



Annual Operating Plan

2025–2026



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Acronyms



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 projects 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 our members, enabling investments and outcomes that would be impossible alone. AHA has 35 members across the following categories.

Federal, State and Territory Governments



Livestock Industries



Associate Members





CEO foreword

Dr Samantha Allan

Extreme weather, cost of living pressures, political uncertainty, and increased frequency and duration of emergency disease incursions all mean increased pressure on our biosecurity system.

It is more important than ever that we continue to work together to plan, prepare and deliver programs that strengthen and protect Australia's livestock industries.

Our Annual Operating Plan (AOP) is our roadmap for the year ahead, outlining our goals, key performance indicators and budget for the next financial year.

The AOP has been created in close collaboration with members to ensure we remain ready and agile to support the delivery of transformative animal health and biosecurity systems now and in the future.

As always, we thank our members for their invaluable feedback and guidance during the development process.

This year's AOP is also our first under our new 2025-2030 Strategic Plan, which we shared

with members at the AHA Members Forum in March 2025.

Like our AOP, our 2025-30 Strategic Plan was developed through extensive consultation with members and stakeholders to help align strategic resources, invest resources where they will have the greatest impact, identify and track progress toward agreed priorities, and empower our board and employees to make informed decisions.

It reflects our collective commitment to protecting Australia's animal health status, supporting sustainable livestock production and maintaining the confidence of both domestic and international markets. By fostering innovation, strengthening partnerships, and building capability across the system, this Plan supports a resilient, adaptable, and future-focused animal health landscape—one that underpins the continued prosperity and integrity of Australia's livestock industries.

Our 2025-30 Strategic Plan sets our vision for the next five years

Our 2025-30 Strategic 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.

across four strategic priorities, supported by over 25 focus areas to help guide workplans and activities. All priorities highlight that continued investment in proactive and collaborative biosecurity measures will be essential to maintaining and enhancing Australia's unique way of life. Projects and key focus areas in the AOP are now aligned under these updated priority areas.

When assigning forward budgets across projects, we took great care to consider members' concerns about subscription costs and resourcing pressures.

We also examined our programs to find efficiencies and leverage opportunities without reducing services.

As a result, subscription costs will not increase in the 2025-26 financial year and will remain the same as the 2024-25 financial year, subject to movement in gross value of production (GVP).

The 2025-26 Budgeted Income Statement (Table 1) shows a total income of \$16,787,886, a reduction of about \$3.4 million compared to 2024-25. This reduction is primarily due to the absence of the significant

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.



investment required every five years to refresh the foot-and-mouth disease (FMD) vaccine bank, which was a major contributor to the previous year's income.

The expenditure for 2025-26 is budgeted at \$14,575,892 — a net operating surplus of \$2,211,994. This surplus puts us in a strong

financial position to continue supporting biosecurity programs nationwide.

These are challenging times, but I have no doubt our shared skills, knowledge and resilience will continue to keep our biosecurity system strong and ready to respond to current and emerging threats.

Key priorities for 2025-26

- 1 Supporting member EAD preparedness and response capabilities
- 2 EADRA 5-year review: implement recommendations as per the workplan
- 3 Deliver AUSVETPLAN 2025-26 workplan
- 4 Maintain a modern, secure National Animal Health Database
- 5 Implement our Strategic Plan 2025-30
- 6 Maintain our reputation as a respected and trusted voice that brings together government and industry
- 7 Enhance organisational efficiency and effectiveness

Financial summary

\$6.1m

Biosecurity activity levy

\$0.8m



Biosecurity response levy

\$4.9m

Subscriptions

\$3.2m

Non-subscriptions projects

\$1.8m

Investment income

\$16.8m

Total income

Table 1 – Budgeted Income Statement

Income	\$
Biosecurity activity levy	6,138,073
Biosecurity response levy	800,000
Subscriptions	4,904,477
Non-subscriptions projects (sector specific)	3,150,289
Investment income	1,795,047
Total Income	16,787,886
Expenditure	\$
Subscription programs	7,228,863
Non-subscription projects (sector specific)	5,949,878
Vaccine bank & levy costs	597,151
Biosecurity response levy	800,000
Total Expenditure	14,575,892
Net operating surplus/Loss	2,211,994

