

animalhealth AUSTRALIA

Strategic Plan

2025-2030

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About Animal Health Australia



Our purpose

Animal Health Australia (AHA) is Australia's trusted and independent national animal health body. We bring together government and industry to deliver important animal health and biosecurity programs and outcomes for the benefit of all Australians.

By partnering with members, we help identify threats and opportunities, drive collaborative solutions, and advocate for the long-term success of Australia's livestock industries and animal biosecurity system.

Our vision

A strong national biosecurity system that ensures the resilience and growth of Australia's livestock industries.

Our mission

To partner with government and industry to deliver programs that strengthen and protect Australia's livestock industries.

Our values

Our work is guided by five core values, with employees and members at the heart of what we do.

- **Act with integrity**: build trust and respect through ethical behaviour and accountability.
- **Collaborate**: harness our collective strength and the power of individual differences.
- **Innovate**: embrace creativity and strive for continuous improvement.
- **Lead**: inspire and empower teams to achieve excellence.
- **Foster community**: take a 'one team' approach through meaningful connections and a shared purpose.

Our members

Our success is driven by close collaboration and partnerships with members and stakeholders.

Federal, state and territory governments

Livestock industries

Associate members

Our plan

The AHA Strategic Plan (the Plan) was developed through extensive consultation with members and stakeholders. It reflects a shared commitment to protecting Australia's animal health status, sustaining livestock production, and maintaining market confidence.

Through innovation, strong partnerships, and system-wide capability, the Plan supports a resilient and future-ready animal health sector—one that underpins the continued prosperity and integrity of Australia's livestock industries.

Supporting our system

Australia's biosecurity system comprises a diverse array of government, industry, and association partners working together to prevent, prepare for, and respond to biosecurity threats. Here's how our plan complements and strengthens this system.



Changing operating environment

Responds to rising disease risks, climate impacts, economic pressures, and evolving consumer expectations.



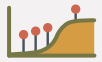
Alignment with partner strategies

Aligns with the National Biosecurity Strategy and member strategies to ensure a coordinated biosecurity approach.



Member and stakeholder collaboration

Builds strong partnerships across sectors to improve biosecurity outcomes.



Working within the invasion curve

Supports proactive action across all stages—prevention, eradication, containment, and long-term management.

Strategic Priorities 2025-30

The Plan sets our vision for the next five years across four strategic priorities, supported by over 25 focus areas to help guide workplans and activities.

1 Prepare and respond

Strengthen Australia's capability to detect and respond to emergency animal disease incidents.

2 Prevent

Mitigate the risks and impacts of disease to maintain animal health and product integrity.

3 Partner

Facilitate collaborative approaches to improve animal health and biosecurity outcomes.

4 Perform

Drive AHA's overall effectiveness through robust governance and optimised business processes.

Changing biosecurity landscape

Global and local challenges, including COVID-19, political instability, changing market requirements and technological advancements, have reshaped the Australian biosecurity landscape since the development of our last Strategic Plan.

Threats — such as foot-and-mouth disease, lumpy skin disease and high pathogenicity avian influenza — and increased outbreaks of other animal diseases within Australia show that now, more than ever, we need the right capabilities, partnerships and operating models to proactively address challenges and opportunities.



Biosecurity: protecting all Australians



Economic impact

The gross value of agricultural production in 2023-24 was $82.4 billion.[1]	Protects export industries worth $51 billion.[1]	Protects tourism valued at $50 billion.[1]	Safeguards over 1.6 million jobs.[1]	A large multi-state FMD outbreak could cost around $80 billion over 10 years.[2]	An outbreak of lumpy skin disease could cost around $7.4 billion in the first year alone.[3]

Ecological impact

Protects assets valued at more than $5.7 trillion.[1]	Protects our biodiversity, which is made up of over 600,000 organisms, many of which are not found anywhere else on earth.	Warmer temperatures and changing rainfall patterns are creating more favourable conditions for pests and diseases to thrive and spread.[4]	The average annual cost of extreme weather insurance claims has more than doubled from $2.1 billion to $4.5 billion between 2020 to 2025.	Northern Australia's sparsely populated coastline is the frontline for many high-risk pests and diseases.

