



Annual Operating Plan

2026–2027



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Contents

2	About AHA
3	Our members
4	CEO foreword
6	Financial summary
10	Strategic priority one
16	Strategic priority two
22	Strategic priority three
26	Strategic priority four
30	Funding tables non-subscription projects
34	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



Industry members



Associate members





CEO foreword

Dr Samantha Allan

Australia's livestock industries continue to operate in an increasingly complex and demanding environment. Extreme weather, cost of living pressures, fuel and fertiliser shortages due to conflict in the Middle East, and the growing frequency and duration of emergency animal disease (EAD) incidents are placing sustained pressure on our national biosecurity system. In this context, strong collaboration, clear priorities and disciplined investment have never been more important.

AHA's Annual Operating Plan (AOP) sets out how we will respond to this challenge in the year ahead. It is our practical roadmap for delivery—translating strategy into action by outlining our priorities, programs, performance measures and budget for 2026–27.

This AOP is the first developed fully under our 2025–2030 Strategic Plan, which was launched with members at the September 2025 Members' Engagement Week. Both the Strategic Plan and this AOP are the product of extensive consultation with members and stakeholders, ensuring our work remains focused on agreed national priorities and delivers value where it matters most. All programs and projects in the AOP are now clearly

aligned to the Strategic Plan's four strategic priorities and associated focus areas.

The 2026–27 AOP includes targeted investments in subscription and non-subscription projects to strengthen national capability. These include revitalised national programs and workplans and corporate enhancements that support delivery.

In consultation with members, AHA will explore alternative methods of funding to support projects of strategic importance. This includes the following three initiatives to strengthen capability and reduce long-term risk:

- Central Animal Health Database uplift and modernisation, improving access to, and sharing of, animal health information to support better decision-making and coordination
- National Biosecurity Reform Uplift Project, providing dedicated capacity to coordinate livestock sector engagement in national biosecurity reform processes
- EAD Response Plan budget modelling tool, enhancing outbreak preparedness through stronger financial modelling and scenario analysis

The 2026–27 AOP also reflects a significant step forward in how we plan, cost and present our work. Over the past 18 months, we have undertaken a deliberate program of reform—modernising our financial systems, strengthening forecasting and reporting, and moving to a ground up, activity based costing approach. This shift provides greater transparency, stronger financial discipline, and clearer alignment between our strategy, our delivery effort and the resources required to sustain national capability.

Importantly, this approach ensures that member contributions are based on the real cost of delivering agreed outcomes—no more and no less. It supports sustainable resourcing of programs, and provides greater confidence that funds are being used carefully, equitably and to clear national benefit. At the same time, AHA continues to make a substantial contribution from its own income to support national programs, alongside ongoing efforts to identify efficiencies without reducing services.

In developing this AOP, the Board and management have

been acutely conscious of the pressures members are facing. We have taken care to balance fiscal responsibility with the need to invest early and effectively in preparedness, prevention and system capability—recognising that proactive investment which reduces downstream risks and impact delivers far greater returns than response and recovery after an outbreak occurs.

These are challenging times for our biosecurity system. However, I am confident that this Annual Operating Plan positions AHA to remain agile, resilient and forward-looking, while continuing to support our members and partners in protecting Australia's animal health status, sustaining livestock production, and maintaining the confidence of domestic and international markets.

I thank our members for their continued engagement, trust and collaboration in shaping this plan, and I look forward to working together in the year ahead.

Key priorities for 2026–27

- 1 Support national EAD preparedness and response capabilities, including the staged review of biosecurity emergency arrangements.
- 2 Deliver the EADRA 2026-27 workplan, including implementing recommendations from the 5-year review and reviews of recent emergency animal disease responses.
- 3 Deliver the AUSVETPLAN 2026–27 work plan to strengthen national emergency animal disease preparedness and response capability.
- 4 Enhance and maintain a modern, secure Central Animal Health Database.
- 5 Implement our Strategic Plan 2025-30.
- 6 Maintain our reputation as a respected and trusted partner that brings together government and industry.
- 7 Further enhance organisational efficiency and effectiveness.