Chart 1 – Strategic Priorities (SP) Investment 2025-2026

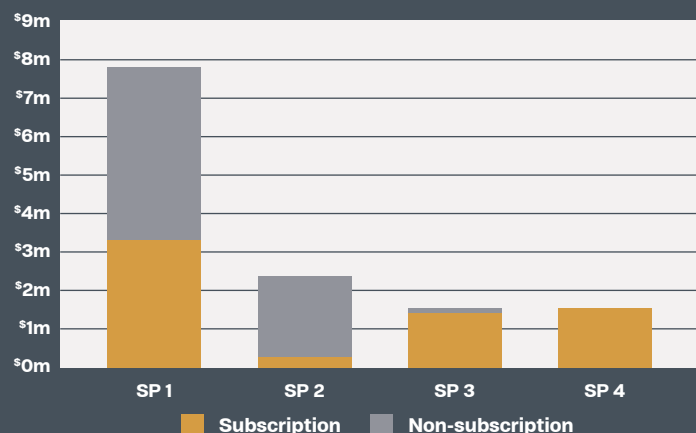


Table 2 – Subscriptions 2025-2026

Member	Member group	\$
Australian Government	Commonwealth	1,614,313
Australian Capital Territory	States and Territories	6,239
New South Wales	States and Territories	370,978
Northern Territory	States and Territories	22,575
Queensland	States and Territories	388,601
South Australia	States and Territories	109,409
Tasmania	States and Territories	59,255
Victoria	States and Territories	496,629
Western Australia	States and Territories	160,627
Grass-fed cattle levy (Cattle Australia)	Industry Organisation	545,556
Sheep and lamb levy (Sheep Producers of Australia)	Industry Organisation	213,398
Dairy produce levy (Australian Dairy Farmers)	Industry Organisation	249,438
Meat chicken levy (Australian Chicken Meat Federation)	Industry Organisation	140,737
Laying chicken levy (Australian Eggs Ltd)	Industry Organisation	51,105
Grain-fed cattle levy (Australian Lot Feeders' Association)	Industry Organisation	134,699
Sheep and lamb levy (Wool Producers Australia)	Industry Organisation	141,255
Goat levy (Goat Industry Council of Australia)	Industry Organisation	6,239
Australian Duck Meat Association Inc	Industry Organisation	9,142
Australian Pork Limited	Industry Organisation	74,124
Australian Alpaca Association Ltd	Industry Organisation	6,239
Australian Horse Industry Council	Industry Organisation	6,239
Equestrian Australia Limited	Industry Organisation	11,826
Harness Racing Australia Inc	Industry Organisation	17,622
Total ordinary member subscriptions 2025-26		4,836,244

Note: Associate member fees are \$5,686 for the 2025-2026 financial year.

The changing operating environment

Australia's biosecurity system consists of a diverse array of government, industry and other associations working together to prevent, prepare and respond to biosecurity threats. With the support and guidance of our members, we're dedicated to monitoring changes in the biosecurity landscape, identifying and understanding challenges and opportunities, and adapting our practices to reach this goal.

Opportunities



Greater awareness of biosecurity

Emergency incidents such as COVID-19, detections of FMD and lumpy skin disease (LSD) in Indonesia, and the global spread of high pathogenicity avian influenza (HPAI) subtype H5N1 clade 2.3.4.4b, have increased public awareness of the importance of biosecurity.



Access to markets

Freedom from many of the world's major biosecurity threats and our ability to substantiate this with robust surveillance data provides Australia's livestock industries a competitive advantage in the global market.



Collaborating across the biosecurity collective

Collaboration across sectors creates synergies and opportunities for innovative solutions to shared problems.



Innovations and technology

Technological advances empower livestock producers to transform how they access information and implement biosecurity best practices on-farm.



Trusted voices and thought leadership

With increased biosecurity risks, governments, industry, and the public will seek trusted voices and key leaders to share knowledge and expertise and to help strengthen Australia's biosecurity system practices and policies.

Challenges



Increasing biosecurity threats

Changes in global trade patterns and increased international travel elevate the risk of emergency animal diseases (EAD) being introduced to Australia through new pathways.



Resources

The need to plan for, prepare and respond to increasingly frequent biosecurity emergencies puts our biosecurity system under increasing pressure. Sustainable funding is essential.



Changing climate

Climate change is altering the distribution and range of pest and disease agents, increasing the risks to animal populations, changing agricultural practices, and intensifying biosecurity challenges in Australia.



Shifting consumer expectations

Consumers increasingly demand environmentally friendly and sustainable livestock production methods. This can conflict with best practice biosecurity and welfare outcomes and challenge traditional EAD response approaches.



Threats to the social licence to farm

Increased access to information has made the public more aware of modern farming practices. However, misinformation and disinformation can erode trust and goodwill towards the industry.





