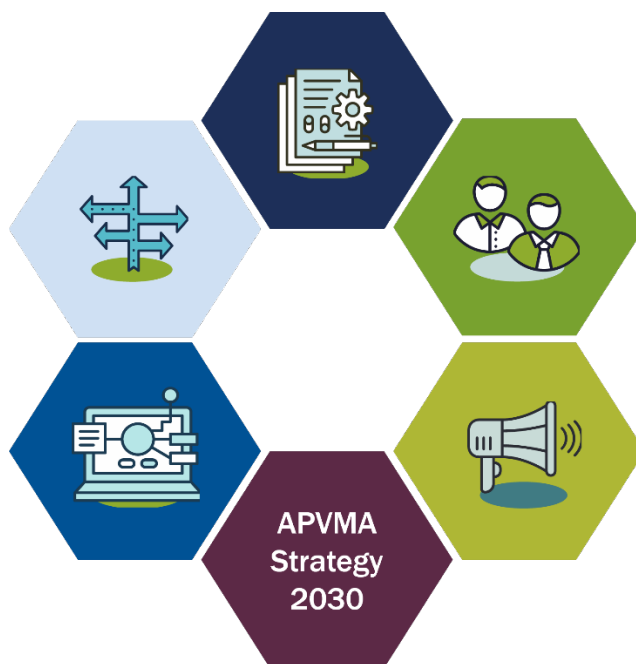




Australian Government
**Australian Pesticides and
Veterinary Medicines Authority**



APVMA Strategy 2030

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Assistant Director, Communications
Australian Pesticides and Veterinary Medicines Authority
GPO Box 3262
Sydney NSW 2001 Australia

Telephone: +61 2 6770 2300

Email: communications@apvma.gov.au.

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Introduction

Overview

This document presents the Australian Pesticides and Veterinary Medicines Authority's (APVMA) Strategy for 2023 to 2030 (APVMA Strategy 2030). It sets out the themes and strategic outcomes needed to drive our decision making and priorities into the future. It lays out the key activities required to support the delivery of those outcomes and the realisation of the associated benefits and enables the APVMA to continue to effectively play its role as the regulator of agricultural and veterinary (agvet) chemicals within Australia's regulatory system.

Our strategy aligns with the appropriate Department of Agriculture, Fisheries and Forestry strategies, including the Future Department Blueprint, the National Biosecurity Strategy 2022–32 and Commonwealth Biosecurity 2030.

This strategy is not a static plan. It is designed to evolve through 3 phases (preparation, implementation and consolidation), referred to as horizons, that reflect important milestones while allowing for flexibility. It will strengthen our capability to manage increasingly complex agvet regulatory risks, embrace opportunities that arise, and enable us to respond to ever-changing global events. It is supported by a high-level [implementation plan](#) that sets out the projects and activities required to deliver the outcomes and realise the benefits of the strategy.

The APVMA Strategy 2030 and the [implementation plan](#) are foundational documents that we use to inform our Corporate Plan and Portfolio Budget Statement.

Looking to the future

The APVMA Strategy 2030 is set in the time frame 2023–30. It is a targeted call to action to ensure we continue to consolidate our reputation as a world class agvet regulator and build the capacity needed to meet the challenges of the future.

What differentiates the next 10 to 20 years from the past will be the increasingly rapid growth of technologies and automation. This growth will have exponential impact on agvet chemical technologies, how we communicate and how we make decisions, and will challenge the way in which agvet chemicals are regulated.

We need to be responsive to the outcomes of recent reviews into the agvet regulatory system, in particular the [Independent review of the pesticides and veterinary medicines regulatory system in Australia](#) (the Matthews review). Improving the integration of regulatory bodies across the system will ensure that all agvet risks can be effectively managed. While driving the required change is technically not within our remit, it will shape the work that we do and how we do it. We need to be a part of these discussions and ensure that we are prepared for, and where necessary, shape the changes so that we are best placed to respond.

We must also take action to address findings and recommendations from reviews into the APVMA, such as the [APVMA Strategic Review Report](#) prepared by Clayton Utz. Ensuring the APVMA remains robust and capable of carrying out the full scope of our regulatory functions is an integral part of ensuring integrity of Australia's agvet regulatory system.

Vision of the APVMA

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

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.

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’, and applies these values through the APVMA values and behaviours (Figure 1).

