

NATIONAL BIOSECURITY COMMITTEE (NBC) 3-YEAR ROLLING STRATEGIC WORK PLAN

Updated: April 2026

Reference	Objectives	Actions/Activities	Timeframe	Lead	Update
AMM/AGSOC	Deliver a national biosecurity reform agenda, which is better aligned to key strategic biosecurity risks.	Finalise the national biosecurity reform agenda.	November 2026	Commonwealth and NBC	<p>In progress.</p> <p>AGSOC has agreed and AMM has considered in April 2026, the strategic approach to finalising the reform agenda.</p> <p>The NBC will bring forward the final agenda, reform roadmap and National Biosecurity Strategy (NBS) implementation review outcomes for AGSOC and AMM approval in October and November 2026.</p>
	Provide direction and oversight of the implementation of the National Biosecurity Strategy (NBS) 2022-32.	Provide direction to the NBS Implementation Committee (NIC) and activity leads and support implementation of NBS activities in partnership with activity leads.	First NBS Action Plan activities due by end-2026	NBC in partnership with NIC, and activity leads	<p>In progress.</p> <p>The NBC continues to progress NBS implementation. NBS monitoring, evaluation and implementation framework and the first NBS annual report will be published by end-April. Subject to AMM agreement, a 'light touch' review of NBS implementation will be conducted in 2026 to align NBS implementation with the national biosecurity reform agenda. Outcomes will be for AGSOC and AMM approval in October and November 2026.</p>
	Consider the National Management Agreement (NMA) for H5 high pathogenicity avian influenza (HPAI) in Wildlife.	Support implementation of the NMA.	End-2025	Commonwealth and NBC	<p>Complete</p> <p>The NMA came into effect on 20 March 2025. All states and territories have now signed the NMA.</p>
	Deliver enhanced surveillance and preparedness planning for high pathogenicity avian influenza (HPAI) H5N1 (bird flu) to support response planning, resourcing, risk assessments and impacts in all jurisdictions.		Mid-2026 and ongoing		<p>In progress</p> <p>The NBC has held four HPAI specific meetings between October 2025 and February 2026 to support operationalising the NMA and to address identified gaps. Two exercises have been held to further develop preparedness planning and governance arrangements under the NMA.</p> <p>A range of enhanced surveillance and preparedness activities have been undertaken in accordance with the \$100 million investment announced in October 2024 as well as delivery of priority actions agreed by Agriculture Ministers in November 2024. These include investments in response capability, biosecurity equipment, scientific analysis, site and species planning, the Wildlife Health Australia (WHA) One Health Surveillance Initiative and national H5 HPAI communications.</p>
	Oversee implementation of the Agriculture Ministers' response to the independent review of the Intergovernmental Agreement on	Develop IGAB Final report implementation plan for Agriculture Ministers' Meeting (AMM) endorsement.	End-2025	Commonwealth and NBC	<p>Complete</p> <p>In November 2025, AMM endorsed the plan to implement the Intergovernmental Agreement on Biosecurity review recommendations. The implementation plan was published on</p>

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	Biosecurity Agreement (IGAB): Final report recommendations.	Implement actions to deliver on the Recommendations	Mid-2026 and ongoing		<p>the Department of Agriculture, Fisheries and Forestry website on 28 November 2025.</p> <p>In progress</p> <p>The NBC continues to review and refresh its governance arrangements to deliver on the IGAB recommendations.</p> <p>Ongoing monitoring, evaluation and reporting of implementation progress will be provided as part of the NBS monitoring, evaluation and implementation framework.</p> <p>First Nations engagement and Research and Innovation sector consultation are being progressed through the national biosecurity reform agenda.</p>
	<p>Review and refresh NBC governance arrangements to ensure they are fit for purpose and support an effective national biosecurity system.</p> <p>(Rec 4 and 5 IGAB 2024 Review)</p>	Progress strategic realignment reforms to the NBC (enhance communications, review Terms of Reference (ToR), develop work plan, etc).	<p>Second half of 2025</p> <p>Review annually</p>	Commonwealth and NBC	<p>In progress.</p> <p>The NBC progressed strategic reform opportunities throughout 2024 and 2025.</p> <p>At NBC43 (September 2025), NBC agreed its refreshed ToR, a high-level communications plan, subcommittee review, preliminary risk assessment and a 3-year rolling strategic work plan. These activities will form a significant part of delivering on the IGAB Final Review Report recommendations. AGSOC agreed these documents (with some refinements to the ToR) in October 2025.</p> <p>Activities under the communications plan and subcommittee review will continue into 2026.</p>
	Provide advice to support building, retaining and deploying biosecurity workforce capability.	<p>Coordinate with other relevant departments on the cross-sectoral, cross-agency nature of veterinary workforce matters (e.g. agriculture, education, immigration, health) (Biosecurity).</p> <p>Progress a biosecurity skills needs analysis under the NBS as a foundation</p>	<p>End-2026</p> <p>(Have been some delays)</p>	Commonwealth and NBC	<p>In progress.</p> <p>The Veterinary Workforce Data Taskforce (the Taskforce) conducted research and analysis to better understand the complex and cross-sectoral issues facing the veterinary profession, to provide options for a national data solution and recommend a preferred approach.</p> <p>The Taskforce presented their preliminary findings at a second national Roundtable of veterinary stakeholders in December 2025. A consensus was reached that a staged approach commencing with a 3-year annual snapshot pilot was the preferred way forward.</p> <p>NBC will consider to Taskforce's final report at NBC44 in March 2026 and then provided for AGSOC's agreement (TBC).</p> <p>In progress.</p> <p>The biosecurity skills needs analysis has commenced through Skills Insight (for completion in 2026 and reporting in early 2027).</p>