1

Prepare and respond

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



Investment for Strategic Priority 1

Subscription	\$3.3m
Non-subscription	\$4.5m

2025–26 Key focus areas

- Continue implementing the Emergency Animal Disease Response Agreement (EADRA) 2024-26 workplan to address recommendations from the fourth five-year review of the EADRA.
- Work with government and industry members to enhance preparedness for priority EADs, including H5Nx high pathogenicity avian influenza.
- Apply learnings from the five-year review of the National Arbovirus Monitoring Program (NAMP) to ensure the program remains fit for purpose and financially sustainable.
- Incorporate outcomes of the Australian Veterinary Emergency Plan (AUSVETPLAN) Strategic Planning Meeting 2025-30 into the AUSVETPLAN 2025-26 workplan.
- Work with AHA members to deliver the agreed AUSVETPLAN 2025-26 workplan.
- Develop and deliver training and resources that support members' understanding of the national EAD response roles and arrangements.

Subscription¹

Project	Purpose	Outcomes
AUSVETPLAN	Maintain a suite of government- and industry-endorsed, evidence-based EAD policy resources (AUSVETPLAN) that inform decision-making and underpin a nationally agreed and cost-shared EAD response plan.	<ul style="list-style-type: none"> • Delivery of AUSVETPLAN workplan, including review of manuals agreed by the AUSVETPLAN Technical Review Group, Industry Forum and Animal Health Committee. • EADRA signatories are actively engaged and collaborate to reach consensus on AUSVETPLAN manuals. • AUSVETPLAN manuals are contemporary, evidence-based and peer-reviewed.
Emergency Animal Disease Response Agreement (EADRA) Custodianship	Ensure the EADRA remains a nationally supported, contemporary, and legally binding Deed that enables a rapid, effective and efficient response to EADs.	<ul style="list-style-type: none"> • All Australian governments and any major livestock industries at risk from listed EADs are Parties to the Deed. • EADRA signatories are actively engaged and collaborate to agree on solutions to issues impacting the operation of the EADRA. • Delivery of the activities in the agreed EADRA workplan, including addressing recommendations from the fourth five-year EADRA review. • The EADRA is fit for purpose², legally sound and endorsed by all signatories. • AHA is an effective custodian of the EADRA, meeting all obligations under the Deed. • Signatories understand their shared EADRA benefits, obligations and responsibilities.
Emergency Animal Disease (EAD) Training Program	Deliver training and resources that enhance AHA members' national EAD response capability and capacity.	<ul style="list-style-type: none"> • Provision of contemporary Liaison Livestock Industry (LLI), Consultative Committee on Emergency Animal Diseases (CCEAD) and National Management Group (NMG) preparedness training and supporting resources for members. • Improved member understanding of the purpose and function of national EAD response roles and arrangements. • Enhanced industry-government EAD response networks.

Cont'd

¹ Programs are categorised as Subscription Projects, proportionately funded by all AHA members, or Non-subscription Projects, funded by one or a subset of AHA members.

² Fit-for-purpose is current, contextual, clear and practical.



Project	Purpose	Outcomes
National Animal Health Information Program	Provide governance for collating, analysing and reporting an agreed national surveillance dataset. Maintain an online database of national animal health information that is accessible to governments to support trade negotiations and market access. Manage the production of agreed national surveillance publications.	<ul style="list-style-type: none">• National animal health data and analyses are available to members.• Surveillance data supports trade, market access and reporting requirements to the World Organisation for Animal Health (WOAH).• National surveillance publications support government and industry requirements.
National Significant Disease Investigation Program	Increase engagement with private veterinarians. Deliver tailored programs to increase the quantity and quality of livestock and wildlife disease investigations reported nationally.	<ul style="list-style-type: none">• Improved quality and quantity of significant disease investigations by private veterinarians.• Professional development of private veterinarians in disease investigation.• Stronger connection and collaboration between government and private veterinarians.
Subcommittee for Animal Health Laboratories Standards (SCAHLs)	Support the development and delivery of the National Animal Health Diagnostics Business Plan. Participate in the Animal Health Committee (AHC) subcommittee on SCAHLs. Support initiatives for improving laboratory and diagnostics outcomes. Represent industry concerns at SCAHLs meetings.	<ul style="list-style-type: none">• Contribute to the successful delivery of the National Animal Health Diagnostics Business Plan outputs.• Where appropriate, SCAHLs considers industry concerns when making decisions.• Provide a link between national animal health surveillance and diagnostic expertise.
Surveillance Enhancement and Support	Collaborate on the development, delivery and evaluation of national animal disease surveillance initiatives, including the National Animal Health Surveillance Plan and its supporting activities.	<ul style="list-style-type: none">• Contribution of program expertise and industry perspective to national surveillance forums.• Contribution of program expertise and industry perspective to the National Lumpy Skin Disease Surveillance Strategy.



