesson plans and interactive resources, including an eLearning course designed to inspire young Australians to become biosecurity heroes.

Portfolio	KPIs	Status	Achievements
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. 	●	<ul style="list-style-type: none"> The first of two simulation exercises through VegWatch was delivered to AUSVEG staff in September 2025. The exercise was designed to simulate an exotic pest incursion in Australia to assist AUSVEG in developing their Biosecurity Incident Standard Operating Protocol (BISOP). PHA, in partnership with GRDC, delivered the first Grains Biosecurity Awareness Webinar in September 2025, highlighting key biosecurity risks for grain growers in the Spring season and management strategies. Planning has commenced for a two-day biosecurity simulation exercise in Kununurra, Western Australia. The exercise will be held in March 2026 with growers and representatives from government and industry to simulate detecting an Emergency Plant Pest (EPP) on a property in the Ord River Irrigation Area. The Training Team delivered two workshops in collaboration with Members and other stakeholders to enhance preparedness and build awareness of plant biosecurity risks: <ul style="list-style-type: none"> Biosecurity in Action Workshop in South Australia (July 2025) Phylloxera Preparedness Exercise in South Australia (October 2025) Four additional project proposals have been developed and successfully granted for the delivery of training exercises in 2026 to build understanding and confidence in decision-making for plant biosecurity responses.
Biosecurity response preparedness	<ul style="list-style-type: none"> Attend and contribute to meetings of the National Biosecurity Response Team (NBRT) Advisory Group. 	●	<ul style="list-style-type: none"> Meetings of the NBRT Advisory Group were attended in November 2025 with strategic input provided into the professional development activities planned for NBRT Members in 2026.

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"> 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 (AHA). Develop collaborations and share insights with the New Zealand Government Industry Agreement. 	●	<ul style="list-style-type: none"> PHA, in collaboration with the Commonwealth and AHA, co-planned and presented at the Emergency response arrangements reform workshop held in November 2025. Presented at the Emergency Animal Disease Response Agreement (EADRA) meeting on Transition to Management in September 2025. PHA was involved in planning and participated in the Department of Agriculture, Fisheries and Forestry (DAFF) and Plant Biosecurity Research Initiative (PBRI) Xylella National Preparedness Workshop in September. A presentation on the suite of training services offered by PHA was delivered at the PHA Members Forum in November 2025. In collaboration with AHA and NBRT members, PHA has continued to support the jurisdictional awareness webinar series with webinars held in NSW, QLD and WA. The webinar series allows each state and territory to present their unique deployment operations under an emergency biosecurity response. PHA attended the NZ Harvest Shield v2 BMSB exercise in August 2025 and participated in discussions with Government Industry Agreement (GIA) for future collaboration and cross sectoral trans-Tasman deep dives on joint work. See Action 2.1

Action 1.4 Reviewing and sharing learnings to improve responses.

Portfolio	KPIs	Status	Achievements
Biosecurity response operations	<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. 		<ul style="list-style-type: none"> ▪ Continuous improvement/lesson management cycle of the EPPRD continued with co-ordination of: <ul style="list-style-type: none"> - the 2025 Review: <ul style="list-style-type: none"> > the scope and methodology for the 2025 Review of the EPPRD was endorsed by the signatories. > a consultant was contracted to facilitate the EPPRD review consultation > consultation with signatories initiated in September 2025 > validation of early findings began at a workshop with signatories in November 2025 > a draft report of the 2025 Review is expected to be circulated to signatories in March 2026. - planning of four Incident debriefs are underway - The Normal Commitments Issue Resolution Group, composed of EPPRD Signatory representatives, is reviewing proposed amendments to the EPPRD to provide more flexibility to the National Management Group (NMG) in decision-making on Cost Sharing of existing staff of the Parties (which is currently not allowed under the EPPRD).