Financial summary

Over the past 18 months, AHA has strengthened financial discipline by modernising systems and adopting a ground-up, activity-based costing approach. This provides clearer visibility of the effort and cost required to deliver each program and supports transparent, robust budgeting.

Subscription levels have been adjusted to reflect the true cost of delivery, ensuring members fund what is needed to sustain national capability.

Our 2026–27 budget sets out how funding will be used to deliver agreed programs and activities. Table 1 outlines forecast income and expenses across existing and new subscription projects, non-subscription projects, levies and investment income.

The 2025–26 budget is included for reference only. Due to the introduction of new accounting

and activity-based costing methodology, year-on-year comparisons have limited relevance.

Revenue outlook

Revenue for 2026–27 is expected to be \$20.57 million, an increase of \$3.78 million compared with 2025–26. This increase mainly reflects:

- timing differences recognising non-subscription income received in advance
- an increase in income from the Biosecurity Response Levy
- higher unapplied funds carried forward for use in 2026–27
- increased activity delivering services for external parties, reported as other income.

Levy income and reserves

Total income from the Biosecurity Activity Levy for 2026–27 is

forecast to be \$8.3 million. This estimate is based on 2025–26 levy income and includes allocations to new and existing subscription programs and non-subscription projects.

Following deductions for budgeted program costs, existing member agreements and the application of management fees, \$1.72 million is forecast to be transferred to levy reserves at the end of the financial year.

Investment income

Investment and interest income have delivered good returns to date and are expected to continue in 2026–27. AHA has budgeted \$1.90 million based on actual year-to-date performance. As shown in Table 1, this income will support subscription programs.

Expense outlook

Total expenses for 2026–27 are forecast at \$18.78 million, an increase of 32% on 2025–26. The increase reflects the introduction of new projects, a greater investment across non-subscription programs and the rising cost of doing business.

Non-subscription expenditure

Non-subscription expenditure is based on approved project budgets developed and overseen by project committees and project leaders. The budget reflects projects confirmed at the time the AOP was developed.

Surplus and funding outcomes

AHA forecasts a net operating surplus of \$1.79 million for 2026–27. This is a decrease of \$746,000 compared to 2025–26, and will primarily be allocated to reserves at year end.

A small surplus of \$69,000 relates to non-subscription programs and is quarantined for use in those same projects.

Subscription programs are budgeted to break even, with no surplus or deficit. Biosecurity response levies are also expected to break even, as they are collected by the Commonwealth and used solely to repay producer loans associated with historic emergency animal disease responses.

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Table 1 - 2026–27 Budget Income Statement (\$)*

	Biosecurity response levy	Subscription programs	Programs NEW	Non-subscription programs	Levies	2026/27 TOTAL	2025/26 TOTAL
INCOME							
Biosecurity activity levies	-	-	-	-	2,580,911	2,580,911	6,138,073
Biosecurity activity levy to Subscription programs	-	1,622,225	-	-	-	1,622,225	-
Biosecurity activity levy to Programs NEW (to be confirmed)**	-	-	1,275,724	-	-	1,275,724	-
Biosecurity activity levy to Non-subscription programs	-	-	-	2,867,432	-	2,867,432	-
Total Biosecurity activity levy	-	1,622,225	1,275,724	2,867,432	2,580,911	8,346,292	6,138,073
Biosecurity response levy	1,277,000	-	-	-	-	1,277,000	800,000
Subscription programs - non-levy	-	3,374,214	-	-	-	3,374,214	1,482,427
Subscription programs - non-levy (cash)	-	-	-	-	-	-	3,422,050
Subscription programs - associate member fees	-	70,395	-	-	-	70,395	-
Non-subscription programs - non-levy members & government	-	-	-	1,827,186	-	1,827,186	2,197,745
Non-subscription programs - external stakeholders	-	-	-	303,708	-	303,708	920,488
Non-subscription programs - unapplied funds	-	-	-	614,275	-	614,275	32,056
Non-subscription programs - associate members	-	-	-	242,329	-	242,329	-
Non-subscription programs - income in advance	-	-	-	2,038,588	-	2,038,588	-
Distribution and Interest Income	-	1,900,000	-	-	-	1,900,000	1,795,047
Other (service fees)	-	579,726	-	-	-	579,726	-
Total Income	1,277,000	7,546,560	1,275,724	7,893,518	2,580,911	20,573,713	16,787,887
EXPENDITURE							
Subscription programs	-	7,546,559	-	-	-	7,546,559	6,903,363
Subscription programs NEW	-	-	1,275,724	-	-	1,275,724	-
Non-subscription programs	-	-	-	7,824,579	-	7,824,579	5,949,878
FMD vaccine bank amortisation	-	-	-	-	-	-	555,862
Levy management fee	-	-	-	-	370,635	370,635	41,289
Levy agreements	-	-	-	-	487,860	487,860	-
EADRA Commonwealth reimbursement	1,277,000	-	-	-	-	1,277,000	800,000
Total Expense	1,277,000	7,546,559	1,275,724	7,824,579	858,495	18,782,357	14,250,393
Surplus	-	-	-	68,939	1,722,416	1,791,356	2,537,493