Figure 1: APVMA values and behaviours



The agricultural and veterinary chemicals regulatory framework

The National Registration Scheme for Agricultural and Veterinary Chemicals (National Registration Scheme) was established under Commonwealth and state and territory legislation and ensures that agricultural and veterinary chemical products are:

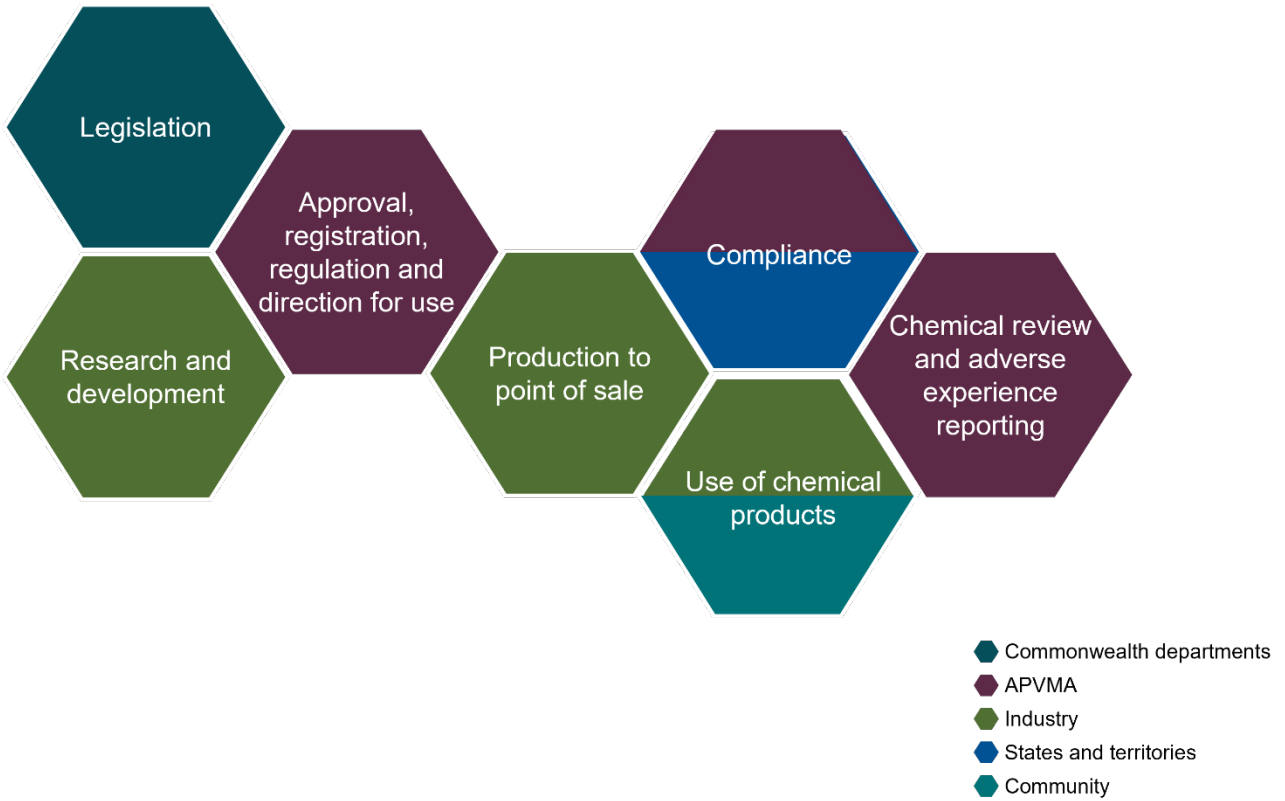
- safe when exposed to humans and non-target species either through direct exposure or residues in treated food stuffs
- not a risk to the environment
- effective on target species
- labelled and packaged correctly.

While the agvet Regulatory Framework is complex, at its most basic, there are 5 major participants:

- The agvet industry – which produces agvet chemicals
- The Commonwealth – which develops and maintains the policy for the regulation of agvet chemicals
- The APVMA – which regulates the approval and use of agvet chemicals up to the point of sale, reviews old chemicals, and monitors incidents through ‘adverse experience reporting’
- The states and territories – which supervise compliance regarding the use of agvet chemicals
- The community – this includes both industry and domestic users of chemicals

Figure 2 highlights the interconnectedness of the agvet regulatory system and the touchpoints of its key stakeholders. It demonstrates that while the APVMA is on the critical pathway for agvet chemicals to proceed through to point of sale, it also has other responsibilities relating to approved chemicals that are already in use within the community. It also highlights that the system cannot function effectively if stakeholders do not communicate with each other, if their roles and responsibilities within the system are not well understood, or where funding and priorities are not aligned.

