



Australian Government

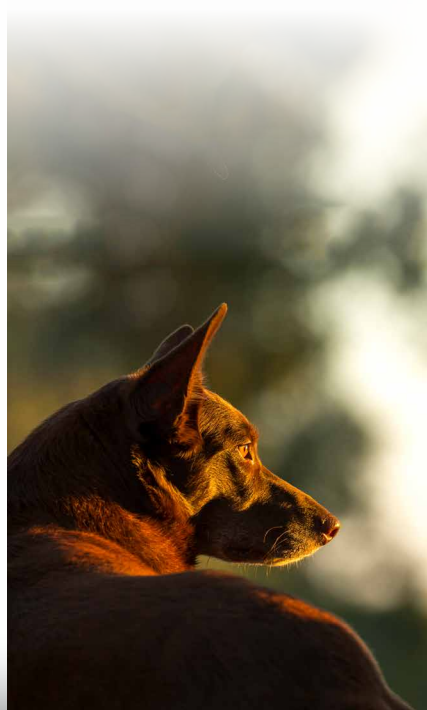
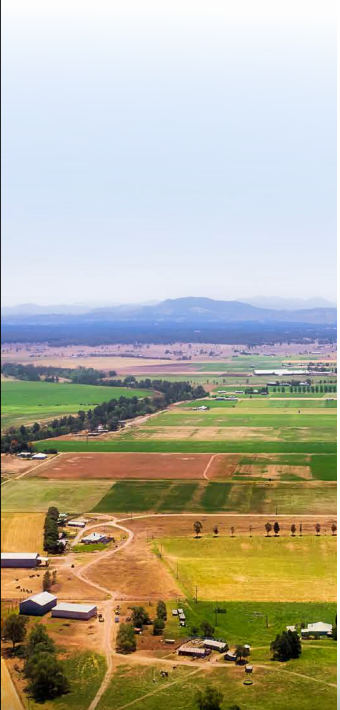
Australian Pesticides and
Veterinary Medicines Authority

APVMA

Corporate Plan

2023-24

Covering the reporting period
2023-24 to 2026-27



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INTRODUCTION

Introduction

As the Accountable Authority of the Australian Pesticides and Veterinary Medicines Authority (APVMA), we the Board present the APVMA Corporate Plan 2023–24, which covers the period 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and section 51 of the *Agricultural and Veterinary Chemicals (Administration) Act 1992*.

Dr Carmel Hillyard AM
APVMA Board Chair

23 May 2023



Acknowledgement of Country

We acknowledge the traditional owners and custodians of country throughout Australia and acknowledge their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

PURPOSES

Purposes





PURPOSE

Our purpose

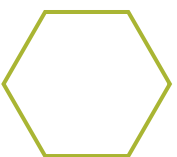
We regulate agricultural and veterinary chemicals to manage the risks of pests and diseases for the Australian community and to protect Australia's trade and the health and safety of people, animals and the environment.



VISION

Our vision

To be a global leader in agricultural and veterinary chemicals regulation for the benefit of Australia.



VALUES

Our values

The APVMA upholds the Australian Public Service (APS) Values as set out in the *Public Service Act 1999*, these being: **impartial, committed to service, accountable, respectful** and **ethical**.

In addition, we commit to demonstrating the following behaviours:

- We apply science-based decisions pragmatically, consistently and proportionately to the risk.
- We actively engage with all stakeholders to build confidence in our regulatory system.
- We are committed to meeting our statutory obligations.
- We demonstrate leadership, act with integrity and demonstrate trustworthiness.
- We encourage innovation and embrace technology.

Our functions, powers and the legislative framework

The APVMA is the national regulator of agricultural and veterinary (agvet) chemicals in Australia, in line with the responsibilities in the *Agricultural and Veterinary Chemicals (Administration) Act 1992* and the *Agricultural and Veterinary Chemicals Code Act 1994*. The regulatory framework for managing agvet chemicals in Australia is collectively referred to as the National Registration Scheme (NRS). Under the NRS framework, the APVMA is responsible for the regulation and control of agvet chemicals up to and including the point of retail sale. We also oversee the import and export of those chemicals and medicines that contain them.

The APVMA assesses products and acts against the statutory criteria of safety, efficacy, trade, and labeling. We approve labels ensuring they accurately reflect how the product is identified, used, stored and disposed of.

In our regulatory role, we may undertake chemical reviews of an approved active constituent or registered agvet product and its label. These reviews ensure that, as risk assessment practices and science evolves, registered products continue to satisfy the statutory criteria.

We also consider applications for permits to use an agvet chemical in a manner that is different to the directions for use specified on the product label. A permit may also authorise the use of an unregistered chemical under specific circumstances.

We have the power to recall non-compliant products. This helps to ensure the quality and safety of agvet chemicals in the marketplace as well as compliance with the relevant legislation.

The APVMA is funded by fees, charges and levies imposed on the regulated industry. Our regulatory functions are fully cost-recovered.