Social impact

Creates a stable and secure food and fibre supply.	Prevents outbreaks of diseases that can affect humans, animals, and plants.	Limits avoidable loss of livestock, reducing financial and emotional strain on businesses, communities, and property owners.	Safeguards agriculture and tourism businesses, which help support local economies and livelihoods.

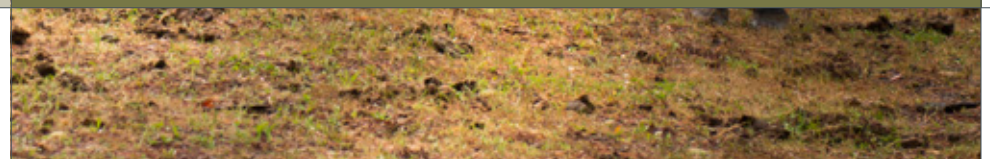
1 Biosecurity in Australia - DAFF
2 Direct economic impacts of a foot-and-mouth (FMD) disease incursion in Australia, An update of ABARES 2013 estimate - DAFF
3 Adequacy of Australia's biosecurity measures and response preparedness, in particular with respect to foot-and-mouth disease and varroa mite - APH
4 Food security in Australia (Chapter 6 – Climate change and biosecurity) - APH



1

Prepare and respond

Strengthen Australia's capability to detect and respond to emergency animal disease incidents.



Key focus areas

1.1 Maintain the integrity of the EADRA and assist signatories in understanding and meeting their obligations.

1.2 Maintain AUSVETPLAN as a nationally endorsed and contemporary suite of documents to inform decisions in an emergency animal disease response.

1.3 Strengthen national response capability through training, activities and professional development.

1.4 Facilitate collaboration and provide expertise and guidance to support rapid, effective and efficient responses to emergency animal disease incidents.

1.5 Support market access to maintain Australia's trusted-to-trade reputation.

1.6 Improve and optimise surveillance tools and national reporting systems.

1.7 Identify disease threats that may impact the national biosecurity system and help deliver effective solutions.

1.8 Interpret, identify and devise options to improve emergency animal disease responses.

How we'll measure success

- National response arrangements for biosecurity incidents are fit-for-purpose, enabling rapid decision making. (1.1, 1.2, 1.3, 1.4)
- Learnings from responses and exercises are captured, assessed and incorporated into future response arrangements. (1.1, 1.2, 1.3, 1.4, 1.8)
- Members and partners receive training and resources that enhance their national emergency animal disease response capability and capacity. (1.3)
- Australia has established mechanisms to facilitate the early detection of potential emergency animal disease outbreaks. (1.5, 1.6, 1.7, 1.8)
- Australia can substantiate its animal health status through key national animal health surveillance and monitoring programs. (1.5, 1.6, 1.7, 1.8)

Key program categories that support this priority

Emergency Animal Disease Response Agreement (EADRA)	**Australian Veterinary Emergency Plan (AUSVETPLAN)**	**Training**	**Surveillance**	**Diagnostics**	**Vaccine bank management**



2

Prevent

Mitigate the risks and impacts of disease to maintain animal health and product integrity.

Key focus areas

2.1	Raise awareness of and support the implementation of biosecurity and traceability programs to reduce the prevalence and spread of animal diseases.
2.2	Utilise technology to strengthen on-farm biosecurity measures by improving monitoring and data collection.
2.3	Use innovative data analysis and risk management practices to inform biosecurity programs.
2.4	Ensure technical information produced by AHA is contextualised to the user and readily accessible to aid on-farm biosecurity planning.
2.5	Support our partners in sharing biosecurity extension, education and training activities to drive adoption of best practice.
2.6	Work with members to support industry verification schemes and quality assurance programs that include biosecurity measures.