Figure 2: The agricultural and veterinary chemicals regulatory framework



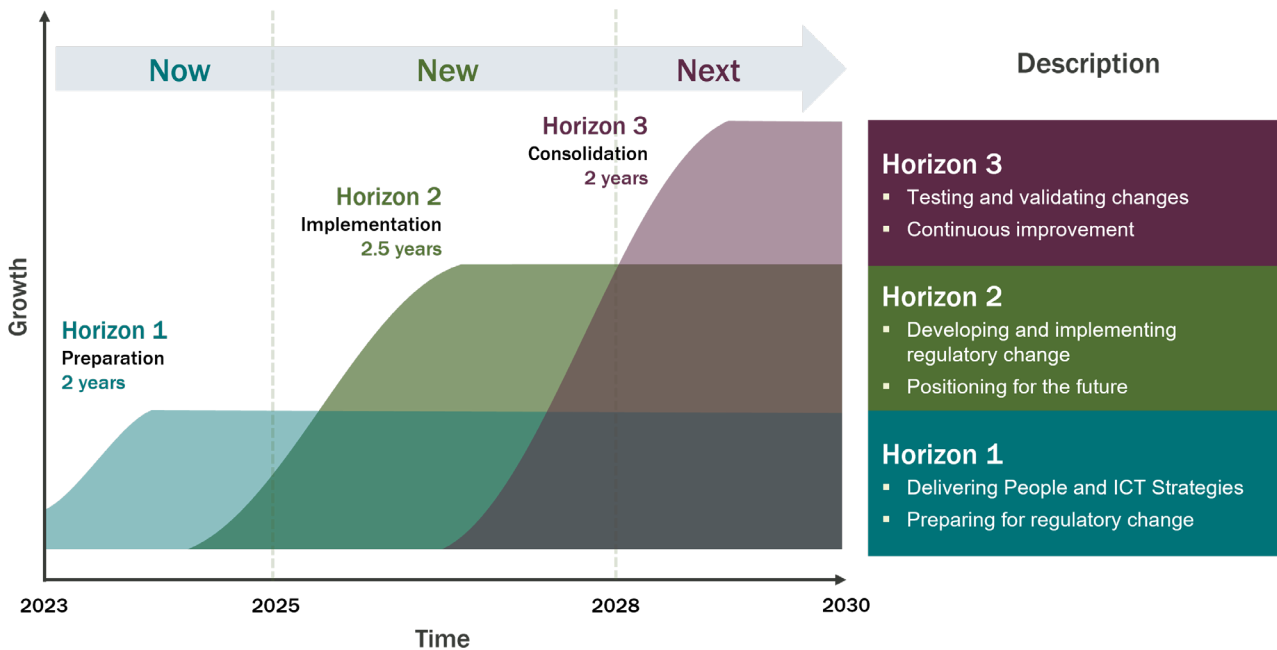
The relationship between the APVMA and our global regulatory partners is an important consideration not captured in Figure 2, as they are not directly involved in Australia’s agvet regulatory system. However, the decisions we make regarding the regulation of Australia’s agvet chemicals can, and do, impact the global community through for example, our trade in agricultural commodities, joint reviews with international regulators, and our contribution to the development of worldwide agvet standards.

Delivering the APVMA Strategy 2030

The benefits of delivering the APVMA Strategy 2030 have been grouped across 5 strategic themes – Regulation, People, Communications and Engagement, Information and Communication Technology (ICT), and Future Focus. While understanding the urgent need to address some of the important issues presented in this strategy, we must also consider the availability of the resources required to implement our strategy. We will engage with government and our regulatory partners to set and shape the conditions needed to effectively implement the strategy and deliver the desired benefits.

We will take a staged, deliberate approach to deliver the strategic outcomes of each theme. The strategy and supporting [implementation plan](#) will allow for flexibility and ongoing review. The strategic outcomes for each theme will be delivered systematically over 3 horizons – Preparation; Implementation; and Consolidation – which are detailed in Figure 3.