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"> 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. 	●	<ul style="list-style-type: none"> PHA continued to strengthen our partnership with the New Zealand GIA team with meetings in July and August 2025. Non-subscription funding opportunities were explored through the development of 6 project proposals submitted to a range of funding bodies. These efforts culminated in a new collaboration with ALLFED Australia on a project commencing in mid-2026 to better prepare Victoria's agriculture industries for future risks. Discussions have been held with key partners of the Safeguarding Indigenous-led Forestry project to consider potential activities and funding options for the next phase of the project. PHA participated in various events to strengthen existing partnerships, build new connections and share plant biosecurity information. Key 2025 events attended include; <ul style="list-style-type: none"> Australian Wine Industry Technical Conference in Adelaide (July) Australian Banana Industry Congress on the Gold Coast (August) Made & Grown; The Future of Food Conference in Canberra (August) Environmental Biosecurity Roundtable (September) Xylella: National Preparedness Workshop in Mildura (September) Northern Australia Biosecurity Strategy Roundtable Event in Cairns (October) James Cook University Biosecurity Showcase in Cairns (October)



Non-subscription

Portfolio	KPIs	Status	Achievements
New partnerships (continued) 	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Parliamentary Friends of Primary Producers – Grains Showcase in Canberra (October) CSIRO Safe Trade workshop in Hobart (October) Botanic Gardens Australia and New Zealand Conference (November) National Biosecurity Forum in Canberra (November) VegWatch Showcase Event (December). Meetings of the ARC Plant Biosecurity Training Centre Education Committee were attended in July and October 2025 to consider potential learning offerings for the ARC postgraduate students in 2026 to enhance their understanding of the Australian plant biosecurity system, emergency response basics and biosecurity career pathways. Engaged with the ARC on a research proposal to support future work addressing miscommunication in biosecurity.

Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	KPIs	Status	Achievements
National committees and working groups	<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 Industry Forum Committee (PIFC) Other relevant committees and working groups as required. 		<ul style="list-style-type: none"> PHA participated in meetings of various national government biosecurity committees and working groups, including: <ul style="list-style-type: none"> NBC (September, October and December 2025) PHC (July, September and December 2025) SMART (August 2025) SPHD (November 2025) SNPHS (October 2025) AFFTAC (August 2025) PBPWG (October 2025) EIC (August 2025). Meetings of PIFC (July and October 2025) and PIBC (October 2025) along with monthly meetings of the National Biosecurity Communications and Engagement Network (NBCEN) were also attended.
Strategic planning and reporting	<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 2026–27 AOP to Members and secure Board approval by May 2026. 		<ul style="list-style-type: none"> AOP consultation commenced following AGM in November.

 Non-subscription

Portfolio	KPIs	Status	Achievements
Strategic planning and reporting (continued)	<ul style="list-style-type: none"> 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. 	●	<ul style="list-style-type: none"> The 2025 AR was distributed to Members prior to the AGM in November 2025. MYPR production underway.
Collective engagement	<ul style="list-style-type: none"> Provide a National Biosecurity Week (NBW) stakeholder collateral pack. 	●	<ul style="list-style-type: none"> The 2025 NBW stakeholder pack provided to Members and distributed via the National Biosecurity Communications and Engagement Network (NBCEN).
Member liaison	<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 eNewsletter. Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils. 	●	<ul style="list-style-type: none"> The 25th PHA Annual General Meeting was held in Canberra in November 2025. PHA Member meetings were held in Canberra in November 2025. The hybrid event was attended by representatives from government, industry and associate Members and included the 2025 EPPRD review workshop, 42nd EPPRD meeting, 17th PHA Members Forum, 40th Plant Industry Forum, and the 6th PHA Government Members Forum. Operational activities aligned to Member priorities through ongoing engagement. In November 2025, PHA participated in an industry and government meeting organised by AUSVEG to discuss the safe and risk-based movement of potatoes across Australia following the detection of Potato Mop Top Virus. The 16th joint meeting of PHA and AHA Directors was held in Canberra in July 2025 with next meeting scheduled for July 2026. Communiques published on the PHA website and in Tendrils eNewsletter for BM120 and BM121. Member feedback channel promoted monthly via Tendrils and social media and feedback captured.

