

animalhealth AUSTRALIA

2026 Annual Report

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Our impact in 2025–26

Strengthening Australia's animal health and biosecurity system

Increased preparedness

2
national preparedness exercises delivered

10
AUSVETPLAN manuals reviewed, updated or developed

3
EADRA Guidance documents updated, developed or published

3
workshops with **93 stakeholders** engaged on the needs of a future Central Animal Health Database



4
national preparedness workshops across NBRT, CCEAD, NMG and LLI, while implementing a new e-learning management system

Strengthened partnerships

82
participants attended Member Engagement Weeks

12
Member Updates published with more than 1,300 unique opens

87%
satisfaction rate for EADRA Workshop

3
member workshops to collaborate on future projects and funding

162
participants from 36 organisations attended NBRT, CCEAD, NMG and LLI workshops, with an average satisfaction rating of 94%



NMG training in Perth 2026

Enhanced surveillance

9,985
EAD hotline calls

Approximately **9m**
sheep inspected through the National Sheep Health Monitoring Project

Shared knowledge

161,000
AHA website page views

128,000
Farm biosecurity website page views

7,959
National Biosecurity Week campaign social media impressions

ANIMAL HEALTH AUSTRALIA



Chair's foreword

Malcolm Letts

"A hallmark of Australia's animal health system has always been the willingness of government and industry to work together to address shared challenges."

Resilience through collaboration

Australia's animal health and biosecurity system continues to operate in an increasingly complex and dynamic environment.

International disease developments, changing risk profiles, extreme weather and evolving community expectations have reinforced the importance of maintaining a strong, coordinated and resilient national animal health system.

Regional disease threats remain ever present, including the continued spread of lumpy skin disease across Indonesia, the detection of foot-and-mouth disease SAT 1 in China, and the ongoing global spread of H5N1 bird flu, which reached Australia at the close of the financial year.

Domestic challenges such as floods, bushfires, drought, and fuel and fertiliser shortages also highlighted how broader disruptions can increase biosecurity risks and place pressure on communities, industries and supply chains.

Throughout these challenges, Animal Health Australia (AHA) continued to bring government and industry together to strengthen Australia's preparedness, prevention, surveillance and response capability.

This year marked the first full year of delivery under our Strategic Plan 2025–30. Following extensive member consultation during its development, our focus shifted from defining our future direction to delivering outcomes across four strategic priorities: Prepare and Respond, Prevent, Partner and Perform.

A hallmark of Australia's animal health system has always been the willingness of government and industry to work together to address shared challenges. That spirit of collaboration remained evident throughout the year.

Member Engagement Weeks, forums, workshops and consultation activities provided valuable opportunities for members to shape priorities, exchange perspectives and contribute to national initiatives. The review of the AHA Member Charter further reinforced our collective commitment to partnership, accountability and shared purpose.

AHA also continued to invest in the future capability of Australia's animal health system.

Significant effort was directed towards strengthening emergency animal disease preparedness through training, exercises, planning activities and improvements to national response arrangements. Important work also progressed to modernise surveillance and intelligence systems, including development of a roadmap for the future Central Animal Health Database.



Our Member Charter reflects a shared commitment to collaboration and partnership.

Our focus shifted from defining our future direction to delivering outcomes across four strategic priorities: Prepare and Respond, Prevent, Partner and Perform.

At the same time, AHA continued to strengthen its own organisational capability. The Board supported improvements in planning, governance, member engagement and performance reporting, while new approaches to monitoring, evaluation and learning are helping the organisation better understand its impact, identify opportunities for improvement and demonstrate value to members.

These efforts reflect the importance of our fourth strategic priority, Perform, which focuses on delivering value through strong governance, capable people, effective systems and a culture of continuous improvement.

The arrival of the globally circulating H5N1 avian influenza strain in Australia at the close of the financial year was a timely reminder that preparedness is an ongoing responsibility requiring investment, collaboration and continuous improvement. It reinforced the importance of strong national arrangements, effective surveillance and trusted partnerships.

As we celebrate 30 years of supporting Australia's animal health and biosecurity system, we remain proud of the role AHA plays in connecting government, industry and stakeholders around a shared purpose.

On behalf of the Board, I extend my sincere thanks to our members for their ongoing trust and engagement, to the AHA team for their professionalism and dedication, and to my fellow Directors for their guidance and stewardship throughout the year.

Together, we will continue to build a stronger, more resilient and future-ready animal health system for Australia.

Malcolm Letts
Chair
Animal Health Australia

Celebrating three decades of partnership for animal health and biosecurity



1996–2000
Establishment and foundations

1996
Incorporated as Australian Animal Health Council Limited

1997–98
Consultation begins on national emergency disease agreement

1999
Draft technical frameworks for cost sharing and disease categories

2000
Name change to Animal Health Australia



2001–2005
National systems implemented

2002
EADRA signed (government–industry partnership)

2003
Integration with AUSVETPLAN and national training

2004
Australian FMD Vaccine Bank established

2004–05
National rollout of NLIS and electronic cattle ID



2006–2010
Expansion and system maturity

2006
Central Animal Health Database launched

Traceability extended to sheep and goats

2007
Equine influenza response

First five-year review of EADRA

2009
Mandatory sheep and goat tagging for traceability

2010
Farm Biosecurity website launched



2011–2015
Coordination and preparedness

2011
Working with government and industry for FMD preparedness

2012
National biosecurity system formalised (IGAB); AHA role strengthened in coordination and delivery

Second five-year review of EADRA

2013–14
National Animal Biosecurity RD&E Strategy finalised

2015
Launch of new AHA website and branding



2016–2020
Capability and recognition

2016–17
NBRT established 2016; inaugural Arrangements commenced 2017

2017
AHA and PHA win Australian Biosecurity Award

Third five-year review of EADRA

2019
WOAH recognises AHA partnership model

1st Australian Biosecurity Symposium

AUSVETPLAN workshop – ‘to 2025 and beyond’

2020
First Animal Health in Australia System Report



2021–2026
Digital and system maturity

2021–22
Revamped ParaBoss website launched

2022
Farm Biosecurity Strategy 2022–25 released

2nd Australian Biosecurity Symposium

Fourth five-year review of EADRA

2024
3rd Australian Biosecurity Symposium

2024–25
HPAI responses in poultry

2026
35 years of AUSVETPLAN

HPAI H5N1 response in wild birds

Company overview

Role

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.

Vision

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

Mission

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

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.

Board of Directors

Our Board comprises seven non-executive part-time directors, all of whom are committed and passionate about shaping AHA's future and the Australian animal health system. The primary role of the Board is to set and monitor the implementation of the company's strategic direction and establish goals by which the achievement of this may be measured.