Figure 3: Delivering the APVMA Strategy 2030 through horizons



Horizon 1 – Preparation: 2023–25

Horizon 1 seeks to prepare the APVMA and our key stakeholders for the task of updating and ‘future proofing’ Australia’s agvet regulatory system. This will require us to enhance our relationships with the Department of Agriculture, Fisheries and Forestry (the Department), other relevant state and federal government departments, and other key stakeholders, so that we can work together to ensure that Australia has a regulatory system that is fit-for-purpose and meets future needs. We will also work with the Department and the Minister to explore options to improve the APVMA funding model.

Our ability to deliver reform, as well as sustain business-as-usual activities, will be reliant on the strengthening of our workforce and improving our systems through the continued delivery of the APVMA People Strategy 2022–25

and the forthcoming ICT Strategy. We will act on the findings in the [APVMA Strategic Review Report](#) and fully implement the [Ministerial Direction on chemical reviews](#). We will monitor the progress of the APVMA Strategy 2030 implementation and continue to challenge it through new future focused activities that look beyond the horizons of this strategy. We will ensure the APVMA Strategy 2030 benefits are being realised and make necessary adjustments that will be reflected in the detailed planning for horizon 2.

Horizon 2 – Implementation: 2025–28

Horizon 2 will be characterised by the reform of the agvet regulatory system and the implementation of new ways to do our work. Our forthcoming ICT Strategy will deliver new systems that will make our work more efficient and increase our overall availability and performance. The ICT Strategy will support innovation, digitisation and enable better collaboration between our workforce and our regulated industry participants.

It is anticipated that potential changes to our funding model will allow us to improve the way in which we conduct all aspects of our regulatory responsibilities not just those funded by industry. Funding reform will also enable enhanced collaboration with regulatory partners to better manage risk. We will continue to nurture new initiatives to strengthen and maintain the capacity and capability of our workforce. Future focused activities will seek to identify possible trends and challenges beyond the horizons of this strategy.

We will closely manage the delivery of the strategy and make necessary adjustments as part of the detailed planning for horizon 3.

Horizon 3 – Consolidation: 2028–30

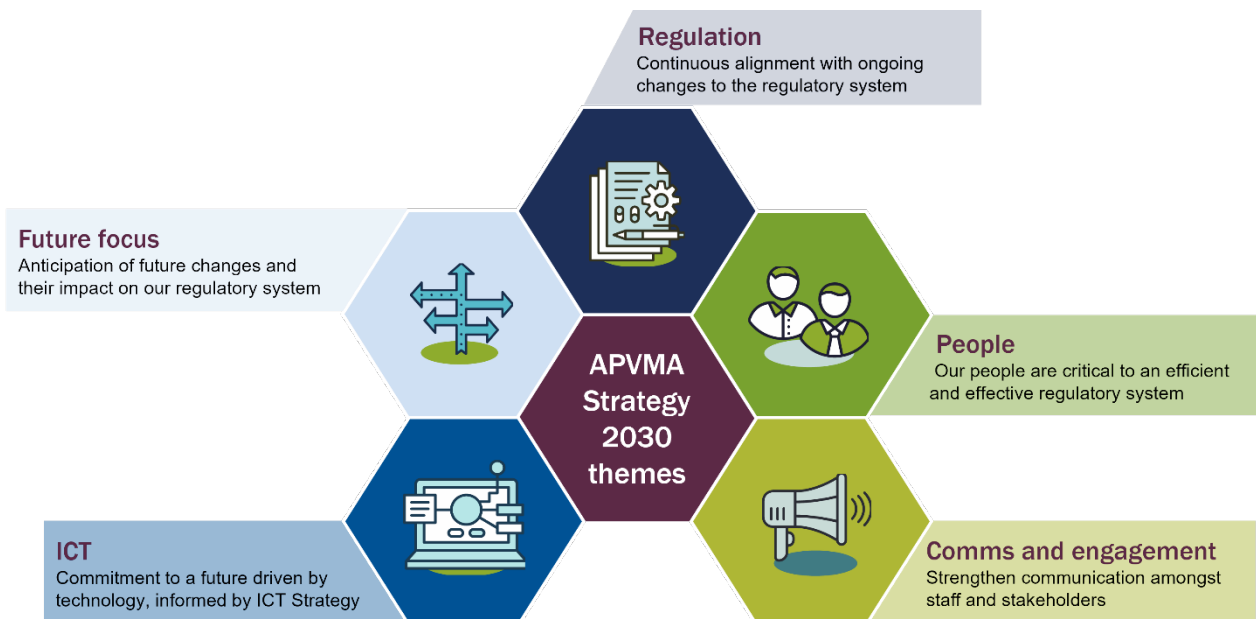
Horizon 3 will consolidate the benefits delivered in horizons 1 and 2 and represents the new, aspirational and normalised 'business-as-usual', where our workforce and systems are fit for purpose. We engage effectively with our stakeholders and adopt a regulatory posture which is ready to respond and adapt to future challenges. It is not anticipated that the world will stand still for the next 7 years and, while horizon 3 is the 'aiming point' for our strategy, some amendments will need to be made to address new challenges as they emerge. We will test and validate our progress, review the lessons that we have learnt and re-set our strategy to address the further challenges that lay ahead.