The APVMA administers the NRS as a cooperative scheme, and makes provision for the evaluation, registration and control of agvet chemical products and related matters. Mirror legislation is found in the states and territories of Australia, consistent with the arrangements set out in the *Agricultural and Veterinary Chemicals Act 1994*. The agvet laws identify which chemicals and products need to be registered or approved by us and which products are exempt.

We also monitor and enforce compliance with the Agvet Code and other legislation we administer, including the:

- *Agricultural and Veterinary Chemicals (Administration) Act 1992*
- *Agricultural and Veterinary Chemicals Act 1994*
- *Agricultural and Veterinary Chemicals Code Act 1994*
- *Agricultural and Veterinary Chemical Products (Collection of Levy) Act 1994*.

OPERATING CONTEXT

Operating context

The APVMA operates within a highly complex regulatory environment with rapidly emerging technologies; changes in societal expectations and social licence; challenges in regulatory compliance; and the ever-present shifts of weather patterns and climate.

In addition, Australia more broadly faces challenges with the Australian Bureau of Agricultural Resource Economics and Sciences (ABARES) forecasting [reduced agricultural output](#) over the next 2 to 3 years, alongside an increase in global food demand by up to [56% by the year 2050](#).

While many of these factors are outside our ability to control, we must nonetheless be prepared for them, and where possible, influence the outcome for the betterment of Australia and its agricultural and companion animal industries.



Emerging technologies

Precision agriculture, also known as precision farming, uses technology to improve crop yield, reduce pesticide use, and increase efficiency by providing farmers with detailed information about their crops and fields. In using this technology, farmers must still comply with regulations around the use of pesticides, including compliance with label instructions.

In assuring ourselves that a chemical is safe to use, we must also be confident that the technology used, the method of application, and relevant safety controls ensure a balanced approach with appropriate safeguards and protections for trade and the health and safety of people, animals and the environment.

New approach methodologies (NAMs) are innovative scientific approaches that aim to provide more accurate, efficient and humane methods for assessing the safety and efficacy of chemicals while reducing the reliance on vertebrate animal testing. Across the world, industry and regulators are increasingly using NAMs because of their ability to efficiently generate information that, once established to be as or more reliable and relevant than the conventional testing requirement, may be used to make regulatory decisions that protect human health. Through our [Stakeholder Engagement Framework](#), the APVMA is working with industry and other regulatory bodies to increase the use of NAMs.

Investment in the development of mRNA vaccines for use in veterinary medicines has been growing in recent years. In part, due to the range of benefits they provide including faster and cheaper production, improved safety, enhance biosecurity outcomes and increased effectiveness. In the coming years, it is expected that more vaccines using this technology will be available across the world and the APVMA will need to be well placed to respond quickly, as we play a critical role in the assessment and assurance of these products.

Societal expectations and social licence

Consumer attitudes towards food and food safety have continued to shift, with an increasing desire for more natural, organic and local produce – free from what some consider undesirable synthetic chemicals. This has continued to drive the growth in biopesticides, which are derived from natural materials such as plants, bacteria, viruses and certain minerals.

Biopesticides can have advantages, including lower persistence and greater specificity in some circumstances. The availability of these products for use by Australian farmers is an important part of supporting the sustainability and longevity of the Australian agricultural industry. The APVMA continues to develop its guidance and expertise in assessing biopesticide products, recognising that we play a critical role in the development and availability of these products.

Perceptions in Australia towards the regulation of agvet chemicals vary dramatically. Some people believe the regulations make it difficult for farmers and other users to access the products they need to protect crops and livestock. Others believe the regulations don't go far enough and more needs to be done to protect the environment and public health. Fundamentally, all Australians expect the APVMA to make scientifically robust and timely regulatory decisions utilising the best available information and methods.

The availability of information, particularly through social and short-form media, is having an ever-increasing impact on our society. The APVMA is not immune to this, with recent issues such as mice plagues, the control of invasive species and spray drift being rigorously shared, discussed and debated. The APVMA is also under scrutiny, for timeframe performance and whether the agency has the right mix of skills and capabilities.

By taking a more deliberate, proactive and open approach to social engagement, the agency can help improve the understanding of, and confidence in, the work the APVMA does, and improve the availability of reliable, accurate and independent scientific information.

In recent years, there has been a growing concern about the impacts of spray drift, with several high-profile cases drawing attention to the issue. One of the key challenges with spray drift is that it can cause damage to nearby crops, vegetation and waterways, leading to significant economic and environmental impacts. Additionally, spray drift could pose a risk to human health, particularly for those who live or work near sprayed areas.

While policies and guidelines such as buffer zones and application techniques, as well as guidelines for monitoring and reporting spray drift incidents make a significant contribution, the APVMA must continue to work closely with industry groups and stakeholders to ensure these materials remain up-to-date and effective in protecting human health and the environment.