How we'll measure success

- Producers have access to information and tools to implement on-farm biosecurity practices, reducing risk of disease incidents on property. (2.1, 2.3, 2.4, 2.5)
- Disease entry at the farm gate is lowered, contributing to improved productivity and animal health. (2.1, 2.2, 2.4, 2.5)
- Through the application of technology and data analysis, on-farm biosecurity measures are more effective, saving producers time and money. (2.2, 2.3)
- Industry QA and verification programs support ongoing market access and new opportunities. (2.6)
- Members and partners are engaged in traceability initiatives to support a rapid response to disease outbreaks, reducing their impact. (2.1)

Key program categories that support this priority

On-farm biosecurity	Traceability	Animal health and welfare	Communications



3

Partner

Facilitate collaborative approaches to improve animal health and biosecurity outcomes.

Key focus areas

3.1 Lead with clarity and direction, identifying threats and opportunities that may impact the livestock sector.

3.2 Develop strong positive working relationships with our members and between our members.

3.3 Facilitate solutions through strategic partnerships to benefit members and improve whole-of-system outcomes.

3.4 Provide a trusted platform for the collation, analysis, reporting and appropriate sharing of animal health data.

3.5 Work cooperatively with governments, members and stakeholders to add value to national animal welfare initiatives.

3.6 Use AHA's expertise to influence national biosecurity policy.

3.7 Embrace a One Health approach, recognising the connection of human, animal and environmental health in fostering a resilient agriculture sector.



How we'll measure success

- Strong collaborative partnerships with members that see improvements to animal health and biosecurity outcomes. (3.2, 3.3, 3.5)
- National welfare initiatives support positive animal health outcomes. (3.3, 3.5)
- AHA is seen by members and partners as the leading authority on animal health and biosecurity. (3.1, 3.3, 3.6)
- A secure cloud-based platform that supports national animal biosecurity and animal health surveillance and monitoring programs. (3.4)
- Greater integration of human, animal and environmental health supports a strong agriculture sector. (3.7)

Key program categories that support this priority

Data management	**Animal health and welfare**	**Member engagement**	**Communications**	**National committee representation**



4

Perform

Drive AHA's overall effectiveness through robust governance and optimised business processes.

Key focus areas

4.1 Manage the company effectively, using best practice systems to deliver value to members and ongoing business efficiencies.

4.2 Focus on attracting, developing, and retaining talent by prioritising employee capability and well-being.

4.3 Use systems effectively to enhance programs and leverage data-driven insights.

4.4 Enable efficient governance, transparency, accountability and responsible management of resources to improve productivity.

4.5 Monitor progress to foster a culture of accountability and continual improvement.

How we'll measure success

- Effective operational management of the company, including corporate governance and financial management. (4.1, 4.3)
- A diverse and capable workforce that leads and collaborates. (4.2, 4.5)
- A culture of learning and continual improvement is embedded. (4.2, 4.3, 4.5)
- AHA provides a safe and healthy work environment. (4.4, 4.5)
- Effective and efficient systems and processes are in place that support AHA's business objectives. (4.1, 4.3, 4.4)

Key program categories that support this priority

Corporate governance	**Financial and risk management**	**Infrastructure and asset management**	**ICT systems**	**People and culture**

Implementing our plan together



Our Plan is a collaborative endeavour and will be delivered through targeted programs and initiatives in consultation and partnership with members. These programs are supported by proactive member engagement, communication, and corporate governance to ensure effective delivery and continuous improvement.

Strategic Plan

Developed in consultation with members, the Strategic Plan sets out AHA's direction for the next five years.

Annual Operating Plan

Sets out the key programs AHA will focus on each year to achieve the Strategic Plan's goals.

Key programs

AHA's key programs drive progress towards the Strategic Plan's objectives. Key programs include national response arrangements, training, surveillance, biosecurity and traceability.

Program work plans

Work plans are developed for each program in collaboration with governance committees, which comprises members and partners. This ensures programs are meeting the needs of members.

Monitoring and evaluation

The monitoring and evaluation framework forms the foundation of the Strategic Plan by clearly defining what success looks like. These success indicators are embedded within AHA's Annual Operating Plan and program work plans and are routinely monitored. This approach ensures AHA can continuously enhance its operations and drive ongoing improvement.



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