Strategic outcomes and benefits

Implementing the Strategy will require coordination, synchronisation and governance. All APVMA staff will be required to make some contribution to participate in projects, conduct activities or provide feedback. We understand that there will be some impact on business-as-usual, but acknowledge that without embracing this strategy, we will fall behind in our ability to address agvet regulatory challenges.

The APVMA Strategy 2030 will be delivered across 5 themes (shown in Figure 4): Regulation, People, Communications and Engagement, ICT and Future Focus. The key activities that are required to achieve the strategic outcomes are listed below. The horizon, or horizons, in which these activities occur are listed in parenthesis (i.e. H1, H2 or H3). Some activities listed under specific themes may also directly or indirectly influence others. In these cases, it is important that dependencies are mapped and managed appropriately to deliver the desired benefits. The [implementation plan](#) will provide more detailed descriptions of the activities.

Figure 4: The 5 themes of the APVMA Strategy 2030



Theme 1: Regulation



Strategic outcome

We work with the domestic and global regulatory partners to identify gaps and assist in the design and delivery of a modern fit-for-purpose regulatory framework. We have a defined regulatory posture which enables uniform and transparent regulation across the states and territories. We support the objectives of the National Biosecurity Strategy and actively participate in its delivery.

To deliver this strategic outcome:

- R1. We will continue to work with our regulatory partners to understand the roles and responsibilities of the APVMA so that we can clearly identify the gaps in the regulatory framework (H1)
- R2. We will work with industry, Commonwealth departments and the states and territories to set the conditions necessary to review and improve our regulatory framework (H1)
- R3. We will prioritise activities that support the delivery of the National Biosecurity Strategy (H1 – H3)
- R4. We will work together across government, industry and the community to identify options to reform funding and investment in agvet regulation (H1 –H2)
- R5. We will establish a system that supports the appropriate prioritisation and completion timeframes for the registration of new chemicals and the review of existing chemicals (H2)

Benefits

Theme 1 will deliver the following benefits:

- RB1. Role clarity for participants in the agvet regulatory framework
- RB2. Increased trust and understanding of the APVMA by agvet regulatory framework participants
- RB3. Contemporary and resilient regulatory processes
- RB4. Appropriate and sustainable funding for the APVMA
- RB5. All APVMA programs are prioritised according to risk

Theme 2: People



Strategic outcome

Our people are critical to the delivery of an efficient and effective agvet chemical regulatory system. We work positively with shared expectations of our responsibilities as public servants, as regulators, and as officers of the APVMA. We have a safe and inclusive workplace where people work collaboratively and to their potential. We use transparent processes to develop independent regulatory decisions that are supported and owned by the APVMA, while embracing contestability and opportunities to learn and improve.

To deliver this strategic outcome:

- P1. We will complete the initiatives of the APVMA People Strategy 2022–25 (H1)
- P2. We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS values, and ensures that the APVMA is an employer of choice (H1 – H3)
- P3. We work to ensure that our workforce has the right skills, knowledge and attributes to meet the challenges of the future (H1)
- P4. We will support our workforce in the decisions that they make in their regulatory roles (H1 – H3)
- P5. We will identify career pathways to develop and retain our talent and ensure that future leaders and technical experts are identified and developed (H1)
- P6. We will provide our leaders and managers with the skills and tools necessary to better lead and manage their teams (H1)

Benefits

Theme 2 will deliver the following benefits:

- PB1. The APVMA's workforce effectively delivers on its roles and responsibilities
- PB2. The APVMA is a workplace of choice
- PB3. The APVMA's workforce is capable of addressing the future agvet regulatory challenges
- PB4. The APVMA nurtures career pathways to grow its talent

Theme 3: Communication and stakeholder engagement



Strategic outcome

Our communications with each other, our regulatory partners, industry and the public are accurate, effective and transparent. We keep our people informed through regular messaging and 'open door' policies; we maintain Australia's strong voice in global discussions about the future of agvet chemical regulation; and we continue to improve our engagement with industry regarding regulation. We raise community confidence through telling the story of the APVMA and how we use scientific processes and rigor to make defensible decisions that protect people, animals, the environment, and trade.