Malcolm Letts (Chair)



Sharon Starick



Lucinda Corrigan



Renata Paliskis



Stuart Crockett



Roseanne Healy



Ed Storey

Our members

The success of our work is founded on collaboration and partnerships. By bringing together government and industry, AHA helps strengthen Australia's animal health and biosecurity system, maintain market confidence, and deliver outcomes that would not be possible for individual organisations acting alone.



Australian, state and territory governments

Australian Government – Department of Agriculture, Fisheries and Forestry
ACT Government
NSW Government
Northern Territory Government
Queensland Government
Government of South Australia
Tasmanian Government
Victoria State Government
Government of Western Australia

Industry members

Australian Alpaca Association
acmf
Australian Dairy Farmers
ADMA
Australian eggs
AHIC Australian Horse Industry Council
ALFA Australian Lot Feeders' Association
Australian Pork
CA Cattle Australia
Equestrian Australia
GICA Grain Industry Council of Australia
Harness Racing Australia – There is no finish line
Sheep Producers Australia
Woolproducers Australia

Associate members

LiveCorp
AMIC
AVA
awi
CSIRO
Dairy Australia
mla Meat & Livestock Australia
Racing Australia
SFMCA Stock Feed Manufacturers' Council of Australia
VSANZ
Wildlife Health Australia
Zoo and Aquarium Association Australasia



CEO report

Dr Samantha Allan

“Australia’s response capability is strongest when governments, industries and stakeholders work together.”

Turning preparedness into capability

Effective preparedness is not built when a threat arrives. It’s developed over time through sustained investment in people, systems, planning and partnerships.

Throughout 2025–26, AHA focused on helping governments, industries and partners strengthen the practical capabilities that underpin Australia’s animal health and biosecurity system.

Working closely with stakeholders across the animal health network, we invested in training, planning, surveillance, and coordination mechanisms that strengthen Australia’s capacity to prevent, detect, and respond to animal health threats.

Key initiatives included Exercise Flight Path, a national exercise focused on high pathogenicity avian influenza preparedness, continued development of crisis management planning resources, and a range of emergency animal disease training activities.

We also continued to strengthen the national arrangements that underpin our national emergency animal disease framework. This included implementing recommendations from recent high pathogenicity avian influenza after-action reviews, progressing improvements to the Emergency Animal Disease Response Agreement (EADRA), and reviewing and publishing several key AUSVETPLAN documents.

Another important priority was investing in future-ready systems and capabilities.

Throughout the year, we worked with members and stakeholders to shape the future direction of Australia’s animal health surveillance and intelligence capability. Engagement with more than 130 stakeholders informed a roadmap for a modernised Central Animal Health Database, helping create a more connected and intelligence-driven approach to animal health surveillance.

Strong partnerships remained central to everything we achieved. Member Engagement Weeks, consultation activities, forums and one-on-one discussions provided valuable opportunities to hear directly from members and partners across government and industry.

These conversations informed our planning, strengthened collaboration and ensured our work remained aligned with member priorities. The review of the AHA Member Charter and extensive engagement on the Annual Operating Plan reflected our commitment to transparency, accountability and continuous improvement.

Internally, we continued to implement the Strategic Plan 2025–30 and to strengthen the organisational capability needed to support delivery.

Improvements in planning, monitoring, evaluation, and learning; governance processes; and performance reporting are helping us better understand the impact of our work and identify opportunities for improvement. While these efforts are often less visible than our external programs, they are essential to ensuring AHA remains an effective, trusted and future-focused organisation.

With around 30 full-time equivalent employees, AHA is a relatively small organisation entrusted with supporting some of Australia’s most important animal health and biosecurity arrangements. The scale of work delivered during the year is a testament to the expertise, professionalism and dedication of our people. I am incredibly proud of what the team has achieved and the value we continue to deliver for members and the broader animal health system.

As the financial year drew to a close, Australia had its first detection of the globally circulating H5N1 avian influenza strain, reinforcing the importance of our work undertaken throughout the year. While the detection was not unexpected, it demonstrated why ongoing investment in preparedness, surveillance and strong national partnerships remains essential.



The arrival of H5N1 highlights the importance of strong national partnerships.

Australia’s response capability is strongest when governments, industries and stakeholders work together, and I am proud of the role AHA continues to play in supporting those efforts.

Looking ahead, I have no doubt the challenges facing Australia’s animal health and biosecurity system will continue to change and evolve. However, I am confident that the investments we are making today in people, capability, preparedness, intelligence and collaboration will strengthen our ability to respond to whatever comes next.

I thank our members, partners and stakeholders for their ongoing trust and collaboration throughout the year. I also extend my sincere thanks to the AHA team for their professionalism, expertise and commitment.

Together, we are turning preparedness into capability and strengthening Australia’s ability to meet future animal health and biosecurity challenges.

Dr Samantha Allan
Chief Executive Officer
Animal Health Australia

Financial overview

AHA maintained a strong financial position in 2025–26 while continuing to invest in programs that support Australia's animal health and biosecurity system. The Company achieved a net operating surplus of $4.69 million for the year ended 30 June 2026. Compared to the prior year, total revenue increased by 9.3% to $21.46 million, while total expenditure increased by 14.7% to $16.66 million. The increased expenditure was largely driven by increased program activity and EAD response costs.

Financial snapshot

	2025–26 (m)	2024–25 (m)
Total revenue	**$21.46**	**$19.64**
Levy collections	$11.67	$8.74
Direct member subscriptions	$3.42	$3.42
Non-subscription program revenue	$3.71	$4.77
Interest and distribution income	$2.35	$2.26
Other income	$0.31	$0.45
Total expenditure	**$16.66**	**$14.53**
Net operating surplus	**$4.69**	**$5.05**
Net assets / equity	**$42.73**	**$38.04**
Cash and investments	**$48.46**	**$40.21**

Income

View our full financial statements by scanning here or visiting the corporate publications section of our website.

Revenue from members, associates and service providers increased to $18.80 million, compared with $16.93 million in 2024–25. Levy collections increased to $11.67 million, comprising $8.32 million of industry levies and $3.35 million in Biosecurity Response Levies to repay avian influenza response costs. While movements occurred across individual industries, total industry levy income remained broadly consistent with the previous year. Increases in cattle and goat levies were offset by reductions in egg, sheep meat and wool levies.

Direct member subscriptions were stable at $3.42 million. Revenue from non-subscription programs declined by 22.3% to $3.71 million, reflecting changes to the accounting treatment of the FMD vaccine bank introduced in the 2024–25 financial year. Interest and distribution income increased modestly to $2.35 million, demonstrating the resilience of AHA's investment portfolio despite ongoing global market volatility. Other income was $0.31 million, down from $0.45 million in the prior year.