Regulatory compliance

Biosecurity plays a critical role in reducing the risk of invasive pests and diseases entering Australia. While we have long benefited from our status as an island nation, a number of factors, including the growth in trade volumes, are putting pressure on this system. The APVMA is committed to working with the Department of Agriculture, Fisheries and Forestry (DAFF), the Department of Climate Change, Energy, the Environment and Water, state and territory governments and other partner agencies to improve the detection, monitoring and response to potential biosecurity concerns. The APVMA's response to the recent outbreaks of varroa mite in bees and fall armyworm demonstrate this commitment.

Unregistered products remain an ongoing risk to the health and safety of Australians, Australia's livestock industries, our pets and companion animals and the environment. The increase in the availability of unregistered products through a variety of platforms and pathways is an ongoing regulatory challenge.

In recent years there has been an increase in the use of human health products for animals. For example, in November 2022 we identified over 10,000 unregistered cannabidiol and hemp products available for purchase by Australian consumers across 3 major websites.

Our regulatory compliance approach emphasises the importance of working together with stakeholders; as we all share the responsibility of identifying, reporting and addressing unregistered products to protect our way of life.

The final report of the Independent Review of the Pesticides and Veterinary Medicines Regulatory System in Australia was delivered to the government in May 2021. This review proposed a broad range of reforms that would significantly change the way that Australia approaches agvet regulation and responds to changes in the market.

Working with DAFF, the APVMA is exploring ways we can implement the proposed reforms to provide a more effective and efficient regulatory system. We have also recently completed implementation of the legislative changes under the *Agricultural and Veterinary Chemicals Legislation Amendment (Australian Pesticides and Veterinary Medicines Authority Board and Other Improvements) Act 2021*, delivering a range of regulatory efficiencies.

Economic prudence

The above average rainfalls we experienced during the La Niña weather event over the past 3 years have been beneficial for many in the Australian agricultural sector, although the consequential flooding has had a negative impact on some farmers. The ABARES agricultural outlook report of 7 March 2023 forecasts the gross value of agricultural production to reach AU\$90 billion in 2022–23. This is predicted to fall by 10% in 2023–24, based on the announcement of the [end of the La Niña](#) event by the Bureau of Meteorology on 14 March 2023.

Australia is also experiencing inflation at levels not seen in nearly 30 years. Inflation is having a significant effect on the cost of living, not just for consumers, but also industry and government. Additionally, we recognise other resource pressures, including increases in the complexity of applications; the volume of enquiries; and our need to attract, train and retain qualified staff.

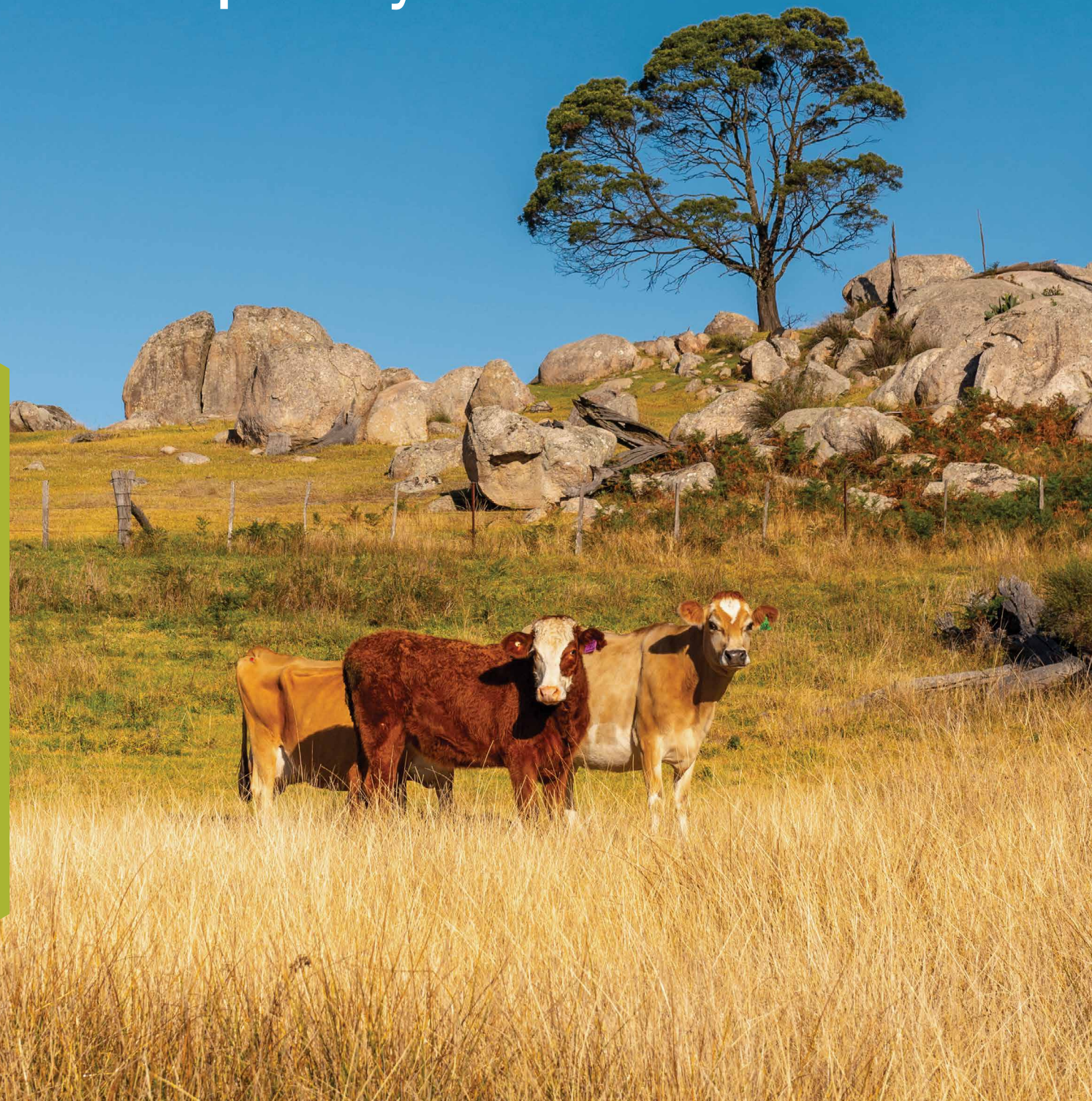
The APVMA will continue to adapt to these changes, keeping staff flexible to move them to areas of higher need, and maintaining good financial provisions to ensure we can continue to deliver scientifically robust and timely regulatory decisions.