To deliver this strategic outcome:

- C1. We will tell the APVMA story about who we are and what we do, and improve awareness of our role in the regulatory system (H1 – H3)
- C2. We will enhance our relationships with our key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies. This may include developing options for co-regulation where appropriate (H1 – H3)
- C3. We will engage with our stakeholders on societal issues that affect agvet regulation (H1 – H3)
- C4. Where appropriate, we will include Ministerial involvement in key announcements in the APVMA and the regulatory environment (H1 – H3)

Benefits

Theme 3 will deliver the following benefits:

- CB1. The roles and responsibilities of the APVMA will be better understood by stakeholders
- CB2. Our staff will have better access to the key information affecting the day to day running of the APVMA
- CB3. Greater unity of purpose across the agvet regulatory system
- CB4. Effective engagement with our stakeholders to enhance agvet regulation

Theme 4: ICT



Strategic outcome

We embrace innovation and emerging technologies. We continuously improve our systems and processes to ensure they are efficient, effective and reliable. Our systems are cost effective and secure. We are user-centred, ensuring the right information is available to the right person at the right time.

To deliver this strategic outcome:

- I1. We will establish, as part of the APVMA ICT Strategy, ongoing funding arrangements to improve digital capabilities and collaboration (H1)
- I2. We will provide our workforce, and where practicable our partners and stakeholders, with ICT systems and services that meet the APVMA's availability and performance requirements (H2)
- I3. We will explore the potential for automation to streamline processes (H2)
- I4. We will look at opportunities to integrate our systems, where appropriate, with other government departments or regulatory agencies (H1)

Benefits

Theme 4 will deliver the following benefits:

- IB1. Our systems will be efficient and fit-for-purpose
- IB2. Our systems will be digitised and enable streamlined processes
- IB3. The cost of ICT per APVMA staff member will be reduced
- IB4. We have systems that are secure from cyber security threats

Theme 5: Future focus



Strategic outcome

We anticipate the regulatory implications of change, innovation and emerging technological advances as they affect the regulation of agvet chemicals. We actively communicate with our stakeholders about where we see the future of the regulatory system as it impacts on Australia's future environment and sustainability, noting key themes, trends, and developments.

To deliver this strategic outcome:

- F1. We will build a 'Future Focus' capability within the APVMA to better respond to emerging technologies that impact the regulation of Agvet chemicals (H2 – H3)
- F2. We will consult with stakeholders to invest in plans that are sustainable, co-funded and transparent, and support the outcomes of this strategy (H2)
- F3. We will continue to contribute to a nationally coordinated and prepared response to biosecurity hazards that will safeguard Australia's industries, environment, livelihoods, and way of life (H1 – H3)

Benefits

Theme 5 will deliver the following benefits:

- FB1. Our current frameworks, strategies and plans are up to date and suitable to meet emerging challenges
- FB2. We will be better prepared for the potentially disruptive challenges and opportunities ahead
- FB3. Our funding sustains all of our regulatory activities

Next steps

The successful delivery of the APVMA Strategy 2030 will require a focused and structured approach. A high-level [implementation plan](#) has been developed to address the requirements to deliver the APVMA Strategy 2030. It provides the initial high-level schedule and guidance for the development of the program of work required to deliver the strategy efficiently and effectively across the 3 horizons.

The accompanying [implementation plan](#) will focus on delivering outcomes for horizon 1 and highlights the need for a more detailed planning activity for horizon 2. Likewise, horizon 2 will include a similar activity for horizon 3.

A key to the successful implementation of the APVMA Strategy 2030 will be the effective management and delivery of the benefits identified for each strategic theme above. Each activity or project will need to clearly demonstrate how it will deliver these benefits.

The success of the strategy will not be measured by the completion of the identified projects and activities, but by the benefits generated by each of them, the concurrent maintenance of business-as-usual performance, and the ability of the APVMA Strategy 2030 to meet changing circumstances across the horizons.