Non-subscription

Project	Purpose	Outcomes
Anthrax Vaccine Bank Management	Enhance Australia's preparedness for a significant anthrax outbreak by maintaining a local inventory of anthrax vaccine.	<ul style="list-style-type: none">• Sufficient doses of Australian specification anthrax vaccine are stored in Australia and can be dispatched within 24 hours of a request.
Enhanced Surveillance for Significant Exotic Diseases of Pigs	Generate evidence of absence data for specified exotic pig diseases to support the Australian Government substantiate claims of our disease occurrence status and trade negotiations.	<ul style="list-style-type: none">• A technical basis for export certification for Australian pork and data to inform risk-based pork import policies.• Improved health monitoring in pigs and strengthened early detection of disease.• Expand and refocus the project to support enhanced passive surveillance for Japanese encephalitis in pigs.
FMD Vaccine Bank Capital and Management	Enhance Australia's preparedness for an FMD outbreak by ensuring access to the appropriate FMD vaccines. Refresh the FMD Vaccine Bank within the five-year cycle.	<ul style="list-style-type: none">• A customised Australian FMD vaccine is ready for shipping to Australia within seven working days of placing an order.• An exercise involving the simulated importation of FMD vaccine is delivered in 2026.• Documentation to support the Production, Storage and Supply Agreement 2025-2029 is in place.
Improve Australia's preparedness for High Pathogenicity Avian Influenza (HPAI)	Identify and address gaps in Australia's preparedness to respond to an incursion of HPAI.	<ul style="list-style-type: none">• Available funds are dispersed to jurisdictions/industry to assist with the purchase of equipment for the humane mass destruction of poultry.• Delivery of a desktop HPAI exercise — Exercise Flight Path.• Enhanced HPAI preparedness for government, industry and AHA.

Cont'd



Project	Purpose	Outcomes
Johne's Disease (JD) and Anthrax Reference Laboratories	Provide Reference Laboratory services to support national disease management programs for animal diseases, such as JD, and high public health risks, such as anthrax.	<ul style="list-style-type: none">• Australia has recognised national reference laboratories for anthrax and JD that meet internationally accepted standards.• National reference laboratories provide livestock industries with expert diagnostic expertise for anthrax and JD.
National Arbovirus Monitoring Program (NAMP)	Monitor the distribution of economically impactful arboviruses of livestock, such as bluetongue virus, and their vectors.	<ul style="list-style-type: none">• A technical basis to support the export of livestock and genetic material into bluetongue virus-sensitive markets.• Timely detection of exotic strains of bluetongue virus and vector species.• Learnings from the five-year review of the NAMP are applied to keep it fit for purpose and financially sustainable.
National Biosecurity Response Team Program (NBRT) Program	Build national biosecurity emergency response capabilities.	<ul style="list-style-type: none">• Enhanced NBRT member capability through professional development and attendance at third-party events.• Sharing of expertise and resources via networking activities and collaborative partnerships (e.g. NBRT Alumni).• Increased awareness of interstate deployment requirements.
Screw Worm Fly (SWF) Surveillance and Preparedness Program	<p>Promote awareness to animal health stakeholders of the risk to Australia from SWF.</p> <p>Monitor Australia's SWF entomology capability and capacity.</p>	<ul style="list-style-type: none">• Early detection of potential screw worm fly incursions.• Provision of training in screw worm fly identification.• Support national capability to mount an emergency response.

Cont'd



Project	Purpose	Outcomes
Transmissible Spongiform Encephalopathies (TSEs) Freedom Assurance Program	<p>Maintain Australia's freedom from classical bovine spongiform encephalopathy (BSE) and scrapie and our WOAHP disease-free status.</p> <p>Carry out sufficient TSE surveillance to meet international requirements, assure markets that Australian animals and animal products are free of TSEs and ensure the early detection of a TSE (should it occur).</p> <p>Demonstrate that no restricted animal material is fed to ruminants.</p>	<ul style="list-style-type: none">• Australia stays free of classical BSE and scrapie.• Australia maintains its WOAHP BSE negligible risk status.• Increased awareness and adherence to the Australian ruminant feed ban in the stockfeed supply chain.