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"> 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. 	●	<ul style="list-style-type: none"> Consolidated list of High Priority Pests (HPP) updated and maintained maintained following endorsement of biosecurity plans. Funding proposals prepared, submitted and contracted to review and develop biosecurity plans for the potato, cherry, truffle and summerfruit industries, information shared through Reference panels.

Portfolio	KPIs	Status	Achievements
Biosecurity plans 	<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. 		<ul style="list-style-type: none"> Threat summary tables updated for the melon, olive, pineapple and avocado industries. Technical Review Panels held for avocados, olives and pineapples. Biosecurity Plan for the vegetable industry awaiting industry endorsement. Reference Panel meetings held for the apple and pear, avocados, ginger, rice, sugarcane and berries industries.
Biosecurity programs 	<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. 		<ul style="list-style-type: none"> Key biosecurity fact sheets on HPPs and farm hygiene practices continue to be reviewed and republished on the grains biosecurity 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. The Grains Farm Biosecurity Program website continues to be updated with new information, technical articles and reports as they become available. The program is regularly promoted via social media and external newsletters including Tendrils and the Farm Biosecurity Newsletter. Six articles on key grains biosecurity risks were developed and published in GRDC's GroundCover magazine (July/August, Sept/October and Nov/December editions). PHA coordinated the National Bee Biosecurity Program in partnership with the honey bee industry and participating state governments. Activities focused on finalising work plans and establishing agreements with jurisdictions to support services delivered by Bee Biosecurity Officers. Commenced work on two SPOT documents focusing on <i>Clavibacter</i> (spp.) and <i>Autographa gamma</i> (silver-Y moth). Three host lists for citrus HPPs were developed in collaboration with Citrus Australia as key preparedness activities under CitrusWatch. Draft industry framework being established in consultation with the Grains Biosecurity Advisory Committee (GBAC). GBAC was established with representatives from the GRDC, GPA, Grain Growers Limited (GGL), Grain Trade Australia (GTA) and PHA and two meetings held.

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

Portfolio	KPIs	Status	Achievements
National programs	<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. 		<ul style="list-style-type: none"> The Farm Biosecurity website continues to be a valuable resource, consistently updated with new and enhanced content with 37,562 users visiting the website over the past six months, resulting in 67,256 page views. Three Farm Biosecurity eNewsletters were distributed to 3,450 subscribers and 18 news articles were published on the website. Sponsored the Farm Biosecurity Producer of the Year category at the 2025 Australian Biosecurity Awards (ABA). Attend regular NBCEN Behavioural Sub-group meetings focusing on change research to provide insight into best practice farm biosecurity.
Levy management 	<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 (PMC) meetings with Plant Industry Members. Develop a new standardised Memorandum of Understanding (MoU) template to provide an instrument for the implementation of industry funded biosecurity programs. 		<ul style="list-style-type: none"> PHA supported the management of 21 levy funded biosecurity projects and programs valued at more than \$26 million established under the framework of a MoU between PHA and individual peak industry bodies. Five new levy funded projects were established to improve biosecurity outcomes for the Australian grains, forest and potato industries. A total of 10 PMC Meetings were held with representatives from various peak industry bodies to support the management and implementation of levy funded biosecurity projects and programs. A revised MoU template has been drafted to establish a framework for cooperation and collaboration between PHA and peak industry bodies seeking to use levy funds for biosecurity projects. The new template features a simpler, more streamlined structure for better clarity and use.
Fruit fly 	<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. 		<ul style="list-style-type: none"> NFFC industry delegation participated in the Fresh and Secure Trade Alliance (FASTA) Symposium, held at the University of Queensland in September. NFFC Chair presented on the NFF Strategy Review and the upcoming Economic Analysis of fruit flies in Australia activities at the FASTA Symposium (September). Conducted NFF Strategy Review and Economic Analysis Workshops at the Ecoscience Precinct in Brisbane in September. NFFC Executive Committee meeting #8 held online in August 2025. NFFC meeting #37 held in September at the Ecoscience Precinct in Brisbane. NFFC joint meeting with a delegation from the New Zealand Fruit Fly Council in September at the Ecoscience Precinct in Brisbane. Series of consultation meetings relating to the development of a Commonwealth funded project Economic Analysis of fruit flies in Australia to be delivered by PHA and the Centre for International Economics (CIE). The 12-month National Fruit Fly economic framework project (funded by DAFF) was signed in December 2025. The project will include a review and update baseline and projected scenarios on the economic impact of fruit fly on industry and the economy annually over the period to 2035; and to develop an analytical economic framework to underpin the development and implementation of activities under the 2026-35 National Fruit Fly Strategy.