CAPABILITY

Capability

APVMA Corporate Plan 2023-24





Workforce

The APVMA is committed to building a safe, diverse, inclusive and high-performing culture united by our purpose and values.

In recent months, the APVMA has been under increased scrutiny following allegations of misconduct within the agency. An independent review into these allegations was commissioned by Senator the Hon Murray Watt, Minister for Agriculture, Fisheries and Forestry with interim findings of the independent review referred to the appropriate authorities for further investigation.

We take concerns about inappropriate conduct seriously and address behaviour that does not adhere to the APS Values or APVMA expected behaviours. We embrace and promote a pro-integrity culture that is ethical, fair and appropriate by maintaining high standards of professionalism, accountability and responsible behaviour.

We adhere to the APS Values of being impartial, committed to service, accountable, respectful and ethical, and apply these values through the following APVMA values and behaviours.

Our values



	Impartial	Committed to service	Accountable	Respectful	Ethical
Guiding principles	We are apolitical and provide the government with advice that is accurate, timely and based on the best available evidence	We are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the government	We are open and accountable to the Australian people under the law and within the framework of ministerial responsibility	We respect and value diversity	We demonstrate leadership and trustworthiness, and act with integrity
My behaviours	<ul style="list-style-type: none"> • I build trusting relationships by being open, honest and fair in all that I do • I make decisions and provide advice on merit, without bias, favouritism or self-interest • I act fairly by objectively considering all relevant evidence and criteria • I will not allocate blame and will display resilience, including by moving on from the past • I seek to understand all sides before trying to fix a problem 	<ul style="list-style-type: none"> • I demonstrate pride, diligence and excellence in all that I do • I use initiative and fresh thinking to find efficient ways of doing things • I prioritise quality and clear decision making over time constraints and deadlines • I actively engage stakeholders, seek alternate perspectives and represent the views of the APS and the APVMA • I share knowledge, skills and experience with others and am open to the same 	<ul style="list-style-type: none"> • I understand and commit to the APS Employment Principles, Code of Conduct and Performance Management Framework • I take responsibility for, and respect, decisions made • I have courageous conversations that are professional and respectful • I take ownership of my own behaviours and consider impacts on others • I follow through on commitments 	<ul style="list-style-type: none"> • I respect and acknowledge the worth and dignity of others • I recognise and value that Australia's diversity means diversity in the workplace • I am open to constructive feedback and the perspective of others • I treat everyone with courtesy, respect and compassion and I am committed to making my workplace a safe place • I celebrate success and learn from mistakes 	<ul style="list-style-type: none"> • I communicate with the team and prioritise the wellbeing of staff over deadlines/volume of work • I prioritise training and empowering staff over short-term productivity • I model safe and ethical behaviour in accordance with the APS Values • I have the strength to question and take action • I am clear on priorities and maintain consistent decision making aligned to APS frameworks



The APVMA People Strategy 2022–25 identifies the 4 key themes we will need to achieve our purpose:

- Driving a positive culture – strengthening integrity and purposeful leadership to ensure the APVMA is considered an employer of choice.
- Future proofing our workforce – attracting, developing, and retaining the right skills, expertise, and talent.
- Workforce capability development – clarifying and enhancing the skills and capabilities emerging as critical to the effective performance of the APVMA now and into the future.
- Succession planning and separations – conducting structured succession management to build talent pipelines for critical technical and leadership roles.