2

Prevent

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



Investment for Strategic Priority 2

Subscription	\$0.2m
Non-subscription	\$2.1m

2025–26 Key focus areas

- 1 Develop and promote effective on-farm biosecurity manuals, plans and tools, reducing the risk of disease outbreaks on producers' properties.
- 2 Work with AHA members on key biosecurity planning initiatives and activities, updating resources as necessary.
- 3 Work with Plant Health Australia to implement a new plan for the Farm Biosecurity Program that meets the needs of producers and supply chain participants.
- 4 Implement the new five-year National Sheep Industry Biosecurity Strategy.



Subscription³

Project	Purpose	Outcomes
Biosecurity Planning and Implementation	In partnership with members and relevant stakeholders, develop contemporary, best-practice biosecurity manuals, tools and information tailored to the livestock industries.	<ul style="list-style-type: none">• Biosecurity is included in quality assurance and verification schemes for all livestock industries and supply chains.• Members are assisted in meeting EADRA biosecurity commitments.• Completion of the National Feedlot Biosecurity Manual and review of the National Grazing Livestock and Pork Industry Biosecurity Manuals.
Farm Biosecurity	Assist producers in increasing the implementation of biosecurity practices on-farm and throughout the supply chain. Assist livestock producers to manage the health of their animals.	<ul style="list-style-type: none">• Producers and supply chains are assisted in implementing meaningful biosecurity practices and plans.

³ Programs are categorised as Subscription Projects, proportionately funded by all AHA members, or Non-subscription Projects, funded by one or a subset of AHA members.



Non-subscription

Project	Purpose	Outcomes
Accreditation Program for Australian Veterinarians (APAV)	Provide a contemporary, accessible online learning platform to help registered veterinarians become accredited for government veterinary programs.	<ul style="list-style-type: none">• Livestock industries continue to have access to veterinarians accredited to deliver specified government biosecurity programs.
Alpaca Traceability	Work with the Australian Alpaca Association to further develop and implement a traceability system for alpacas and llamas.	<ul style="list-style-type: none">• Continued development of a voluntary traceability system by the alpaca industry.
Australian Government Accredited Veterinarian Training	Provide a contemporary, accessible online learning platform to help private veterinarians become accredited for export certification work on behalf of governments.	<ul style="list-style-type: none">• Livestock industries have access to veterinarians accredited to provide pre-export preparation and/or shipboard services.
Australian Animal Pathology Standards Program	Enhance national veterinary pathology diagnostic and expert knowledge capabilities by providing pathology training, continuing education and quality assurance programs.	<ul style="list-style-type: none">• The quality of pathological interpretation and diagnosis by veterinary pathologists in Australia is maintained, monitored and improved.• Veterinary pathologists have increased awareness of diagnostic requirements for existing and emerging animal diseases.• An online reference of gross and histopathological materials for animal diseases is maintained.
Cattle Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian cattle industry.	<ul style="list-style-type: none">• Producers have access to tools and technical information about endemic diseases to assist with herd management.• Producers are assisted to increase the implementation of effective health and biosecurity measures.

Cont'd

Project	Purpose	Outcomes
Fit to Lamb	To reduce the impacts of dystocia on the Australian sheep industry. The first phase involves collating and analysing historical data in a newly developed database.	<ul style="list-style-type: none"> AHA maintains the Fit to Lamb database and provides support for the project.
Goat Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian goat industry.	<ul style="list-style-type: none"> Producers can access tools and technical information about endemic diseases to assist with herd management. Producers are assisted to increase the implementation of health and biosecurity practices.
National Management of JD	Manage cross-sectorial issues associated with JD in alpacas, cattle, goats and sheep.	<ul style="list-style-type: none"> Affected industries connect and stay informed about JD issues. Each industry has a pathway for its species-specific JD management.
National Sheep Industry Biosecurity Strategy (NSIBS)	Work with Sheep Producers Australia and WoolProducers Australia to deliver a refreshed NSIBS. Identify biosecurity gaps within the sheep industry and address them directly or through other projects.	<ul style="list-style-type: none"> Improved biosecurity practices, market access and productivity in the sheep industry.
National Sheep Industry Biosecurity Strategy (NSIBS) - Tasmania	Collate and report on animal health surveillance information and provide biosecurity extension to Tasmanian producers.	<ul style="list-style-type: none"> Tasmanian sheep and wool producers are better informed about diseases occurring in their region and how to prevent or manage them.