*Explanatory statement: Table 1 outlines total income and expenditure for 2026/27 and 2025/26 budgets. The columns left of the 2026/27 total provide transparency on how income and expenditure are attributed across the Biosecurity Response Levy, existing and new subscription projects, non-subscription projects, net biosecurity activity levies and application of the surplus.

**These projects are not included in FY2026-27 subscription fees.

Overall position

Our 2026–27 budget supports a sustainable national animal health system by aligning income with delivery priorities, funding targeted capability uplift and maintaining financial resilience and appropriate reserves.

Together with strengthened activity-based budgeting, these settings provide transparent funding decisions and a sound platform to deliver the 2026–27 Annual Operating Plan and member outcomes.

Subscription funding

Subscription funding underpins shared national capability across preparedness, response readiness, risk reduction, data coordination, and member engagement. It supports core system assets and coordination functions, including AUSVETPLAN, EADRA, national EAD response training, diagnostics, and surveillance.

Table 2 - 2026–27 subscription amounts*

Member	Member group	(\$)
Australian Government	Commonwealth	1,665,404
New South Wales	States and territories	382,718
Queensland	States and territories	400,900
South Australia	States and territories	112,872
Tasmania	States and territories	61,130
Victoria	States and territories	512,347
Western Australia	States and territories	165,712
Australian Capital Territory	States and territories	6,437
Northern Territory	States and territories	23,289
Australian Alpaca Association	Industry members	6,464
Australian Chicken Meat Federation Inc.	Industry members	145,796
Australian Dairy Farmers	Industry members	258,404
Australian Duck Meat Association	Industry members	9,471
Australian Eggs Limited	Industry members	52,942
Australian Horse Industry Council	Industry members	6,464
Australian Lot Feeders Association	Industry members	139,540
Australian Pork Limited	Industry members	76,788
Cattle Australia	Industry members	565,166
Equestrian Australia	Industry members	12,252
Goat Industry Council of Australia	Industry members	6,464
Harness Racing Australia	Industry members	18,257
Sheep Producers Australia	Industry members	221,068
WoolProducers Australia	Industry members	146,331
Total		4,996,213

*These subscription amounts do not include the proposed new projects.

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. Our role is to work with our members to effectively engage with stakeholders across sectors and along the livestock production value chain to build a shared responsibility for Biosecurity in Australia. It is clear that agriculture is not facing these threats in isolation – we must partner with the environment and health sectors to ensure the best outcomes for all Australians.

Opportunities

Greater awareness of biosecurity

Emergency incidents such as COVID-19, foot-and-mouth disease (FMD) and lumpy skin disease (LSD) detections in Indonesia, and the global spread of high pathogenicity avian influenza (HPAI) subtype H5Nx 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 with 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.

New technologies also create opportunities for implementing novel intelligent and efficient surveillance tools.

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

Increased risk of emergency animal disease (EAD) incidents due to changes in global trade patterns, increased international travel, and global spread of EADs to neighbouring landmasses.

Resourcing

Rising demand for biosecurity services, including preparedness and response, and more frequent EAD events, is placing pressure on existing government–industry funding arrangements.