 Non-subscription

Portfolio	KPIs	Status	Achievements
Fruit fly (continued) 	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Prepared the 2025 edition of the PFF newsletter post September meetings and published on the PFF website in December 2025. Developed engagement material for uploading onto the PFF website relating to the NFF Strategy Review and Economic Analysis work being undertaken through to the end of 2026. Collated the NFF Implementation Report 2024/25 and NFF Implementation Plan 2025/26 for endorsement and uploading onto the PFF website. Prepared NFF information for development of communication through Tendrils and social media. Facilitated international knowledge exchange regarding fruit fly management through a meeting with the New Zealand Fruit Fly Council held on 11 November 2025. A National Fruit Fly Economic Analysis project planning meeting was held on 7 November 2025. An Annual Report was prepared outlining achievements in 2025.
Surveillance projects and programs 	<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. 		<ul style="list-style-type: none"> PHA coordinated the third round of surveillance activities under Forest Watch Australia through a collaboration agreement between governments, the forest sector and community environment groups. A consultant was also engaged to undertake a mid-term review of the program and its collaboration agreement. Surveillance activities at major production areas and mainland capital cities were coordinated through CitrusWatch to protect the citrus industry from exotic pests. Key functions focused on supporting the upload of surveillance data into AUSPestCheck® and sourcing lures, traps and cages for surveillance personnel. PHA continued to coordinate surveillance activities delivered by state governments and the Northern Territory government at high-risk sites through the National Bee Pest Surveillance Program. All surveillance data has been uploaded into AUSPestCheck® and a meeting of the National Bee Biosecurity Steering Committee was held in November 2025 to support program implementation. Various meetings and discussions were held with bee biosecurity stakeholders across government and industry to help secure support and agree financial commitments for a new five-year National Bee Pest Surveillance Program.

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

Portfolio	KPIs	Status	Achievements
Partnered training and resources 	<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. 		<ul style="list-style-type: none"> A draft 2024-25 activity report for CitrusWatch has been prepared in collaboration with Citrus Australia and the Northern Territory Government to highlight key program achievements. Input was also provided into three newsletters (August, September and October) for Members of the CitrusWatch Early Detection Network to help raise awareness of the program and key exotic pest threats. PHA promoted online training courses available on the BOLT platform that provide important information about biosecurity and pests and diseases that threaten Australia's forests. No training workshops will be delivered through Forest Watch Australia in 2025-26 due to funding constraints which have reduced the scope of planned activities.

 Non-subscription



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"> 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. 		<ul style="list-style-type: none"> Digital system releases and any associated issues are considerably improved through the refinement of the use of JIRA Service Management, and supported by a strong partnership with vendors. This ensures a collaborative and successful delivery of digital systems. Annual workplans, monitored by the respective Steering Committees for AUSPestCheck®, APPD and PaDIL are guiding delivery of activities across these systems.