Cont'd



Project	Purpose	Outcomes
National Livestock Identification System (NLIS)	Work with members and stakeholders to deliver required outputs relevant to NLIS business rules and SAFEMEAT initiatives.	<ul style="list-style-type: none">• AHA contributes to national traceability working groups and committees.• Enhanced traceability and EAD responsiveness for livestock industries.
National Wild Dog Action Plan	Support the coordination and implementation of the National Wild Dog Management Action Plan.	<ul style="list-style-type: none">• Implementation of a cross-sectoral approach to managing wild dogs.
Prohibited Pig Feed (PPF) Compliance & Awareness	Harmonise state/territory and industry compliance and awareness activities to prevent the introduction and spread of EADs due to feeding prohibited pig feed to pigs.	<ul style="list-style-type: none">• Cases of suspected feeding of PPF in Australia are reported and investigated.• Increased public awareness of feeding of PPF risks.• Reduced likelihood of an EAD outbreak due to not feeding PPF to pigs.
Sheep Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian sheep industry. Monitor sheep health and productivity conditions through abattoir monitoring and facilitate reporting back to producers.	<ul style="list-style-type: none">• Producers can access technical information about biosecurity and sheep diseases to help with flock management.• Enhancement of National Sheep Health Monitoring Project abattoir surveillance and the use of its data by producers.• Peak Industry Bodies can access technical information about biosecurity and sheep diseases to develop policies for the sheep industry.• Increased use of the National Sheep Health Declaration.

Cont'd



Project	Purpose	Outcomes
Scoping Study for Parasite Resistance Database	Engage stakeholders to assess the possibility of developing a new independent parasitic resistance database for producers.	<ul style="list-style-type: none">• Industry stakeholders consulted to identify project scope and needs.• Requirements for an independent database solution are defined.• Database viability is assessed.
The Genetics of Foot Health in the Australian Sheep Industry	Australian Wool Innovation (AWI) and Murdoch University-led research aimed to improve the understanding of the genetics of foot health in Merino sheep.	<ul style="list-style-type: none">• Completion of planned activities for year three of this four-year project.
Sterile Insect Technique for Blowflies	Development of a Sterile Insect Technique (SIT) to control the sheep blowfly <i>Lucilia cuprina</i> , the cause of flystrike in sheep. This project is managed by South Australian Research and Development Institute (SARDI) and funded through the Meat & Livestock Australia (MLA) Donor Company.	<ul style="list-style-type: none">• Completion of all planned activities for year two of the three-year project.

3

Partner

Facilitate collaborative approaches to improve animal health and biosecurity outcomes.

TOTAL
\$1.5m

Investment for Strategic Priority 3

● Subscription	\$1.4m
● Non-subscription	\$0.1m

2025–26 Key focus areas

- 1 Continue to provide a secure national animal health database and work with AHA members to determine future requirements for a national animal health surveillance and monitoring platform.
- 2 Develop strong, collaborative partnerships across industries, jurisdictions, research bodies, and supply chains to promote and achieve positive biosecurity outcomes.
- 3 Ensure that AHA remains a respected and trusted voice that brings government and industry together across various forums and committees within the national animal health system.
- 4 Develop and implement a new Communications and Member Engagement Plan to meet member needs and expectations.



Subscription⁴

Project	Purpose	Outcomes
National Animal Health Database	Continue to provide a contemporary, comprehensive, secure database system that supports the collection, collation, analysis and reporting of national animal health surveillance and monitoring data.	<ul style="list-style-type: none">AHA members are actively engaged and collaborate to drive the future direction of the national animal health database.AHA's surveillance and monitoring programs are hosted in a secure, fit-for-purpose database for members and staff.National animal health reporting needs are met, including reports required by WOAH.
Communications	Disseminate timely, tailored information to relevant stakeholders and provide access to an on-site information, policy and networking hub.	<ul style="list-style-type: none">AHA Communication and Member Engagement plan aligns with the 2025-30 Strategic Plan.Member communications are current, accessible and useful.Increased awareness of AHA's story, purpose and values.
Improving Livestock Welfare	Work with governments, industry and welfare organisations to support national animal welfare initiatives and projects that align with AHA strategic goals and priorities.	<ul style="list-style-type: none">Contribute to selected national welfare discussions and forums.Improved animal welfare outcomes, especially in regard to biosecurity and EAD preparedness.
Member and Stakeholder Engagement/ Sentiment	Foster collaboration and engagement with members and partners to support AHA's strategic objectives.	<ul style="list-style-type: none">Enhanced partnerships and information sharing across government, industry and other stakeholders.Timely development of papers and issue responses to support and improve Australia's national animal health status and system.Delivery of two member engagement weeks each year. This includes a Members' Forum, Industry Forum, Government Forum and networking events.
Representation on National Committees	Participate in national committees to support and improve Australia's animal health and biosecurity system.	<ul style="list-style-type: none">Representation at relevant national committees as required.Development of responses to issues to support and improve Australia's national animal health status.