Total revenue **$21.46m**

Expenditure

Total expenditure increased to $16.66 million. AHA activities accounted for $12.26 million, compared with $13.38 million in 2024–25. EADRA cost recovery activities were a key contributor to the year-on-year expenditure increase, including a $3.75 million Commonwealth reimbursement of response costs, compared with $0.57 million in the previous year.

Contractor and consultant costs towards AHA programs decreased to $2.34 million, down from $3.15 million in 2024–25.

Total expenditure **$16.66m**

Balance sheet

AHA's financial position strengthened during the year. Total assets increased by $7.24 million to $57.19 million, including growth in cash and investments. Cash and cash equivalents increased to $6.73 million, while total investments increased to $41.73 million. Total liabilities increased by $2.55 million to $14.46 million, principally reflecting an increase in trade and other payables. Net assets increased from $38.04 million to $42.73 million.

AHA continues to manage its finances prudently to deliver value for members while maintaining the capacity to respond to emerging animal health challenges. A strong balance sheet and investment position provide a sound foundation for future priorities and long-term organisational sustainability.

Strategic priority 1

Prepare and respond

Key wins

Coordinated an After-Action Review of the 2025 H7 high pathogenicity avian influenza response to identify lessons and strengthen national preparedness arrangements.

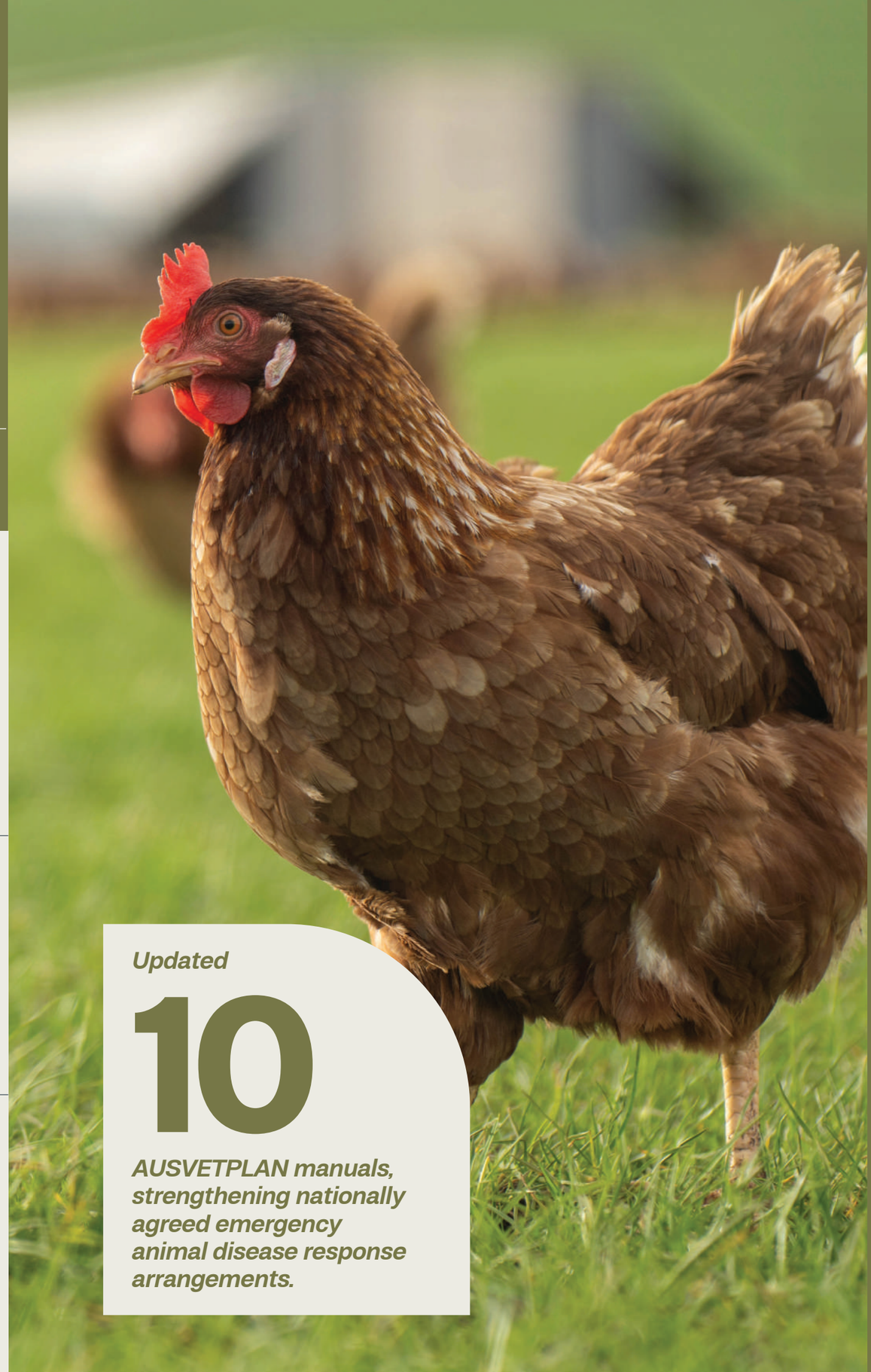
Transitioned to a new learning management system and refreshed training resources to improve access to EAD preparedness and response training.

Published major reviews and updates to key AUSVETPLAN manuals, including *Disposal* and *Destruction of animals* operational manuals and *Avian influenza* and *Classical swine fever* response strategies.

Strengthened members' EAD preparedness through national exercises, including Exercise Flight Path and Exercise Clarabelle.

Improved livestock industry crisis readiness through new crisis management planning templates, training workshops, online resources and a dedicated collaboration portal for peak industry bodies.

Facilitated continuing entomology capability through development and publication of the female *Culicoides* identification manual under NAMP, and delivery of the screw-worm fly identification workshop under the Screw Worm Fly Surveillance and Preparedness Program.



Updated

10

AUSVETPLAN manuals, strengthening nationally agreed emergency animal disease response arrangements.