Members also face budget pressures, while the frequency of responses, including natural disasters, risks staff fatigue. Meeting trading partner requirements for market access requires a flexible, agile approach to surveillance and biosecurity programs.

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. Trust in science is being eroded.



1

Prepare and respond

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



Investment for Strategic Priority 1

Subscription	\$5.3m
Non-subscription	\$6.0m

2026–27 Key focus areas

1

Continue implementing the Emergency Animal Disease Response Agreement (EADRA) 2024–27 workplan to address recommendations from the fourth five-year review of the EADRA and recent EAD responses.

2

Work with government and industry members to enhance preparedness for priority EADs, including H5Nx high pathogenicity avian influenza.

3

Expand on learnings from the five-year review of the National Arbovirus Monitoring Program (NAMP) to ensure the program remains fit for purpose and financially sustainable.

4

Use the outcomes of the AUSVETPLAN Strategic Planning Meeting 2025–2030 to guide ongoing AUSVETPLAN activities

5

Work with AHA members to deliver the agreed AUSVETPLAN 2026–27 work plan.

6

Continue to develop and deliver EAD training and resources that build national response capability and capacity, with a focus on transitioning to a digital learning platform.

7

Support the engagement of all AHA members in National Biosecurity Committee-led work to prioritise and plan reforms to national biosecurity systems.

8

Support rapid, effective and efficient EAD responses.

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.	• Delivery of the AUSVETPLAN work plan, 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.	• 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 and reviews of recent EAD responses. • The EADRA is fit for purpose², legally sound and endorsed by all signatories. • AHA is an effective custodian of the EADRA and meets all obligations under the Deed. • Signatories understand their shared EADRA benefits, obligations and responsibilities. • Develop a budget tool to assist in estimation of EAD outbreak costs (to be confirmed).
Emergency Animal Disease (EAD) Training Program	Deliver training and resources that enhance AHA members' national EAD response capability and capacity.	• Provision of contemporary and diverse EAD preparedness training materials and resources. • Improved member understanding of the purpose and function of national EAD response roles and arrangements. • Increased member engagement and EAD awareness, and 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
Member technical services	Support national collaboration and strategic discussions on animal health initiatives, including diagnostics, vaccine banks, and one health initiatives.	- Enhanced integration of AHA technical expertise and perspectives to national animal health forums. - Enhanced consideration of government and industry concerns in decision-making processes, supported by effective network-connecting roles across relevant committees, including in the Animal Health Committee Subcommittee on Animal Health Laboratory Standards.
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.	- Members have improved access to national animal health data and analyses. - Enhanced use of surveillance data to support trade, market access and reporting requirements to the World Organisation for Animal Health (WOAH). - Improved alignment of national surveillance publications with 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.	- Improved quality and volume of significant disease investigations by private veterinarians. - Strengthened professional development of private veterinarians in disease investigation. - Stronger connections and collaboration between government and private veterinarians.
National Biosecurity Reform Uplift Project (to be confirmed)	Contribute to and support reform of Australia's national biosecurity system to support the effective management of biosecurity risks to livestock industries in an increasingly complex and demanding environment.	- Contribute to national biosecurity reform priorities. - Identify and prioritise the critical issues that need to be addressed to enhance preparedness, response and recovery to emergency pests and diseases. - Explore and contribute to possible solutions to threats to the effectiveness of national biosecurity systems.
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.	Enhanced integration of program expertise and industry perspective into national surveillance forums.

Non-subscription

Project	Purpose	Outcomes
Australian Animal Pathology Standards Program	Enhance national veterinary pathology diagnostic and expert knowledge capabilities by providing pathology training, continuing education and quality assurance programs.	- The quality of pathological interpretation and diagnosis by veterinary pathologists in Australia is monitored, maintained 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 and accessible.
Anthrax Vaccine Bank Management	Enhance Australia's preparedness for a significant anthrax outbreak by maintaining a local inventory of anthrax vaccine.	Sufficient doses of Australian-specification anthrax vaccine are stored in Australia and can be dispatched in response to a request without delay.
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.	- A customised Australian FMD vaccine is ready for shipping to Australia within seven working days of placing an order. - Learnings from the 2025-26 simulated importation exercise are incorporated to keep arrangements fit for purpose. - 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.	- Available funds are dispersed to jurisdictions and industry to assist with the purchase of equipment for the humane mass destruction of poultry. - Enhanced HPAI preparedness for government and industry.
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.	- 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.