⁴ Programs are categorised as Subscription Projects, proportionately funded by all AHA members, or Non-subscription Projects, funded by one or a subset of AHA members.



Non-subscription

Project	Purpose	Outcomes
Decade of Biosecurity initiatives	Develop a platform and resources to connect government, industry and community to pave the way for transformational biosecurity change over the next decade.	<ul style="list-style-type: none">Enhanced partnerships, collaboration and information sharing across the biosecurity collective to address the increasing frequency and duration of biosecurity incidents.Delivery of projects within the Decade of Biosecurity implementation plan including a National Biosecurity Week.
National Biosecurity Research, Development and Extension (RD&E) Strategy	Promote and identify cross-sectoral, collaborative RD&E opportunities where gaps exist, including funders and providers. Identify and reduce duplication of RD&E to increase the efficiency of resource allocation and use.	<ul style="list-style-type: none">One cross-sectoral initiative/project has been identified and scoped for consideration by Strategy members.Promotion of collaboration between animal, plant and environmental RD&E sectors.





4

Perform

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

TOTAL
\$1.6m

Investment for Strategic Priority 4

● Subscription	\$1.6m
● Non-subscription	—

2025–26 Key focus areas

- 1 Implementation of the AHA Strategic Plan 2025-30.
- 2 Provide corporate support and governance to enable the efficient and effective delivery of operational programs in line with legislative and regulatory requirements.
- 3 Identify and implement organisational efficiencies to enhance biosecurity prevention, preparedness and response capabilities.
- 4 Cultivate a positive workplace culture that attracts, motivates and rewards outstanding performance and achievement.

Subscription⁵

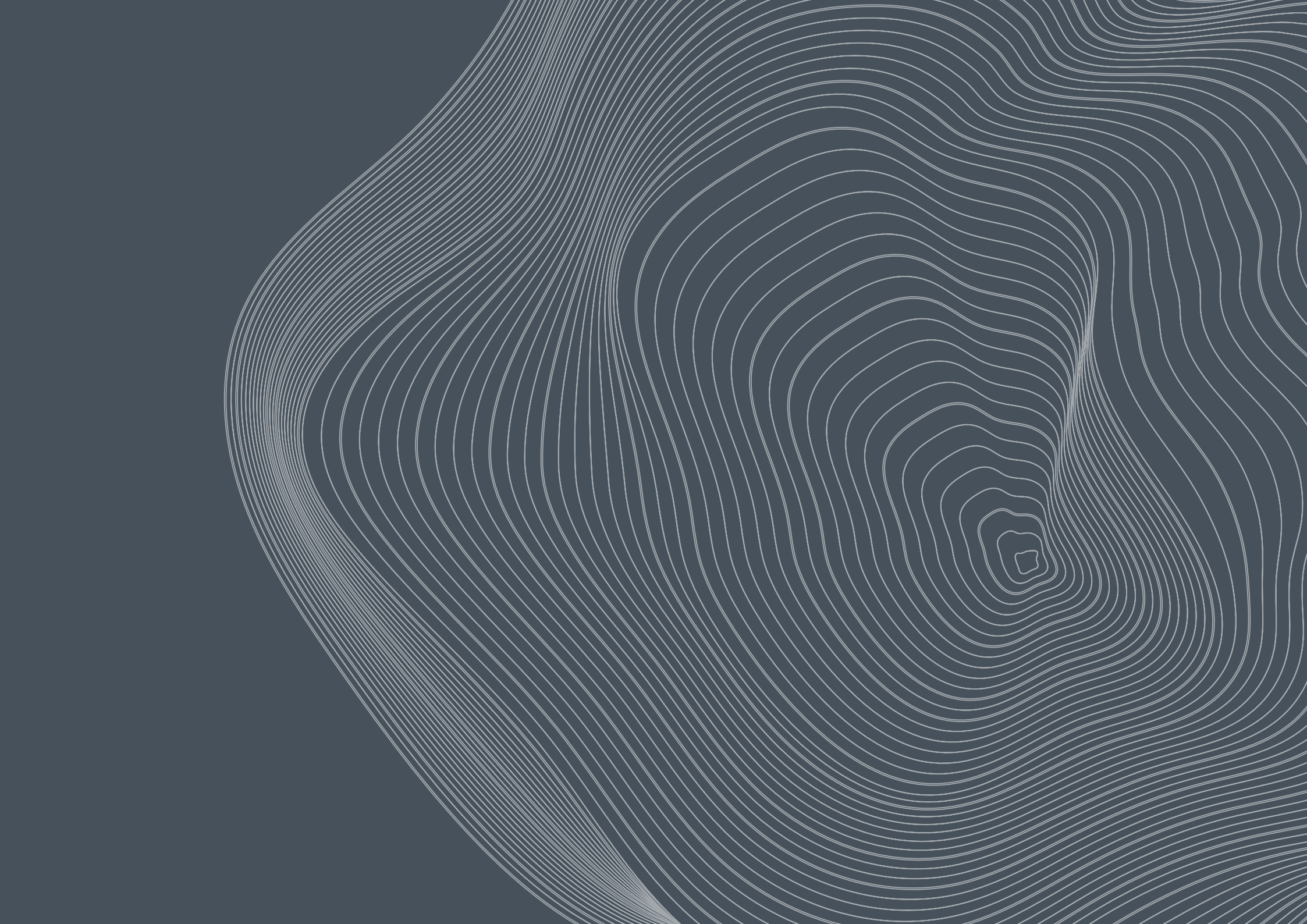
Project	Purpose	Outcomes
Corporate Governance and Risk Management	Enable AHA to deliver its commitments through sound management of governance, financial control and risk management, as well as AHA's business processes and people.	<ul style="list-style-type: none"> • Effective policies and procedures support sound governance. • AHA complies with all corporate legal requirements. • AHA delivers strong risk management and monitoring.
Financial Management	Improve AHA's financial management and reporting processes to support project outcomes and enhance financial sustainability.	<ul style="list-style-type: none"> • Meet all financial compliance deadlines. • Continuous improvement of financial processes. • Apply efficient and effective financial practices and controls. • Provide timely financial reporting to support decision making.
Information Technology	Enable AHA to implement technology and systems that increase efficiency, effectiveness and connectivity.	<ul style="list-style-type: none"> • Identify software to enable efficient management of business practices. • Maintain IT system to meet 24/7 access across local and remote locations.
Infrastructure and Asset Management	Ensure AHA has appropriate infrastructure and assets in place to support business activities and meet all occupational health and safety (OH&S) standards.	<ul style="list-style-type: none"> • Integrated hardware seamlessly supports team member work practices. • Premises are maintained to meet team needs and support professional work practices. • All OH&S standards are met.
People, Culture and Performance	Support a highly motivated and capable workforce.	<ul style="list-style-type: none"> • Monitoring and evaluation framework supports a company culture of assessing and adjusting performance to achieve Strategic Plan objectives. • AHA maintains a member-focussed culture. • HR and training resources are available to support the continuous development of team members' skills and knowledge. • Team members are supported and encouraged to maintain a healthy work life balance.