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		for a national biosecurity workforce strategy.			
NBC reform (not otherwise addressed under AMM and AGSOG stream above)	Strategic risks: Develop an approach to identify and consider strategic systemic risks in oversight of the biosecurity system.	Identify strategic risks and conduct a risk assessment for agreement by AGSOC and AMM. Develop risk report to monitor those risks and to report changes, trends, emerging risks and opportunities. Amend NBC templates to incorporate consideration of strategic risk environment.	End-2025	Commonwealth with jurisdictional members	Complete At NBC43 (September 2025), NBC preliminarily identified key strategic risks and agreed an approach to incorporating the risk context into future NBC decisions. Key strategic facing our national biosecurity system were agreed by AGSOC in October 2025, and AMM in November 2025.
	NBC communications: Increase understanding and effectiveness of public communications in a biosecurity incident. <i>(NBC Action item 2025_3_22)</i>	Scope existing biosecurity public communications research and surveys and consider the results of related upcoming research, for example ongoing research in relation to H5 (bird flu) preparedness and communications.	Early-2026	National Biosecurity Communications and Engagement Network (NBCEN), and Queensland	Complete In January 2026, NBC endorsed the biosecurity response disillusionment phase research report out-of-session. NBC will continue to work with NBCEN on ways to improve public consultation and transparency.
	Sustainable funding and investment: Develop an approach for cost-sharing national priority actions, system improvements and other initiatives. <i>(Aligns with NBS Sustainable Funding Priority Action)</i>	NBC to deliver a biosecurity sustainable investment framework and / or principles – leveraging previous work, including work of NBC subcommittees on these issues.	End-2026	Commonwealth with jurisdictional members	In progress Initial scoping work underway. This includes leveraging outcomes from NBC43 (September 2025) where the case for sustainable national funding for the plant health system was presented and discussed. In November 2025, NBC will participate in the National Biosecurity Forum with dedicated sustainable investment workshops to discuss key issues and identity reform options with broader stakeholders. In November 2025, AMM agreed further reforms are required to better address risks to ensure the system's resilience and sustainability. Ministers agreed for the NBC to develop a national reform agenda for their consideration in early 2026.
	Sustainable funding and investment: Initial reform - review long-standing policy issues for emergency biosecurity response funding arrangements and identify reform options.	Undertake a project to review long-standing policy issues for emergency biosecurity response funding arrangements and identify reform options for AGSOC and AMM.	End-2026	Commonwealth with Animal Health Australia and Plant Health Australia	In progress At NBC43 (September 2025), NBC discussed a project plan for this review. The initial project stage includes compiling existing issues from previous and current cost-sharing deed reviews. A dedicated full-day workshop with deed custodians was held in early November 2025, as part of the National Biosecurity Forum.



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					The scope of an initial review of emergency response governance arrangements (ahead of substantive EPPRD and NEBRA reviews) will be discussed at NBC44 in March 2026.
	<p>Operational capability: Develop a strategy for ensuring future operational capability within the biosecurity system (an identified Strategic Risk) is adequate to deliver future requirements.</p> <p><i>(Aligns with NBS Workforce and Skills Priority Action, IGAB Recommendation 3)</i></p>	<p>NBC to consider the future requirements including knowledge and capability, research and innovation, skills and training, technology and systems, infrastructure and equipment).</p> <p>NBC to develop a plan to ensure progression towards achievement of the future requirements</p>	End-2026	All NBC members	<p>In progress</p> <p>At NBC43 (September 2025), the NBC discussed operational capability as a key strategic risk and agreed to progress work towards identifying and developing future capability within the national system.</p> <p>A skills needs analysis project plan will be considered at NBC44 in March 2026.</p>
	<p>NBC subcommittee review: Review NBC subcommittees and working groups to ensure they are aligned the strategic direction of NBC and working to strengthen the biosecurity system. This also includes being aligned to addressing key strategic risks.</p>	<p>NBC to work with subcommittee and working group chairs on their reviewing governance arrangements.</p> <p>This review will include recommendations on refreshed governance to be agreed by the NBC.</p>	End-2026	Commonwealth with jurisdictional members	<p>In progress</p> <p>At NBC43 (September 2025), NBC agreed to this review. A project plan will be considered at NBC44 in March 2026. This review is supported by NBC subcommittee and working group chairs.</p>

** Note: this work plan will be formally endorsed through AGSOC and AMM annually, however the NBC will update as required.