Portfolio	KPIs	Status	Achievements
Digital surveillance systems (continued) 	<ul style="list-style-type: none"> ▪ 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. 		<ul style="list-style-type: none"> ▪ Cybersecurity enhancements maintained across all PHA systems, providing secure fit for purpose systems with strong governance around usage and implementation. ▪ PHA attended the Safe Trade Annual Member meetings and engaged on the use of AUSPestCheck® for data sharing, as well as discussing ePHAC progress and implementation. As a result PHA staff are now engaging in Working Groups that arose from the Safe Trade meeting, to assist with defining data sharing protocols for research and Phytosanitary data. <p>AUSPestCheck®</p> <ul style="list-style-type: none"> ▪ AUSPestCheck® Plant tenancy has 176 users, 11.3 million records from 19 surveillance programs. ▪ AUSPestCheck® Aquatics tenancy has 32 users and nearly 45,000 records from 2 programs ▪ AUSPestCheck® enhancements underway to facilitate data sharing using Data Sharing Containers and development of a Data Sharing Agreement that is under review by industry and government stakeholders. ▪ The Forest and Wood Products Australia (FWPA) funded program to develop an Application Programming Interface (API) for automations between Biosecurity Commons and AUSPestCheck® is progressing, and API connectivity has been established. PHA continues to work with stakeholders to refine the API and its functionality. ▪ PHA attended the Australian Research Data Commons (ARDC) Annual meetings to engage on sharing data from AUSPestCheck®. <p>APPD</p> <ul style="list-style-type: none"> ▪ APPD has 435 users and over 1.4 million records from 16 national reference collections. ▪ PHA continues to work with contributing collections to develop efficient data upload processes and mechanisms, including API connections. ▪ APPD Steering Committee has prioritised system enhancements including improvements to collection date handling, access request workflows, and the APPD landing and collection contact pages. <p>PaDIL</p> <ul style="list-style-type: none"> ▪ PaDIL has images from 7202 species held across 6 libraries. ▪ The PaDIL Steering Committee approved Annual Workplan 2025/26 including the development of a framework to guide priorities for content creation. ▪ PHA is supporting DAFF to review the Seed Image Library during 2025/26. <p>ePHAC</p> <ul style="list-style-type: none"> ▪ Stage One delivery completed and issues requiring remediation were identified. Stage 2 will enable the proposed remediation as well as an implementation of a pilot program.

Action 3.2 Strengthening scientific rigour and capability.

Portfolio	KPIs	Status	Achievements
Networks Coordination* 	<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. 	N/A	<ul style="list-style-type: none"> PHA supported the transition of NPBDN and PSNAP functions to DAFF after funding for PHA-managed activities for the two networks ended on 30 June 2025. PHA also continued hosting the PSNAP and NPBDN websites while longer term hosting arrangements are explored by DAFF.
Protocols to support surveillance and diagnostics* 	<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 HPPPs. 	N/A	<ul style="list-style-type: none"> Supported the transition of NDP and NSP coordination functions to DAFF after funding for PHA to deliver these services ended on 30 June 2025. Meetings of the Diagnostic Protocols Working Group were attended in September 2025 with advice provided on NDPs and associated changes and challenges. Meetings of the NSP Working Group were attended in October and November 2025 with advice provided on proposed changes to the National Surveillance Protocol Reference Standard.
Proficiency testing* 	<ul style="list-style-type: none"> Explore opportunities to support laboratories' participation in the National Plant Health Proficiency Testing program. 	N/A	<ul style="list-style-type: none"> Transitioned the National Plant Health Proficiency Testing Program support functions to DAFF after funding for PHA to facilitate specimen collection for the program ended on 30 June 2025.

* Responsibility for the national plant biosecurity diagnostics and surveillance networks and protocols functions transitioned to the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF) on 1 July 2025. Core activities included:

- coordinating the PSNAP and NPBDN networks, websites, ADWs and ASWs and the professional development program;
- coordinating the development, review, verification and endorsement of NDPs and NSPs; and
- facilitating the collection of specimens for diagnostic proficiency testing through the National Plant Health Proficiency Testing Program.

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

Portfolio	KPIs	Status	Achievements
National coordination and governance programs 	<ul style="list-style-type: none"> Participate in stakeholder engagements to identify and develop sustainable funding opportunities for plant biosecurity programs of national significance. 		<ul style="list-style-type: none"> PHA contributed to the development of a strategic narrative for plant biosecurity investment and reform through participation in meetings and workshops. Led by the PHC, the narrative articulates the case for change, the pressures facing the system, and the priorities for action.