Subscription projects

Title	Purpose	Impact statement	
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.	Published 10 revised AUSVETPLAN manuals. Writing groups progressed a further six manuals. These updates ensured the suite remains current, evidence-based and fit for purpose to support emergency animal disease preparedness and response.	●
Emergency Animal Disease Response Agreement (EADRA) Operation and Integrity	Ensure the EADRA remains a nationally agreed, contemporary, and legally binding Deed that enables a rapid, effective and efficient response to EADs.	Coordinated an after-action review of national arrangements for the 2025 H7 HPAI response to identify lessons and strengthen preparedness for potential future outbreaks. Updated guidance materials and progressed recommendations from the EADRA five-year review, with two of the 59 recommendations completed and eight more in progress. Liaised with custodians of other emergency response agreements to identify relevant learnings and opportunities for improvement.	●
Emergency Animal Disease (EAD) Training Program	Deliver training and resources that enhance AHA members' national EAD response capability and capacity.	Delivered training activities and resources to strengthen members' preparedness for emergency animal disease responses. Training focused on building the capability and confidence of members and their representatives to perform roles within the CCEAD and NMG, and as LLI representatives.	●
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.	Managed the national animal health surveillance dataset and database to support market access activities, surveillance reporting (5596 nationally notifiable disease investigations recorded) and trade enquiries. Published key national surveillance reports, including the *Animal Health in Australia System Report* (2nd edition) and *Animal Health in Australia Annual Report 2025*.	●
National Significant Disease Investigation Program	Increase engagement with private veterinarians. Fund delivery of tailored programs to increase the quantity and quality of livestock and wildlife disease investigations reported nationally.	Funded two disease investigation workshops in Western Australia and Queensland, engaging 49 private veterinarians to strengthen animal disease surveillance capability. Supported 314 significant disease investigations across seven jurisdictions, contributing to the early detection and reporting of livestock and wildlife diseases.	●
Subcommittee on Animal Health Laboratory 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.	Contributed to the development of the *National Animal Health Diagnostics Business Plan 2027–31* and supported initiatives to improve laboratory and diagnostic outcomes.	●
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.	Contributed to the Lumpy Skin Disease Surveillance Plan. Contributed to the Northern Australian Biosecurity Strategy Animal Technical Working Group, Wildlife Health Australia Coordinators Group and ABARES General Surveillance M&E Reference Group.	●

Project Tracker ● Completed ● On track ● Not on track

ANIMAL HEALTH AUSTRALIA
Project Tracker ● Completed ● On track ● Not on track

Non-subscription projects

Title	Purpose	Impact statement	
Anthrax Vaccine Bank Management	Enhance Australia's preparedness for a significant anthrax outbreak by maintaining a local inventory of anthrax vaccine.	Maintained the Anthrax Vaccine Bank agreement, ensuring rapid access to a locally held supply of imported anthrax vaccine manufactured to Australian specifications. While authorities have not had to draw on the vaccine bank to date, it remains a critical component of Australia's preparedness for a medium to large scale anthrax outbreak.	On track
Crisis Management Planning (CMP)	To develop a suite of easy-to-use CMP documentation for industry EADRA signatories, test and refine them, provide training on them, as well as create a portal for access by industry.	Tested and refined crisis management planning templates through scenario-based workshops involving industry and government representatives. Developed supporting resources, including training videos and a dedicated portal, to help peak industry bodies strengthen preparedness for emergency animal disease responses.	Completed
Dairy LLI Network Project	Support the dairy industry's capability to recruit, train and maintain a network of LLIs across Australia's dairy production regions.	Delivered regional workshops across key dairy production regions to build the knowledge, skills and confidence of current and prospective Liaison Livestock Industry (LLI) representatives.	Completed
FMD Vaccine Bank Capital and Management	Enhance Australia's preparedness for an FMD outbreak by ensuring access to the appropriate FMD vaccines, if required for use in a response. Refresh the FMD Vaccine Bank within the five-year cycle.	Maintained Australia's FMD Vaccine Bank, ensuring continued access to vaccine supplies that can be delivered within seven working days in the event of an outbreak. Delivered Exercise Clarabelle to test national vaccine supply, distribution and cold-chain arrangements, strengthening Australia's preparedness for a potential FMD outbreak.	On track
Goat Industry Crisis Management Plan (CMP)	To develop a CMP specific to the goat industry and train GICA Council members in its use.	Worked with GICA to develop a goat industry-specific CMP, establish a central repository for CMP templates and supporting resources, and deliver a workshop to build Council members' understanding of the plan and their role in an emergency response.	Completed
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.	Delivered Exercise Flight Path, which used scenario-based activities and facilitated discussion to test key AUSVETPLAN documents relevant to an outbreak of HPAI H5Nx clade 2.3.4.4b in commercial poultry. The exercise strengthened government and industry preparedness by testing national policy and decision-making arrangements for a potential HPAI response in poultry.	On track
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 those with a high public health risk such as anthrax. These services underpin national control, eradication and market assurance programs, facilitate interstate and international trade, optimise public health through zoonosis recognition and support biosecurity measures.	Renewed the JD and Anthrax Reference Laboratory arrangements, maintaining national diagnostic capability that supports disease control, biosecurity, trade, and public health outcomes. Planning also commenced for an independent review to assess the ongoing value and future direction of these nationally important services.	On track
National Arbovirus Monitoring Program (NAMP)	Build national and jurisdictional biosecurity emergency preparedness and response capabilities.	The National Arbovirus Monitoring Program (NAMP) continued to underpin market access for livestock and germplasm through nationally coordinated arbovirus surveillance for bluetongue, Akabane and bovine ephemeral fever (three-day sickness) and their vectors. Over 80 sentinel herds were monitored and over 100 serosurveillance herds were sampled and nearly 400 trapping events for *Culicoides* midges occurred through the program. Publication of the Female *Culicoides* Identification Key Manual, together with technical review activities and member engagement, supported ongoing improvements to surveillance capability, efficiency and the application of emerging laboratory technologies.	On track

Cont'd

Project Tracker · Completed · On track · Not on track

ANIMAL HEALTH AUSTRALIA
Project Tracker · Completed · On track · Not on track

Title	Purpose	Impact statement	
National Biosecurity Response Team (NBRT) Program	Build national and jurisdictional biosecurity emergency preparedness and response capabilities.	Strengthened national biosecurity response capability through training, professional development and knowledge-sharing activities delivered through the NBRT program. The program also enhanced member engagement and preparedness through a dedicated member portal and resources that support a nationally coordinated response workforce.	
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.	Continued targeted surveillance for screw worm fly and promoted awareness of the threat it poses Australia's livestock industries. Held the triannual screw-worm fly identification workshop for program entomologists. The program supported 283 trapping events occurred across the north of Australia, and myiasis inspections for 3835 animals. An AHA-DAFF supported postgraduate scholar evaluated the program's surveillance system, with recommendations to improve future surveillance capability and effectiveness due in September 2026.	
Transmissible Spongiform Encephalopathies (TSEs) Freedom Assurance Program	Maintain Australia's freedom from classical bovine spongiform encephalopathy (BSE) and scrapie and the highest-level international rating. 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.	Collated and reported on BSE surveillance and Ruminant Feed Ban compliance data to DAFF for reporting to the World Organisation for Animal Health (WOAH). Australia maintained its negligible risk status for BSE and freedom from classical scrapie, supported by ongoing surveillance in sheep and goats.	