Attracting, developing, and retaining our staff is an ongoing focus for the APVMA. Through a well-supported and developed workforce, we will be able to achieve our purpose effectively and efficiently. We will continue to deliver contemporary training solutions to support our people to develop the capabilities required to achieve our purpose, objectives, priorities and values.

Integrity-based behaviour and decision-making is fundamental to the way the APVMA operates, particularly in regulatory roles. Through our integrity framework and dedicated in-house integrity functions, we identify associated risks and implement effective controls. APVMA staff are trained in how to identify and report fraud and corruption, and the behavioural standards are set out in the APS Code of Conduct.

ICT

The ability for APVMA staff to make scientifically robust and timely regulatory decisions is dependant not only on our highly capable staff but also the tools and systems we provide them. These systems must be designed to support and enhance our staff, to enable them to engage more effectively with information and services today, and into the future. Through our ongoing investment in the APVMA's ICT capability, we will:

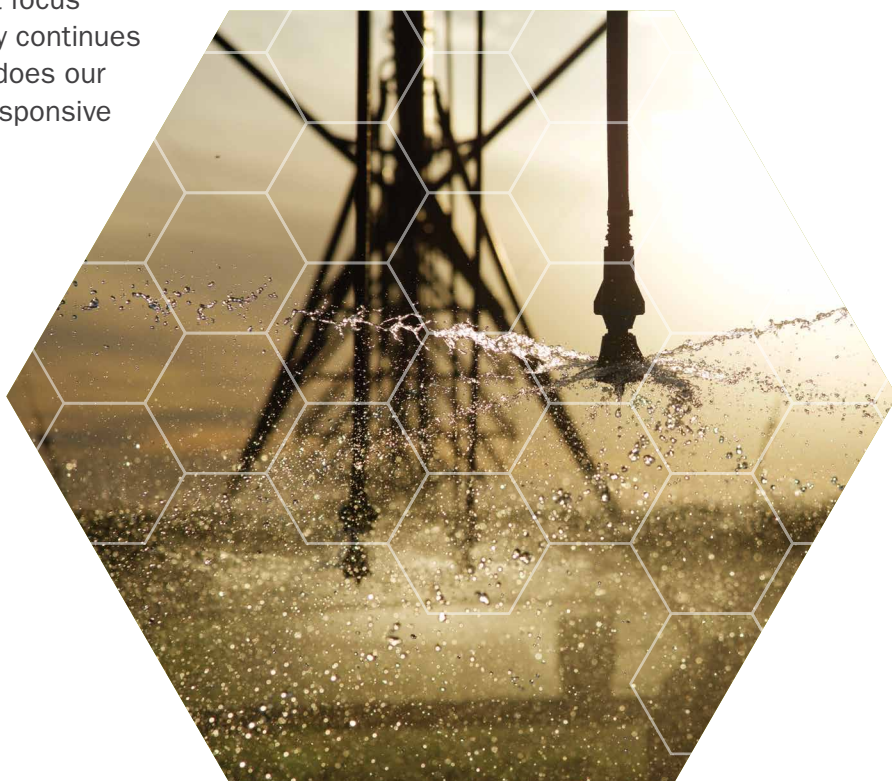
- deliver secure, reliable, and sustainable ICT services
- enable the APVMA to innovate and transform manual processes into improved digital practices
- optimise ICT investments to achieve value for money for the agency
- manage data as a critical asset for the agency.

The ongoing and effective management of the APVMA ICT infrastructure and services through a fit-for-purpose managed services arrangement is the backbone of our approach to ICT investment.

Working in partnership with our service providers, the APVMA will implement significant reform and ensure the reliability and sustainability of our ICT services.

Delivering contemporary, secure, and robust business systems is critical for ensuring the APVMA remains a global leader in agvet chemical regulation. We will continue to build the operational capability for our agency to ensure technology platforms are aligned with the needs of the APVMA and our stakeholders, while optimising value for money for the government.

Cyber security is an important focus across the APS. As technology continues to change and evolve, so too does our need to remain vigilant and responsive to a potentially threatening technological landscape. The APVMA will continue to evolve our cyber security posture to achieve improvements in [Essential Eight Maturity](#) and meet contemporary threats.



Risk

The APVMA's risk approach and positive risk culture helps our people to manage risks in accordance with the Commonwealth Risk Management Policy, PGPA Act, *Work Health and Safety Act 2011*, and ISO 31000:2018 – Risk Management. The APVMA Enterprise Risk Management Framework outlines the principles, expectations, accountabilities and responsibilities for our staff in applying effective risk management practices.

The framework also defines our risk appetite and provides risk tolerance statements. These articulate the amount and type of risk we are willing to accept or retain to achieve our objectives. Our risk matrix – which we use to assess, report and escalate risk – ensures we maintain an appropriate and consistent level of risk management oversight, accountability and control.