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Project	Purpose	Outcomes
National Arbovirus Monitoring Program (NAMP)	Monitor the distribution of economically impactful arboviruses of livestock, such as bluetongue virus, and their vectors.	- A technical basis exists 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 related to the five-year review of the NAMP are applied to keep the program fit for purpose and financially sustainable.
National Biosecurity Response Team Program (NBRT) Program	Strengthen the preparedness of Australia's national biosecurity system.	- Increased jurisdictional emergency preparedness and response capability strengthened through partnerships and collaboration. - Government access to a skilled national workforce for biosecurity emergencies. - A continuous learning culture across jurisdictions that improves, innovates and modernises biosecurity preparedness and response arrangements.
Screw Worm Fly (SWF) Surveillance and Preparedness Program	Promote awareness among animal health stakeholders of the risk posed by SWF to Australia. Monitor Australia's SWF entomology capability and capacity.	- Enhanced capacity for the early detection of potential screw worm fly incursions. - Training in screw worm fly identification is available and accessible to relevant stakeholders. - Support national capability to mount an emergency response to SWF incursions.
Transmissible Spongiform Encephalopathies (TSEs) Freedom Assurance Program	Maintain Australia's freedom from classical bovine spongiform encephalopathy (BSE) and scrapie and our WOAHP disease-free status. 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). Demonstrate that no restricted animal material is fed to ruminants.	- 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.

TOTAL
\$1.9m

Investment for Strategic Priority 2

Subscription	\$0.4m
Non-subscription	\$1.5m

2026–27 Key focus areas

- 1 Develop and promote effective on-farm biosecurity manuals, plans and tools, reducing the risk of disease outbreaks on Australian livestock farms.
- 2 Work with AHA members on key biosecurity planning initiatives and activities, updating resources as necessary.
- 3 Revamp the Farm Biosecurity Program and implement a new strategy to meet the needs of producers and supply chain participants.
- 4 In collaboration with WoolProducers Australia and Sheep Producers Australia, implement the 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.	• 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 Grazing Livestock and Pork Industry Biosecurity Manuals. Commence review of the National Poultry and Zoo Biosecurity Manuals.
Farm Biosecurity	Assist producers in increasing the implementation of biosecurity practices on-farm and throughout the supply chain. Assist livestock producers in managing the health of their animals.	• New Farm Biosecurity strategy is implemented. • Livestock producers have access to contemporary, comprehensive biosecurity information relevant to their industry. • Producers and supply chains are supported 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
Cattle Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian cattle industry.	- Producers have access to tools and technical information about endemic diseases to assist with herd management. - Producers are supported to increase the implementation of effective health and biosecurity measures.
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.	The Fit to Lamb database is maintained and continues to support the project.
Goat Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian goat industry.	- Producers can access tools and technical information about endemic diseases to support herd management. - Producers are assisted in implementing health and biosecurity practices.
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.	- Potential cross-sectoral initiatives are identified and scoped for consideration by Strategy members. - Delivery of a biosecurity showcase to promote RD&E projects of relevance to all members. - Collaboration between animal, plant and environmental RD&E sectors is promoted and strengthened.
National Livestock Identification System (NLIS)	Work with members and stakeholders to deliver required outputs relevant to NLIS business rules and SAFEMEAT initiatives.	- AHA's expertise is incorporated into national traceability working groups and committees. - Enhanced traceability and EAD responsiveness for livestock industries.

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Project	Purpose	Outcomes
National Sheep Industry Biosecurity Strategy (NSIBS)	Work with Sheep Producers Australia and WoolProducers Australia to deliver the NSIBS. Identify biosecurity gaps within the sheep industry and address them directly or through other projects.	- Improved biosecurity practices, market access and productivity in the sheep industry. - The wool and sheep industries are supported in implementing national biosecurity initiatives and addressing any gaps.
National Sheep Industry Biosecurity Strategy (NSIBS) - Tasmania	Collate and report on animal health surveillance information and provide biosecurity extension to Tasmanian producers.	Tasmanian sheep and wool producers are better informed about diseases occurring in their region and how to prevent or manage them.
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.	- Cases of suspected feeding of PPF in Australia are reported and investigated. - Increased public awareness of the risks of feeding PPF. - Reduce the likelihood of an EAD outbreak by 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.	- Producers can access technical information about biosecurity and sheep diseases to support flock management. - Enhancement of the 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.