Project Tracker Completed On track Not on track

Project Tracker Completed On track Not on track

Strategic priority 2

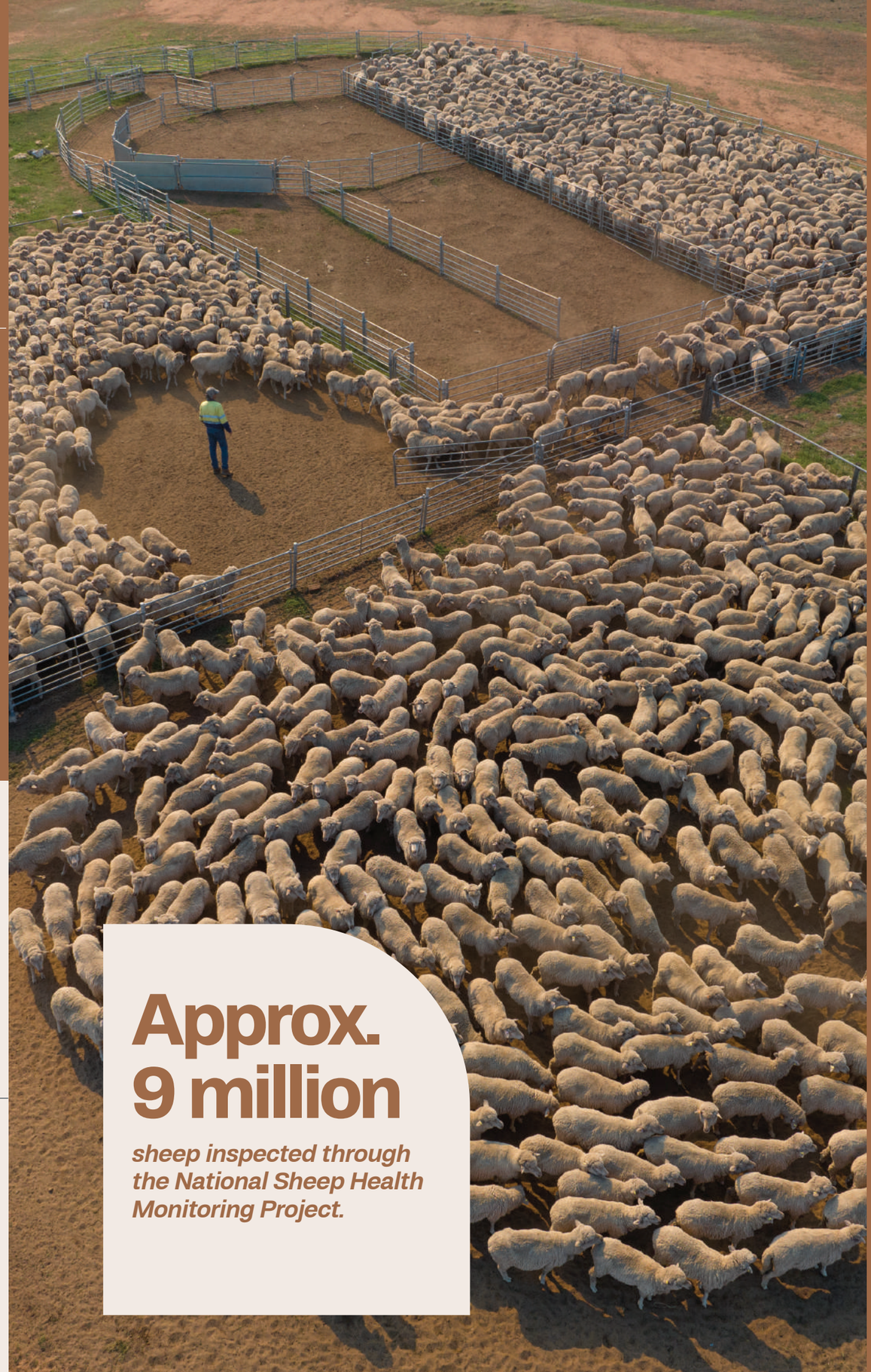
Prevent

Key wins

Successfully completed the transition of the ParaBoss website to Meat and Livestock Australia and Australian Wool Innovation, supporting the ongoing delivery of parasite management information to livestock producers.

Industry and government developed an action plan for the five-year National Sheep Industry Biosecurity Strategy (NSIBS), identifying priority activities to strengthen biosecurity across the sheep and wool industries.

Developed a new four-year strategy with Plant Health Australia to guide future delivery of the Farm Biosecurity program.



Approx. 9 million

sheep inspected through the National Sheep Health Monitoring Project.

Subscription projects

Title	Purpose	Impact statement	
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.	Progressed revisions to the National Biosecurity Manual for Lot Feeding and commenced a review of the National Farm Biosecurity Manual Grazing Livestock Production. Deferred review of the National Pork Industry Biosecurity Manual to align with updates to the Australian Pork Industry Quality Assurance standards. Participated in state and national biosecurity workshops, forums and roundtables to support the development and implementation of contemporary biosecurity practices across livestock industries.	
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.	Continued to maintain and publish the Farm Biosecurity website and newsletter to provide producers, veterinarians and industry stakeholders with practical biosecurity information and resources. Strong engagement across both platforms highlighted the ongoing demand for trusted guidance and support for on-farm biosecurity. Worked with Plant Health Australia to develop a 2026-30 Activity Plan to guide future engagement and extension activities.	