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

Portfolio	KPIs	Status	Achievements
Surveillance system reform 	<ul style="list-style-type: none"> Explore opportunities for implementation of a nationally integrated surveillance system (NISSP) for plant pests. 	N/A	<ul style="list-style-type: none"> SNPHS tasked with reviewing the NISSP Implementation Plan to identify current activities and resourcing requirements.

 Non-subscription

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

Portfolio	KPIs	Status	Achievements
Community engagement 	<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. 		<ul style="list-style-type: none"> The AIQ website was maintained on behalf of state and territory governments to provide commercial travelers and holidaymakers with important information on biosecurity zones and restrictions within Australia. The website remains a popular resource with 52,469 users and 516,338 page views. PHA continued to manage the Exotic Plant Pest Hotline for reporting any pests or diseases of concern. Spotted Anything Unusual campaign developed and promoted via PHA channels.

Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	KPIs	Status	Achievements
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. 		<ul style="list-style-type: none"> Presented on PHA's plant biosecurity role and botanic gardens' contribution to early detection and preparedness at Botanic Gardens Australia & New Zealand Congress in Canberra. Supported the grains industry biosecurity innovation and capability at the Parliamentary Friends of Grains showcase in October. Participated in a two-day National Biosecurity Forum on biosecurity systems, EPPRD, and collaboration.

OPERATIONAL
PRIORITY



Improve governance & administration

Build a robust company with effective, efficient processes
that delivers 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"> 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 2026–27 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. Enhance reporting to facilitate timely and accurate decision making. Assist Members to implement and manage statutory biosecurity levies. 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> Monthly project management reports built with additional forecasting capability development underway. New monthly financial reporting provided. New budget model built and staff Budget toolkit development underway. Continued to maintain reserves above the minimum threshold throughout the year with term deposits attracting high interest. 2025 Annual Report received a clean audit report from the external auditor, Nexia. Updated Accounts Payable, Accounts Receivable, Monthly Reconciliations, Electronic Banking, and Payroll Policies approved by the Board and implemented. Statutory levies have been managed as per the <i>Primary Industries Levies and Charges Disbursement Act</i> including the Biosecurity Activity and Biosecurity Response components. Attended PMC meetings and facilitated ongoing Member consultation regarding industry levy balances, response payment support and development of biosecurity programs.

Action 4.2 Attracting and retaining key staff.

Portfolio	KPIs	Status	Achievements
People and Culture	<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. 	●	<ul style="list-style-type: none"> Updated Recruitment procedure Ongoing updates and enhancements to the Recruitment Toolkit for Managers. Implementation of the 'Seedling Central' online induction resources on the Stomata. Maintenance of Workplace Health and Safety (WH&S) through: <ul style="list-style-type: none"> quarterly WH&S Committee meetings regular reviews and maintenance of WH&S risk register regular WH&S content incorporated into internal communications including WorkSafe month internal activation frequent building and facilities inspections for hazard and risk identification emergency and evacuation simulations emergency warden training. Ongoing implementation of the Psychosocial Hazards Action Plan, including: <ul style="list-style-type: none"> publication of PHA's zero tolerance policy regarding treatment of staff a new Stomata page providing resources and guidance regarding Right to Disconnect implementation of a new Handover of Work protocol, to ensure completeness and consistency of handover when staff leave or change roles. Updated Recruitment and Appointments policy. New Salary Sacrificing and Fringe Benefit Tax (FBT) Policy and application form developed. Updated Flexible Working Policy and procedure approved and implemented.

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"> 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. 	●	<ul style="list-style-type: none"> First round of Values in Action awards completed. Company-wide action plan developed (based on the 2025 staff engagement survey results). The action plan will be delivered in the next 1-2 years. Ongoing series of P&C information sessions for managers and staff to improve awareness of key policies, entitlements and cultural initiatives.