Our governance committees play an important role in ensuring we have effective leadership, direction, control and accountability, and help us achieve our objectives in a way that provides confidence in our internal decisions, actions, policies and procedures:

- The APVMA Board determines the risk appetite and tolerances and oversees the strategic risks that may affect our ability to achieve our purpose and objectives.
- The Audit and Risk Committee advises the Board and senior executives on the effectiveness of the system of risk oversight, management and internal control.

All our staff have a role to play in risk management. They have a general responsibility to proactively engage with and practice risk management. Staff are also expected to actively support and contribute to risk management initiatives, promote a positive risk management culture, and identify where there are risk management capability gaps and training needs.

In late 2022, the APVMA Board initiated a review of the APVMA Enterprise Risk Management Framework. This review will further strengthen the APVMA's risk approach, refreshing the APVMA's suite of strategic risks, reviewing and calibrating our risk appetite and tolerance, and enhancing our engagement with risk at all levels. These changes are expected to be implemented during the 2023–24 reporting period.



Enterprise risk	Mitigation strategies
<p>Need to maintain confidence in the APVMA’s capability and rigour to deliver regulatory requirements</p>	<p>We use a systematic, scientific, evidence-based approach to decision making and operations.</p> <p>We recruit, train and retain expert staff to continue delivering regulatory requirements, in line with our workforce planning outcome.</p> <p>We engage with domestic and international partners on a range of matters, including regulatory decision making and compliance.</p> <p>We have a robust Quality Management System and Knowledge Management Framework that supports our risk-based approach.</p>
<p>Need to maintain confidence in the efficiency and effectiveness of the APVMA</p>	<p>We align our regulatory effort with risk wherever practicable.</p> <p>We have a Stakeholder Engagement Framework to help us strengthen our regulatory services.</p> <p>We engage with domestic and international partners on a range of matters, including regulatory decision making and compliance.</p>
<p>Need to maintain the financial sustainability of the APVMA</p>	<p>Our business planning and budgeting process enables Executive oversight of the delivery of organisational activities.</p> <p>We have a financial strategy and budget that maintains a long-term view of the APVMA’s finances.</p> <p>We have a Cost Recovery Implementation Statement that supports the collection and management of fees and levies.</p>
<p>Need to ensure the APVMA regulatory framework remains fit-for-purpose</p>	<p>We identify and implement contemporary regulatory practice resulting from engagement with stakeholders.</p> <p>We monitor our operational timeframe performance and deliver regular, timely reports to the Executive Committee that provide early advice on risks and opportunities and relevant options in response.</p>
<p>Need to invest in systems, technology and infrastructure to support delivery of regulatory responsibilities</p>	<p>We are investing in our digital transformation capability and IT platforms, tools and systems to deliver quality digital services to our people and stakeholders</p>



Engagement and co-operation

Engagement and co-operation with our stakeholders guide our work to support Australia's NRS and ensure the safety of people, animals and the environment.

Effective engagement with our stakeholders is essential if we are to achieve our purpose and corporate objectives. To be a world class regulator, we will establish processes that enable meaningful and timely stakeholder engagement by providing early notification of operational changes.

To ensure effective engagement with our stakeholders, we will:

- seek opportunities to share, consult, deliberate and collaborate with our stakeholders and the Australian community
- be receptive to feedback and diverse stakeholder views
- seek to increase transparency in our decision-making processes
- provide up-to-date, clear and accessible guidance and information to assist regulated entities to comply with their obligations.

We are committed to working closely with our partner agencies and policy counterparts to ensure the Australian agvet regulatory environment is robust and fit for purpose.



KEY ACTIVITIES AND PERFORMANCE MEASURES

**Key activities and
performance
measures**

1) Trusted regulator

Trust in the APVMA is critical to maintaining confidence in agvet chemicals. To ensure trust, we will:

- regulate in an open, independent, and accountable way that encourages participation by all stakeholders
- utilise best-practice principles for risk assessment and risk management, underpinned by the best available science
- secure compliance with the Agvet Code through appropriate compliance and enforcement measures
- engage and collaborate with agencies responsible for biosecurity, public and animal health under the One Health agenda.

We will monitor our performance in achieving this objective by measuring the:

- proportion of applications finalised within legislative timeframes
- proportion of applications that pass quality audits under the Quality Management Framework
- proportion of stakeholders who report they are satisfied with the quality of engagements with the APVMA
- proportion of stakeholders who report they are satisfied that APVMA's guidance information is relevant, clear, and accessible
- proportion of reconsiderations completed in accordance with their work plan.

The following key activities will contribute to the achievement of this objective.

- Risk-based assessment and registration of pesticides and veterinary chemicals
- Identification and review of the safety of existing chemicals of regulatory concern
- Conduct regular quality audits of application decisions and decision-making process
- Implementation of the APVMA Stakeholder Engagement and Communications Framework
- Engagement with domestic partners on agvet biosecurity matters

2) Respected partner, nationally and internationally

The APVMA operates in a global regulatory environment with many interconnected partners domestically and internationally. As a highly respected regulator, we will:

- strengthen collaboration with overseas regulators to ensure Australia has a strong voice in global discussions about the future of agvet chemical regulation
- engage with domestic regulatory partners to ensure we take a whole of system approach to agvet chemical regulation in Australia
- use trusted international data, standards and assessments where appropriate.