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Project	Purpose	Outcomes
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 the South Australian Research and Development Institute (SARDI) and funded by the Meat & Livestock Australia (MLA) Donor Company.	• Completion of all planned activities for the final year of the four-year project.
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.	• Completion of planned activities for the fourth year of this five-year project



3

Partner

Facilitate collaborative approaches to improve animal health and biosecurity outcomes.

TOTAL
\$3.3m

Investment for Strategic Priority 3

● Subscription	\$3.2m
● Non-subscription	\$0.1m

2026–27 Key focus areas

1

Continue to provide a secure Central Animal Health Database and work with AHA members to progress developments on a future 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
Central Animal Health Database (CAHD) Maintenance and Support	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.	- AHA's surveillance and monitoring program data are hosted in a secure, fit-for-purpose database accessible to members and staff. - National animal health reporting needs are met, including reports required by WOAHA.
Future CAHD (to be confirmed)	Work with members and service providers to enhance the capabilities of the current CAHD to meet future user needs.	- AHA members are actively engaged in shaping the future direction of the CAHD. - Progressive uplift of the CAHD is commenced to improve usability of the database and associated platform.
Communications	Disseminate timely, tailored information to relevant stakeholders and provide access to an on-site information, policy and networking hub.	- AHA Communication and Member Engagement plan is aligned 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.	- AHA's expertise is incorporated into 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.	- Enhanced partnerships and information sharing across government, industry and other stakeholders. - Timely development of papers and issue responses that support and strengthen Australia's national animal health status and system. - Two member engagement weeks are delivered each year, incorporating a Members' Forum, an Industry Forum, a Government Forum and networking events.
Representation on National Committees	Participate in national committees to support and improve Australia's animal health and biosecurity system.	- AHA is represented on relevant national committees, as required. - Timely and well-informed responses to issues are developed to support and strengthen Australia's national animal health system.

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
National Management of JD	Manage cross-sectoral issues associated with JD in alpacas, cattle, goats and sheep.	- Affected industries connect and stay informed about JD issues. - Each industry has a pathway for managing its species-specific JD.
National Wild Dog Action Plan	Support the coordination and implementation of the National Wild Dog Management Action Plan.	Implementation of a cross-sectoral approach to managing wild dogs.



4

Perform

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

Funding for Strategic Priority 4 is embedded within program and project costs outlined in Strategic Priorities 1–3.

2026–27 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.	• Effective policies and procedures are in place to support sound governance. • AHA complies with all corporate legal requirements. • Strong contract management practices are maintained across AHA's operations. • Robust risk management and monitoring practises are maintained.
Financial Management	Improve AHA's financial management and reporting processes to support project outcomes and enhance financial sustainability.	• All financial compliance deadlines are met. • Financial management and reporting processes are continuously improved. • Efficient and effective financial practices and controls are applied across AHA's operations. • Timely financial reporting supports informed decision-making.
Information Technology	Enable AHA to implement technology and systems that increase efficiency, effectiveness and connectivity.	• Software solutions to enable efficient management of business practices are identified and adopted. • AHA's IT systems are maintained 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.	• 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.

Cont'd

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.

Project	Purpose	Outcomes
People, Culture and Performance	Support a highly motivated and capable workforce.	• A 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.



Funding tables non-subscription projects

Please note some non-subscription budgets are not final and may be pending committee approval at time of publishing.