Project Tracker Completed On track Not on track

ANIMAL HEALTH AUSTRALIA

Project Tracker Completed On track Not on track

Non-subscription projects

Title	Purpose	Impact statement	
Accreditation Program for Australian Veterinarians (APAV)	Provide a contemporary, accessible online learning platform, which allows registered veterinarians to access training and become accredited to participate in government veterinary programs. Maintain a database of accredited veterinarians and business services to ensure currency and accreditation fees are paid.	Successfully transitioned the APAV to the DAFF Learnhub platform, providing registered veterinarians with continued access to accreditation training and resources.	Completed
Alpaca Traceability	Work with the Australian Alpaca Association (AAA) to further develop and implement a traceability system for alpacas and llamas.	Supported the AAA's efforts to participate in Livestock Production Assurance and the electronic National Vendor Declaration, helping strengthen traceability arrangements for the alpaca industry. AAA also developed a proposal, Enabling the Expansion of Traceability Participation in the Australian Alpaca Industry, to be implemented in 2026–27.	On track
Australian Animal Pathology Standards Program	Enhance national veterinary pathology diagnostic and expert knowledge capabilities by providing pathology training, continuing education and quality assurance programs.	Delivered a national ocular pathology continuing education program across Perth, Adelaide, Melbourne, Sydney and Brisbane, with 82 in-person and 24 virtual participants. Conducted four histoproficiency testing rounds for 18 AAPSP member laboratories.	On track
Australian Government Accredited Veterinarian Training (AAVet)	Provide a contemporary, accessible online learning platform to allow private veterinarians to become accredited to undertake export certification work on behalf of governments.	Successfully completed the transition of AAVet training to the DAFF Learnhub platform, where registered veterinarians can apply to become an Accredited Veterinarian for work in the livestock export industry.	Completed
Cattle Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian cattle industry.	Completed revision of the National Cattle Health Declaration and implemented a communication plan to support industry awareness and adoption.	On track
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.	Finalised the Fit to Lamb database and supported delivery of the Murdoch University project. Provided findings and recommendations to Meat & Livestock Australia (the project manager) to inform future efforts to reduce dystocia impacts on the Australian sheep industry.	Completed
Genetics of Foot Health in the Australian Sheep Industry	This project managed by AWI and Murdoch University will conduct a range of research aimed to greatly improve the understanding of the genetics of foot health in Merino sheep.	The project continued into its third year, with animal testing undertaken to support development of an Australian Sheep Breeding Value (ASBV) for footrot. Lower-than-expected participant numbers due to seasonal and market conditions impacted progress. The project timeline was extended by one year and a plan was implemented to increase testing numbers and support delivery of project targets.	Not on track
Goat Health	Provide the framework for a nationally integrated approach to health conditions and biosecurity within the Australian goat industry.	Continued to support the Goat Industry Market Assurance Program (GoatMAP) and promoted the National Goat Health Declaration following its review.	On track
National Livestock Identification System (NLIS)	Work with members and stakeholders to deliver required outputs relevant to NLIS business rules and SAFEMEAT initiatives.	Participated in the NLIS Industry Reference Group, National Vendor Declaration Working Group and other traceability forums to support industry and stakeholder collaboration on traceability initiatives.	On track

Cont'd

Project Tracker · Completed · On track · Not on track

Project Tracker · Completed · On track · Not on track

Title	Purpose	Impact statement	
National Management of Johne's Disease (JD)	Manage the cross-sectorial issues associated with JD in alpacas, cattle, goats and sheep.	Convened the High-Throughput JD Working Group to discuss emerging JD test priorities and opportunities. Progressed a project proposal to develop a new quantitative polymerase chain reaction test, with development planned for 2026–27.	On track
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.	Developed an action plan to support implementation of the five-year NSIBS following a facilitated workshop of industry and government stakeholders. Worked with the NSIBS Steering Committee to start implementing priority activities identified in the plan.	On track
National Wild Dog Action Plan	Support the coordination and implementation of the National Wild Dog Management Action Plan (managed by the Centre for Invasive Species Solutions).	Supported delivery of the national Wild Dog Management Action Plan through ongoing coordination by the National Coordinator. Provided additional project support and participated in planning activities to help inform the future direction of the project.	On track
NSIBS - Tasmania	Collation and reporting on animal health surveillance information as well as providing biosecurity extension to Tasmanian producers.	Supported monthly reporting on animal health surveillance activities, workshops and field days in Tasmania to support producer awareness of biosecurity and disease prevention practices.	On track
ParaBoss	Assists cattle, sheep and goat producers to incorporate regionally/temporally relevant parasite management into their production process.	Managed the ParaBoss website through its transition to Meat & Livestock Australia and Australian Wool Innovation at the end of 2025–26. Facilitated a comprehensive Product Search Tool update to support ongoing producer access to parasite management information and resources.	Completed
Prohibited Pig Feed (PPF) Compliance & Awareness	Harmonise compliance and awareness work performed by state/territory jurisdictions and industry to prevent the potential introduction and spread of EADs due to the feeding of prohibited pig feed (swill) to pigs.	Coordinated national PPF compliance and awareness activities, with very low levels of non-compliance detected and managed appropriately. Promoted awareness of PPF requirements and their role in reducing EAD risks through an ongoing communications program.	On track
Scoping Study for Parasite Resistance Database	Engage stakeholders to assess the possibility of developing a new independent parasitic resistance database for producers.	Due to competing priorities and limited resources, the project did not proceed and was subsequently closed.	Not on track
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.	Approximately 9 million sheep were inspected as part of the National Sheep Health Monitoring Project, with data from direct-to-abattoir consignments returned to producers through MLA's myFeedback portal. The Sheep Health Program Steering Committee, National Ovine Brucellosis and Footrot working groups also met to discuss priority sheep health issues and support ongoing industry coordination.	On track
Sterile Insect Technique (SIT) for Blowflies	Development of a Sterile Insect Technique (SIT) to control the sheep blowfly Lucilia cuprina, 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.	The SIT facility produced approximately 5 million sterile flies per week, which were released across parts of Kangaroo Island during the spring and summer period. Ongoing monitoring of both flies and flystrike was conducted across the island. A proposal for additional funding was considered to support full island-wide distribution of sterile flies and extend the project for an additional year.	Not on track

Project Tracker Completed On track Not on track

Project Tracker Completed On track Not on track

Strategic priority 3

Partner

Key wins

Member Engagement Weeks — including Member, Industry and Government Forums — continued to strengthen collaboration and alignment across Australia's animal health and biosecurity system.

Published the revised Goat Welfare Standards & Guidelines (S&Gs), providing industry with contemporary nationally agreed guidance supported by a targeted communications program.

Maintained and enhanced the Central Animal Health Database while progressing planning for its future development through extensive member and stakeholder consultation.



82

participants from

43

organisations attended two Member Engagement Weeks, strengthening collaboration across government, industry and research.

Subscription projects

Title	Purpose	Impact statement	
Central 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.	Maintained a reliable and secure CAHD platform, including enhancements to security and system architecture to support ongoing surveillance and reporting activities. In consultation with members and stakeholders, developed a Future CAHD insights report, draft business requirements for an enhanced platform and a phased implementation plan.	
Communications	Disseminate timely, tailored information to relevant stakeholders and provide access to an on-site information, policy and networking hub.	Increased member engagement and project awareness through website updates and enhancements and improved communications collateral. Enhanced analytics and improvements to Member Updates helped inform a more targeted and evidence-based approach to member communication and engagement.	
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.	Participated in national animal welfare groups, committees and forums, including the renewal of the Australian Animal Welfare Strategy and the National Animal Welfare Research Development and Extension Strategy. Updated the Australian Animal Welfare website to reflect the implementation status of livestock welfare standards and guidelines across jurisdictions.	
Member and Stakeholder Engagement/ Sentiment	Foster collaboration and engagement with members and partners to support AHA's strategic objectives.	Hosted two Member Engagement Weeks, bringing together 82 participants from 43 member organisations and other stakeholders from across Australia. The events provided an important forum for collaboration, knowledge sharing and debate on key national animal health and biosecurity priorities.	
Representation on National Committees	Participate in national committees to support and improve Australia's animal health and biosecurity system.	Represented member interests through participation in key biosecurity, animal health and emergency management committees, including the Animal Health Committee, National Biosecurity Committee, Consultative Committee on Emergency Animal Diseases and National Management Group.	