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

Portfolio	KPIs	Status	Achievements
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. 	●	<ul style="list-style-type: none"> Met all legal and constitutional compliance requirements. Provided secretariat support to ensure effective administration of all Board duties. 83% Board attendance at the November AGM. Priority topics identified for next internal audit. Agreed recommendations from previous internal audit progressed and implemented

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"> 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. 	●	<ul style="list-style-type: none"> Updated Board induction program developed for new Board Director induction and refresher content for existing Board Directors. EPPRD training for PHA Board scheduled for February 2026. Consultation with EMT completed to form basis of refinement and expansion of the PHA Learning Strategy. Work underway to identify priority PHA capabilities and develop learning pathways to enhance capability in these areas. Nine new induction eLearning modules under development.



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"> 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. 	●	<ul style="list-style-type: none"> Implementation of the communications and engagement strategy continues to strengthen PHA’s visibility and connection with Members, stakeholders and the wider community. Tendrils now reaches almost 2,000 subscribers each month and remains a key channel for Member and stakeholder engagement. During the reporting period, 35 media articles and releases were developed. Supported three speaking opportunities and created supporting content. PHA’s website continues to perform well, with 30,626 users and 71,501 page views between July and December. BOLT, EPPRD, Resource Centre, Our People, and Careers Hub were the most visited pages. Across our digital channels, we’ve seen strong growth this year, particularly on LinkedIn, where we gained 1,400 new followers, bringing our total to 9,300. PHA’s combined social media following across Facebook, LinkedIn, Instagram and X reached 14,148, supporting strong visibility and engagement. Since July, 755 posts were published across social channels, generating 700,000 impressions and 64,182 engagements, demonstrating strong audience reach and interaction.

Action 5.2 Maintaining a contemporary corporate style guide.

Portfolio	KPIs	Status	Achievements
Corporate identity guide	<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 (CI) guide as part of the employee induction process. 		<ul style="list-style-type: none"> Maintained currency of corporate style guides and templates to support consistent, high-quality marketing and communications materials. The CI guide is accessible on The Stomata and will be included in the upcoming digital induction pack.

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"> 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. 		<ul style="list-style-type: none"> Continued implementation of the internal communications strategy strengthened employee engagement, transparency and cross-functional collaboration. The Stomata remained a central engagement channel, with more than 134 internal news items published over the past six months. Since July 2025, the intranet has recorded 4,209 site visits, demonstrating sustained staff usage over the reporting period. The most-accessed pages consistently included Home, Policies, Resources, Information technology, Organisation chart, and the Staff directory. Usage patterns indicate strong reliance on the intranet for core organisational information, particularly policies, internal communications and employee resources, with monthly monitoring continuing to track engagement trends. The MarComms team also supported the inaugural Values in Action Employee Recognition Awards and helped launch new induction and onboarding materials through Seedling Central, building a strong, connected and values-driven workplace.

Action 5.4 Improving Member onboarding process.

Portfolio	KPIs	Status	Achievements
Improving Member onboarding process	<ul style="list-style-type: none"> Review and update the Member Information Onboarding pack to ensure it remains contemporary and fit-for-purpose. 		<ul style="list-style-type: none"> The Member onboarding information package maintained and updated to support government, industry, and associate Members. The package provides clear guidance on membership benefits, obligations, resources, and engagement opportunities. A revised membership information factsheet developed as a basis for consultation with the PIFC. The factsheet aims to provide current Members and potential new Members with essential information about PHA, including the key benefits of membership for different membership categories.

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"> 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. 		<ul style="list-style-type: none"> Progressed a gap analysis to identify training needs for Members. An initial focus was on reviewing existing training offerings and identifying priority capability gaps. A calendar which provides an overview of scheduled training events was developed and is scheduled for promotion in early 2026. Maintained accurate records of participant attendance across all training activities. Overall findings from evaluations indicate participants are content with the delivery of these activities with feedback also used to guide the continuous improvement of key training resources.



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