Table 3 - Summary of funding sources non-subscription projects - Strategic Priority 1 (\$)

	AAPSP	NAMP	SWF Surveillance & Preparedness	HPAI response capacity and capability 2024-2026	TSEFAP	FMD Vaccine Bank	FMD Vaccine Bank Capital Refresh	Anthrax Vaccine Bank	Reference Laboratories	NBRT	Sub-Total Strategic Priority 1
AUSTRALIAN GOVERNMENT	-	481,038	105,883	-	44,773	74,000	-	4,971	78,084	287,260	1,076,009
Australian Capital Territory	-	-	-	-	-	20	-	2	-	4,711	4,733
New South Wales	12,337	18,551	15,209	-	13,271	16,396	-	1,167	18,016	92,009	186,956
Northern Territory	6,168	404	771	-	805	2,671	-	82	1,093	2,930	14,924
Queensland	12,337	19,868	45,251	-	13,904	21,538	-	1,186	18,875	57,682	190,641
South Australia	6,168	5,196	4,589	-	3,912	5,153	-	385	5,310	20,338	51,051
Tasmania	6,168	2,668	-	-	2,117	2,582	-	151	2,874	6,176	22,736
Victoria	12,337	26,361	9,302	-	17,764	17,930	-	1,462	24,115	72,246	181,517
Western Australia	6,168	8,702	2,295	-	5,747	7,710	-	539	7,801	31,168	70,130
STATES AND TERRITORIES	61,683	81,750	77,417	-	57,520	74,000	-	4,974	78,084	287,260	722,688
Australian Dairy Farmers	-	61,707	330	-	56,406	7,243	-	2,694	15,093	-	143,473
Australian Lot Feeders' Association	-	174,430	11,418	-	31,141	4,142	-	628	8,152	-	229,911
Australian Pork Limited	-	-	-	-	-	934	-	-	-	-	934
Cattle Australia	-	689,327	16,342	-	126,103	17,684	-	5,085	33,010	-	887,551
Goat Industry Council of Australia	-	6,230	98	-	1,433	134	-	12	375	-	8,282
Sheep Producers of Australia	-	41,391	3,161	-	49,309	4,259	-	743	12,908	-	111,771
WoolProducers Australia	-	19,715	1,698	-	33,052	2,604	-	775	8,546	-	66,390
Other industry members	-	-	-	-	-	-	-	-	-	-	-
INDUSTRY MEMBERS	-	992,800	33,047	-	297,444	37,000	-	9,937	78,084	-	1,448,312
ASSOCIATE MEMBERS	-	230,905	-	-	-	-	-	-	-	-	230,905
OTHER CONTRIBUTORS	83,520	-	-	-	177,256	-	-	-	-	-	260,776
Project income in advance	-	-	-	1,363,636	-	-	654,952	-	-	-	2,018,588
Prior Year Unapplied funds used FY 27	30,000	137,657	48,361	-	-	-	-	18,777	-	106,597	341,392
TOTAL PROJECT INCOME	175,203	1,924,150	264,708	1,363,636	576,993	185,000	654,952	38,659	234,252	681,117	6,098,670
TOTAL PROJECT EXPENDITURE	175,203	1,924,150	264,708	1,363,636	576,993	185,000	586,345	38,659	234,253	681,117	6,030,063

Table 4 - Summary of funding sources non-subscription projects - Strategic Priority 2 (\$)