Project Tracker Completed On track Not on track

ANIMAL HEALTH AUSTRALIA
Project Tracker Completed On track Not on track

Non-subscription projects

Title	Purpose	Impact statement	
Goat Welfare Standards & Guidelines (S&Gs) Review	A comprehensive review of the Goat Animal Welfare S&Gs as well as communications to relevant stakeholders when they are complete.	Worked with GICA to complete a comprehensive review of the Goat Welfare S&Gs. The revised S&Gs were endorsed and published, supported by a communications program to promote awareness and uptake across the industry.	Completed
Industry Forums	Provide a forum for industry discussion and collaboration with a focus on EAD readiness, crisis management planning and exercises.	Facilitated Industry Forum meetings to support industry member communication, collaboration and information sharing. The forums supported collaboration, capability building and alignment across Australia's livestock industries on issues including emergency preparedness, biosecurity reform, animal welfare and traceability.	On track
National Biosecurity Research, Development and Extension Strategy (NABRDES)	Promote and identify cross sectoral, collaborative RD&E opportunities where gaps exist, including the identification of funders and providers. Identify and reduce duplication of RD&E to increase the efficiency of resource allocation and use.	Convened meetings of the NABRDES Stakeholder Reference Group and Steering Committee to identify and promote collaborative cross-sectoral RD&E opportunities. Participated in the National Cross-sectoral RD&E Working Group and CSIRO Catalysing Australian Biosecurity working groups, supporting collaboration across the animal, plant, environmental and marine biosecurity sectors.	On track
National Biosecurity Week	Develop awareness and resources to connect government, industry and community to pave the way for transformational biosecurity change.	Delivered National Biosecurity Week in partnership with Plant Health Australia through a coordinated communications campaign across newsletters, websites and social media.	Completed

Project Tracker Completed On track Not on track

Project Tracker Completed On track Not on track

ANIMAL HEALTH AUSTRALIA

Strategic priority 4

Perform

Key wins

Investment in new technology has boosted efficiency and connectivity across the organisation.

Facilities and assets have been maintained to meet safety standards, ensuring a safe and productive workplace.

A positive, high-performing culture and ongoing staff development are strengthening engagement and organisational resilience.



Subscription projects

Title	Purpose	Impact statement	
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.	Strengthened governance frameworks and risk oversight across AHA operations. Supported informed decision-making through improved compliance and reporting practices Maintained effective controls to support delivery of organisational commitments.	
Financial Management	Improve AHA's financial management and reporting processes to support project outcomes and enhance financial sustainability.	Enhanced financial reporting and transparency for stakeholders. Improved financial management processes to support project delivery and sustainability. Strengthened oversight of organisational financial performance.	
Information Technology	Enable AHA to implement technology and systems that increase efficiency, effectiveness and connectivity.	Improved business efficiency through technology and system enhancements. Increased connectivity and collaboration across the organisation. Supported modern and secure digital ways of working.	
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.	Maintained fit-for-purpose facilities and assets to support business operations. Ensured workplace infrastructure met safety and operational requirements. Supported a safe and productive working environment for staff.	
People, Culture and Performance	Support a highly motivated and capable workforce.	Fostered a positive, collaborative and high-performing workplace culture. Supported staff capability development and organisational resilience. Enhanced employee engagement, wellbeing and performance outcomes.	

Project Tracker Completed On track Not on track

ANIMAL HEALTH AUSTRALIA

Project Tracker Completed On track Not on track

Corporate governance

In addition to Corporations Law requirements, AHA implements the following:

Appointment of directors	AHA's constitution prescribes the selection criteria for Directors of the Board and the composition of an independent selection committee with member representatives from the Commonwealth, State/Territory Governments and Industry, and a representative of the National Farmers Federation and the AHA Chair or director nominee, which recommend appointments for members' approval at a general meeting.
Board charter	Responsibilities and activities of the Board are covered in detail in the Board charter. The charter sets out the responsibilities and role of the Board, the Chairperson, the CEO and the Company Secretary, and addresses all aspects of Board appointments, activity and performance. Directors have the right of access to all company information and to the company's Executive and, subject to prior consultation with the Chairperson, may seek independent professional advice at the company's expense. The Board meets in person at least five times during the year, and additionally via teleconference or through consideration of out-of-session papers as required.
Conflicts of interest	Directors declare at each Board meeting any changes to their statement of interests, affirming that they have no specific interests that will impact on their ability as a director and that any potential or perceived conflicts of interest will be declared to the Board.
Legal compliance	Both the People Culture and Performance Committee (PCPC) and the Audit and Risk Management Committee (ARMC) are charged with different aspects of monitoring assurance systems. The Company Secretary manages compliance and reporting to both committees, which in turn provide advice and recommendations to the Board. The responsibilities of the committees are set out in their respective charters. Membership of each committee comprises of at least three directors. The committees meet at least twice each year. Auditors are provided notice of general meetings of members and are invited to present to the ARMC when annual financial statements are considered.

Audit and Risk Management Committee (ARMC)

Financial compliance	The Audit and Risk Management Committee (ARMC) assists the Board in fulfilling its obligations and oversight responsibilities relating to the integrity of financial statements, performance of audits, and the effectiveness of risk management and operating controls used by the Company. The ARMC is guided by the ARMC Charter.

Risk recognition and management

Risk management	Monitoring of corporate and program risks is a specific responsibility of the ARMC. The company's process of monthly risk assessment and review covers the business environment, work health and safety, property, financial reporting, IT, including cyber security and internal control. Internal audit reviews are undertaken periodically at the direction of the ARMC.

Rights and interests of members and stakeholders

Member consultation and communication	The Board aims to ensure that all members are informed of all major developments affecting the company.
Company general meetings	The Board encourages full participation of members at the Annual General Meeting. Full participation is also encouraged at a General Meeting held by the company in June each year at which subscription funding is formally agreed on by members for the upcoming financial year.
Code of conduct	The Board Charter contains a Directors' Code of Conduct with which each Director is expected to comply. In addition, the company has documented standards that each manager and employee of the company is expected to operate within. The requirement to comply with these ethical standards is communicated to all employees. Directors, managers and employees are expected to always strive to enhance the reputation and performance of the company.

Enhancement of performance

Board performance evaluation	The Board is committed to the ongoing development of both individual directors and the board as a whole. Evaluation regularly involves the engagement of independent external expertise.
Company performance evaluation	AHA uses a monitoring and evaluation framework to report on key deliverables as outlined in the *2025–2030 Strategic Plan* to members.
Staff performance evaluation	Each staff member is employed under an employment contract that specifically calls for performance reviews every six months as part of our employee engagement cycle which is measured by the staff member's manager. The performance of the CEO is evaluated on the same basis by the Chairperson and Board.