⁵ Programs are categorised as Subscription Projects, proportionately funded by all AHA members, or Non-subscription Projects, funded by one or a subset of AHA members.

Acronyms

ACMF	Australian Chicken Meat Federation
ADF	Australian Dairy Farmers
AHA	Animal Health Australia
AHC	Animal Health Committee
ALFA	Australian Lot Feeders' Association
AOP	Annual Operating Plan
APAV	Accreditation Program for Australian Veterinarians
AWI	Australian Wool Innovation
BSE	bovine spongiform encephalopathy
CA	Cattle Australia
CCEAD	Consultative Committee on Emergency Animal Disease
DAFF	Department of Agriculture, Fisheries and Forestry
EAD	emergency animal disease
EADRA	Emergency Animal Disease Response Agreement
FMD	foot-and-mouth disease
GICA	Goat Industry Council of Australia
JD	Johne's disease
LLI	Liaison - Livestock Industry
MLA	Meat & Livestock Australia

NAHS	National Animal Health Surveillance
NAMP	National Arbovirus Monitoring Program
NBRT	National Biosecurity Response Team
NLIS	National Livestock Identification System
NMG	National Management Group
NSIBS	National Sheep Industry Biosecurity Strategy
PHA	Plant Health Australia
PPF	prohibited pig feed
RD&E	Research, Development and Extension
SARDI	South Australian Research and Development Institute
SCAHLs	Subcommittee on Animal Health Laboratory Standards
SFMCA	Stock Feed Manufacturer's Council of Australia
SPA	Sheep Producers Australia
TSE	transmissible spongiform encephalopathy
TSEFAP	Transmissible Spongiform Encephalopathies Freedom Assurance Project
VSANZ	Veterinary Schools Australia New Zealand
WOAH	World Organisation for Animal Health
WPA	WoolProducers Australia





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