	Biosecurity R&D Strategy	Newcastle Disease	Prohibited Pig Feed	NLIS Program	NSIBS	Sheep Feet Health	NSIBS Tasmania	Fit to Lamb	Sheep Health	Cattle Health	Goat Health	Sterile Insect Technique	Sub-Total Strategic Priority 2
AUSTRALIAN GOVERNMENT	3,653	-	4,000	13,122	-	-	-	-	-	-	-	-	20,775
Australian Capital Territory	-	-	-	2	-	-	-	-	-	-	-	-	2
New South Wales	4,168	-	899	2,847	-	-	-	-	-	-	-	-	7,914
Northern Territory	385	-	74	264	-	-	-	-	-	-	-	-	723
Queensland	4,598	-	988	3,141	-	-	-	-	-	-	-	-	8,727
South Australia	1,441	-	276	987	-	-	-	-	-	-	-	-	2,704
Tasmania	680	-	139	466	-	-	-	-	-	-	-	-	1,285
Victoria	5,914	-	1,222	4,040	-	-	-	-	-	-	-	-	11,176
Western Australia	2,010	-	402	1,375	-	-	-	-	-	-	-	-	3,787
STATES AND TERRITORIES	19,196	-	4,000	13,122	-	-	-	-	-	-	-	-	36,318
Australian Dairy Farmers	-	-	-	2,162	-	-	-	-	-	11,183	-	-	13,345
Australian Egg Corporation Ltd	3,808	-	-	-	-	-	-	-	-	-	-	-	3,808
Australian Lot Feeders' Association	-	-	-	1,137	-	-	-	-	-	-	-	-	1,137
Australian Pork Limited	3,808	-	4,000	624	-	-	-	-	-	-	-	-	8,432
Cattle Australia	-	-	-	5,187	-	-	-	-	-	44,733	-	-	49,920
Goat Industry Council of Australia	-	-	-	65	-	-	-	-	-	-	63,229	-	63,294
Sheep Producers of Australia	-	-	-	2,083	101,619	69,986	27,624	7,646	414,627	-	-	127,288	750,873
WoolProducers Australia	-	-	-	1,864	62,019	69,986	16,859	4,666	253,050	-	-	77,684	486,128
Other industry members	-	-	-	-	-	-	-	-	-	-	-	-	-
INDUSTRY MEMBERS	7,616	-	4,000	13,122	163,638	139,973	44,483	12,313	667,677	55,916	63,229	204,972	1,376,938
ASSOCIATE MEMBERS	11,424	-	-	-	-	-	-	-	-	-	-	-	11,424
OTHER CONTRIBUTORS	3,808	-	-	-	-	-	-	-	-	-	-	-	3,808
Project income in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Prior Year Unapplied funds used FY 27	4,866	4,973	7,798	-	-	-	-	-	-	-	-	-	17,637
TOTAL PROJECT INCOME	50,563	4,973	19,798	39,366	163,638	139,973	44,483	12,313	667,677	55,916	63,229	204,972	1,466,900
TOTAL PROJECT EXPENDITURE	50,563	4,973	19,798	31,278	163,638	139,973	44,483	12,313	667,678	55,916	63,229	204,973	1,458,810

Table 5 - Summary of funding sources non-subscription projects - Strategic Priority 3 (\$)

	Industry Forum	National Management of JD	National Wild Dog Action Plan	Livestock Welfare Pigs	Sub-Total Strategic Priority 3
AUSTRALIAN GOVERNMENT	-	-	-	-	-
Australian Capital Territory	-	-	-	-	-
New South Wales	-	-	-	-	-
Northern Territory	-	-	-	-	-
Queensland	-	-	-	-	-
South Australia	-	-	-	-	-
Tasmania	-	-	-	-	-
Victoria	-	-	-	-	-
Western Australia	-	-	-	-	-
STATES AND TERRITORIES	-	-	-	-	-
Australian Dairy Farmers	-	2,621	-	-	2,621
Australian Lot Feeders' Association	-	1,385	-	-	1,385
Cattle Australia	-	6,443	746	-	7,189
Goat Industry Council of Australia	-	80	-	-	80
Sheep Producers of Australia	-	2,557	2,113	-	4,670
WoolProducers Australia	-	1,874	2,113	-	3,987
Other industry members	-	-	-	-	-
INDUSTRY MEMBERS	-	14,960	4,973	-	19,933
ASSOCIATE MEMBERS	-	-	-	-	-
OTHER CONTRIBUTORS	55,329	-	-	-	55,329
Project income in advance	-	-	-	-	-
Prior Year Unapplied funds used FY 27	27,859	138	-	61,296	89,293
TOTAL PROJECT INCOME	83,188	15,098	4,973	61,296	164,554
TOTAL PROJECT EXPENDITURE	83,187	15,098	4,973	61,296	164,554

Acronyms

AAA	Australian Alpaca Association
ACMF	Australian Chicken Meat Federation
ADF	Australian Dairy Farmers
ADMA	Australian Duck Meat Association
AHA	Animal Health Australia
ALFA	Australian Lot Feeders' Association
AOP	Annual Operating Plan
AUSVETPLAN	Australian Veterinary Emergency Plan
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
LSD	lumpy skin disease
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
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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