Fair and responsible remuneration

Director's remuneration	The remuneration payable to directors is approved at a general meeting of the company as stipulated in the constitution. There are no schemes for retirement benefits, aside from statutory superannuation.
Employee remuneration	The remuneration of the CEO is set by the Board and reviewed annually as part of the CEO performance review. The remuneration of all other staff is set and reviewed by the CEO as part of the employee engagement cycle.



Monitoring, evaluation and learning (MEL)

Stakeholder feedback highlighted AHA's trusted technical expertise and commitment to delivering practical outcomes for members.



MEL snapshot

Strategic priority	Indicators on target	Performance
1 Prepare and respond	11/12	92%
2 Prevent	5/6	83%
3 Partner	6/7	86%
4 Perform	7/7	100%

In its first year of implementing the Strategic Plan 2025–30, AHA delivered strong performance across its four strategic priorities, with 29 of 32 indicators on target.

Key achievements included strengthening EAD preparedness; delivering animal health, surveillance and biosecurity programs; supporting collaboration and information sharing; and maintaining strong governance, financial management and workforce performance.

Member engagement activities, national forums and committee participation continue to support coordination and knowledge sharing across Australia's animal health and biosecurity system.

Stakeholder feedback highlighted AHA's collaborative approach, trusted technical expertise and commitment to delivering practical outcomes for members.

Three indicators finished the year below target, highlighting challenges associated with delivering complex, multi-stakeholder initiatives alongside shifting priorities and resource demands. These findings have informed improvement activities across planning, governance, prioritisation and resource allocation.

National committee representation

National Biosecurity Committee (NBC) (observer)

- Animal Health Committee (subcommittee of NBC) (observer)
  - Subcommittee on Emergency Animal Diseases (SCEAD)
  - Subcommittee on Animal Health Laboratory Standards (SCAHLS) (observer)
  - Anti-microbial resistance (AMR) Task Group (observer)
  - Vaccine Expert Advisory Group (VEAG)
- Environment and Invasives Committee (subcommittee of NBC) (observer)
- National Biosecurity Communications and Engagement Network (subcommittee of NBC) (member)
- National Biosecurity Communications and Engagement Network behaviour change research working group (member)
- National Biosecurity Communications and Engagement Network digital working group (member)

Other committees

ABARES General Surveillance M&E Reference Group
Animal Industries Anti-Microbial Stewardship Steering Committee (observer)
AnimalPlan Steering Committee
APVMA Advisory Group (observer)
Australian Government Accredited Veterinarian Training (AAVet)
Australian Strategic & Technical Advisory Group on AMR
Avian Influenza Vaccination Policy Steering Committee
Avian Influenza Vaccination Policy Writing Group
Beef Sustainability Framework Consultative Committee
Catalysing Australia's Biosecurity (CAB) Data WG
CSIRO Health and Biosecurity Advisory Committee
Decade of Biosecurity Steering Committee
Emergency Animal Disease Preparedness Taskforce
FMD Vaccine Bank Contract Advisory Committee
HASTE Steering Committee
Live Export Animal Welfare Advisory Group
Lumpy Skin Disease Vaccination Policy Steering Committee
Lumpy Skin Disease Vaccination Policy Writing Group
National 3D Advisory Group
National Animal Health Training Reference Group (chair, secretariat, member)
National Biosecurity RD&E Cross-Strategy WG
National Biosecurity Response Team Advisory Group (secretariat, member)
National Lumpy Skin Disease Action Plan Advisory Group
National Primary Industries Animal Welfare RD&E Strategy Committee (observer)
Northern Australia Biosecurity Strategy Animal Technical Working Group
NSW Collaborative Pig Group
One Health Surveillance System Working Group
Queensland Animal Biosecurity Market Access Liaison Group
Red Meat Statistics Working Group
SAFEMEAT Advisory Group (observer)
SAFEMEAT National Vendor Declaration WG
SAFEMEAT Partners (observer)
Southern Australian Livestock Research Council (associate member)
Wildlife Health Australia Coordinator Group
Wool Industries Australia Emergency Animal Disease Preparedness Working Group

Abbreviations

AAA	Australian Alpaca Association
AGM	Annual General Meeting
AHA	Animal Health Australia
AMR	antimicrobial resistance
AMS	antimicrobial stewardship
AOP	Annual Operating Plan
APAV	Accreditation Program for Australian Veterinarians
ARMC	Audit and Risk Management Committee
ASBV	Australian Sheep Breeding Value
AUSVETPLAN	Australian Veterinary Emergency Plan
AWI	Australian Wool Industry
BSE	bovine spongiform encephalopathy
CCEAD	Consultative Committee on Emergency Animal Diseases
CMP	Crisis Management Plan
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Australian Government Department of Agriculture, Fisheries and Forestry
EAD	emergency animal disease
EADRA	Emergency Animal Disease Response Agreement
FMD	foot-and-mouth disease
GoatMAP	Goat Industry Market Assurance Program
HASTE	Enhancing rapid decision support for emergency animal disease outbreaks
HPAI	high pathogenicity avian influenza
JD	Johne's disease
LLI	Liaison – Livestock Industry
LSD	lumpy skin disease
MEL	Monitoring, Evaluation and Learning
MLA	Meat & Livestock Australia
NABRDES	National Animal Biosecurity Research, Development and Extension Strategy
NAMP	National Arbovirus Monitoring Program
NB2	Northern Breeding Business
NBC	National Biosecurity Committee
NBRT	National Biosecurity Response Team
NFF	National Farmers Federation
NLIS	National Livestock Identification System
NMG	National Management Group
NSHMP	National Sheep Health Monitoring Project
NSIBS	National Sheep Industry Biosecurity Strategy
NWDAP	National Wild Dog Action Plan
NZVA	New Zealand Veterinary Association
PCPC	People Culture and Performance Committee
PHA	Plant Health Australia
PIRSA	Primary Industries and Regions South Australia
PPF	prohibited pig feed
RD&E	research, development and extension
S&Gs	standards and guidelines South
SARDI	South Australian Research and Development Institute
SCAHLS	Subcommittee on Animal Health Laboratory Standards
SCEAD	Subcommittee on Emergency Animal Diseases
SIT	sterile insect technique
SOPs	standard operating procedures
SPA	Sheep Producers Australia
SWF	screw–worm fly
T2M	transition to management
TRG	Technical Review Group
TSE	transmissible spongiform encephalopathy
WOAH	World Organisation for Animal Health
WPA	WoolProducers Australia



animalhealth AUSTRALIA

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