We will monitor our performance in achieving this objective by measuring the:

- proportion of stakeholders who report they are satisfied with the quality of engagements with the APVMA
- number of domestic and international stakeholder engagements APVMA staff participate in that work towards tangible outcomes
- proportion of committed reform projects implemented within the required timeframes
- number of applications that include international assessments.

The following key activities will contribute to the achievement of this objective.

- Active engagement in domestic and international forums on matters of agvet regulation
- Strengthen our relationship with domestic and international regulatory partners through Memorandums of Understanding, trilateral reviews, and joint activities
- Harmonise requirements, guidance, and approach to better align with international counterparts, as appropriate in the Australian context



3) Contemporary regulatory system

The APVMA seeks to balance domestic regulatory approaches with our active participation in a global regulatory environment. We will do this through:

- influencing the domestic and international agencies policy development agenda
- embracing new ways of working through a continual improvement approach.

We will monitor our performance in achieving this objective by measuring the:

- proportion of applications that pass quality audits under the Quality Management Framework
- number of domestic and international stakeholder engagements APVMA staff participate in that work towards tangible outcomes
- proportion of committed reform projects implemented within the required timeframes
- number of applications that include international assessments.

The following key activities will contribute to the achievement of this objective.

- Implementation of measures outlined in the [Agricultural and Veterinary Chemicals Legislation Amendment \(Australian Pesticides and Veterinary Medicines Authority Board and Other Improvements\) Act 2021](#)
- Ongoing implementation of key improvement projects, such as tailored guidance, permit to label, and Agricultural and Veterinary Labelling Codes
- Active participation in method and technique development for agvet chemical risk assessment
- Engagement with, and contribution to, the development of contemporary policies for agvet chemical regulation



4) Superior ‘over the horizon’ capability

The APVMA is committed to keeping pace with the rapid pace of change in the sector and supporting this by anticipating and responding to future regulatory needs. We will achieve this by:

- remaining at the cutting edge of scientific and regulatory knowledge
- monitoring emerging industry trends so we can respond rapidly
- encouraging innovation, embracing new technologies and ensuring innovators understand the regulatory process.

We will monitor performance in achieving this objective by measuring the:

- number of domestic and international stakeholder engagements APVMA staff participate in that work towards tangible outcomes
- proportion of APVMA staff who participate in professional development training and/or other educational activities above and beyond core training requirements
- number of projects the APVMA runs or participates in that is related to new and emerging technology.

The following key activities will contribute to the achievement of this objective.

- Engagement with domestic and international partners on emerging technology and advances on agvet chemical formulations and delivery systems
- Active engagement in discussions on emerging issues
- Improve Information Technology infrastructure and systems to support a modern regulatory environment





5) Operational excellence

The APVMA plays a critical role in ensuring Australians have access to safe and effective agvet chemicals.

We do this by:

- ensuring agvet chemicals are efficiently and effectively regulated and balancing the regulatory effort and burden on those we regulate
- embracing principles of best practice regulation and seeking opportunities to improve the way we regulate
- focusing our efforts on the areas of greatest importance.

We will monitor our performance in achieving this objective by measuring the proportion of:

- applications finalised within legislative timeframes
- applications that pass quality audits under the Quality Management Framework
- stakeholders who report they are satisfied that APVMA's guidance information is relevant, clear, and accessible
- APVMA staff who participate in professional development training and/or other educational activities above and beyond core training requirements
- committed reform projects implemented within the required timeframes.

The following key activities will contribute to the achievement of this objective.

- Maintain pragmatic science-based risk assessment along with risk-mitigation approaches
- Ongoing implementation of the Quality Management Framework
- Maintain a robust peer-review and application approval process

6) Attracting, developing and retaining the best people

APVMA staff are critical to the delivery of an efficient and effective agvet chemical regulatory system. We will:

- embrace innovative ways to attract new people
- invest in the professional development of our people and provide opportunities for career progression and growth
- ensure a culture of respect, inclusiveness and accountability to retain our workforce
- strengthen the agility of our organisation to respond to emerging risks and opportunities.

We will monitor our performance in achieving this objective by measuring the:

- proportion of APVMA staff who participate in professional development training and/or other educational activities above and beyond core training requirements
- proportion of APVMA staff who report a high level of engagement with the APVMA
- staff turnover percentage within the APVMA during the reporting period.

The following key activities will contribute to the achievement of this objective.

- Implementation of the APVMA People Strategy 2022–25
- Implementation of the APVMA Culture Roadmap



Mapping of performance measures and targets to strategic objectives

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of applications finalised within legislative timeframes	1,5	90%	90%	90%	90%

Methodology The number of applications finalised within timeframe, divided by the total applications finalised (categorised by product/application type).

Rationale Compliance with legislative timeframes is a key measure of our success in achieving our purpose as well as supporting regulated entities and the Australian community.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of applications that pass quality audits under the Quality Management Framework	1,3,5	95%	95%	95%	95%

Methodology The number of applications that pass quality audits, divided by the number of applications audited.

Rationale Regular audits of decision-making processes made under our Quality Management Framework ensure controls at key points are implemented.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of stakeholders who report they are satisfied with the quality of engagements with the APVMA @ 3	1,2	70%	70%	75%	75%

Methodology The number of respondents who identify as 'satisfied' or greater, to the relevant questions asked as part of the APVMA Client and Stakeholder Survey, divided by the number of total respondents.

Rationale High-quality regulated community experiences will promote greater levels of engagement with and understanding of the APVMA, leading to ultimately higher levels of compliance with the regulatory framework.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of stakeholders who report they are satisfied that APVMA's guidance information is relevant, clear, and accessible @ 3	1,5	70%	75%	75%	75%
Methodology	The average of the proportion of respondents who identify as 'satisfied' or greater to the questions on relevance, clarity, and accessibility, asked as part of the APVMA Client and Stakeholder Survey.				
Rationale	Access for stakeholders to current and accurate information are key to ensure compliance with the regulatory framework through ensuring awareness of provisions and requirements.				

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
The number of domestic and international stakeholder engagements APVMA staff participate in that work towards tangible outcomes @ 1, @ 3	2,3,4	n/a	n/a	n/a	n/a
Methodology	Presented as chart to represent the number of engagements conducted during the reporting period by type of engagement.				
Rationale	The APVMA must engage with domestic and international stakeholders in various fora to inform application of the regulatory framework, as well as advance Australia's position in the agvet industry.				

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of APVMA staff who participate in professional development training and/or other educational activities above and beyond core training requirements @ 1 @ 2	4,5,6	75%	78%	80%	80%
Methodology	The number of staff who complete at least one approved training event during the reporting period (excluding core and induction training) divided by the average headcount for the reporting period.				
Rationale	Increased awareness of relevant cutting edge technologies allows the APVMA to work effectively at the forefront of regulatory advances, ensuring effective regulation and global recognition.				

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of committed reform projects implemented within the required timeframes @ 1, @ 2	2,3,5	80%	80%	80%	80%

Methodology

The number of committed reform projects implemented within the required timeframes, divided by the total number of committed reform projects scheduled for completion.

Rationale

Identifying the need for reform within the regulatory framework, the APVMA must commit to implementing the projects alongside delivering business-as-usual work.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of chemical reconsiderations completed in accordance with their work plan	1	100%	100%	100%	100%

Methodology

The number of chemical reconsiderations completed within milestone timeframes, divided by the total number of chemical reviews completed.

Rationale

Chemical reconsiderations, also known as chemical reviews, are multi-year activities, managed as projects and have multiple milestones.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Proportion of APVMA staff who report a high level of engagement with the APVMA	6	76%	78%	80%	80%

Methodology

The number of respondents who identify as 'engaged' or greater, to the employee engagement questions asked as part of the APS Employee Census, divided by the number of total respondents.

Rationale

A high level of commitment to the APVMA, and the overall dedication of staff, contributes to high overall performance, both in terms of output and quality.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Number of applications that include international assessments @ 1	2,3	n/a	n/a	n/a	n/a

Methodology The number of applications finalised that included an international assessment as part of the assessment process (regardless of if it was used). Presented as a chart with trend over time by application type.

Rationale The use of international assessments in our assessment process demonstrates the APVMAs commitment to being a contemporary regulatory system, embracing new ways of working and improving the efficiency of our assessment process.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Number of projects the APVMA runs or participates in that is related to new and emerging technology	4	n/a	n/a	n/a	n/a

Methodology The number of projects the APVMA runs or participates in that are related to new and/or emerging technologies. Presented as a chart with trend over time by project type.

Rationale Encouraging innovation and embracing new technologies is an important part of ensuring the APVMA remains a contemporary regulatory agency with superior over-the-horizon capabilities. By participating in projects related to new and emerging technologies, the APVMA will be better positioned to respond to the changing environment while having the capacity to positively influence their regulatory impact.

Performance measure	Mapping to strategic objective	Target 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
Staff turnover percentage within the APVMA during the reporting period	6	<=6.3%	<=6.3%*	<=6.3%*	<=6.3%*

Methodology The number of staff departures divided by the average staff level.

Rationale Retaining qualified and experienced staff is an important part of ensuring the APVMA remains an effective and efficient organisation, reduces financial impacts, and demonstrates organisation as a good and satisfying place to work.

* This figure represents the 3-year moving average of the APS. It should be updated as the plan progresses. RPG measures are denoted with a @ in the performance measurement tables.



