



Australian Government
Australian Pesticides and
Veterinary Medicines Authority

Corporate Plan

2024–25

Covering the reporting period 2024–25 to 2027–28



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Comments and enquiries regarding copyright:

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.

This publication is available from the [APVMA website](#).



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Foreword

We are pleased to present the 2024–25 Corporate Plan for the Australian Pesticides and Veterinary Medicines Authority (APVMA).

The APVMA is the independent statutory authority responsible for the regulation of agricultural and veterinary (agvet) chemicals in Australia. Our purpose is to regulate agvet chemicals in order 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. We aim to work collaboratively with our stakeholders to build confidence in our role as the national regulator of agvet chemicals in Australia and in turn build community trust in our ability to protect people, animals, trade and the environment.

We are committed to undertaking our role with integrity, making evidence-based decisions, and complying with the principles outlined in the Australian Government's Regulator Performance Guide:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

We are focused on sustaining our long-held reputation as a world-class regulator through excellence, transparency and accountability in fulfilling our regulatory duties.

In 2023–24, we published the [APVMA Strategy 2030](#), which sets out the themes and strategic outcomes required to drive our decision making and priorities into the future. The APVMA Strategy 2030 informs the key planned activities outlined in this corporate plan. The key activities have been grouped into the following themes presented in the APVMA Strategy 2030:

- Regulation
- People
- Communications and Engagement
- Information and Communication Technology (ICT).

We continue to meet the changing needs of Australia's regulatory landscape. In July 2023, the Minister for Agriculture, Fisheries and Forestry, Senator the Hon Murray Watt, issued a direction to the APVMA requiring the prioritisation of **8** chemical reviews of concern, which we are on track to complete in 2024–25. The Minister also issued a Statement of Expectations on 7 September 2023, which outlines the government's expectations for the delivery of the APVMA's regulatory functions, including the need to reform the agency's workplace culture and governance. Much has already been achieved in this reform agenda, as outlined in our Regulator Statement of Intent dated 8 November 2023. This important work will continue into the 2024–25 reporting period.

In addition, over the past year we have commenced work on the implementation of recommendations in the APVMA Strategic Review Report released in July 2023. We are working collaboratively with the Department of Agriculture, Fisheries and Forestry (DAFF) to address recommendations in the *Final Report on Future Structure and Governance Arrangements for the Australian Pesticides and Veterinary Medicines Authority (APVMA)*, prepared by Mr Ken Matthews AO and released in April 2024.

Transparent engagement with our stakeholders and regulated community will be an important part of our approach moving forward. We recognise that trust is critical to our ability to regulate effectively. Over the course of this reporting period, we will reshape how we engage and communicate with the Australian public, our stakeholders and regulated community. We will also maintain our focus on working closely with domestic and international partners to ensure the safety and efficacy of agvet chemicals to protect people, the environment, plants, animals and trade.

We will also continue working on improving our organisational capability and ICT infrastructure, as well as ensuring our staff are supported with the right tools and systems to enable them to make scientifically robust decisions. The staff of the APVMA are what ensures we can achieve our goals, and providing them with a positive and supportive workplace will always be central to what we do.



Dr Steve Jefferies
Acting APVMA Board Chair



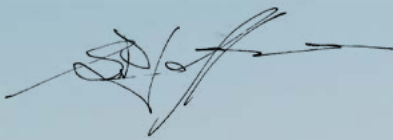
Dr Melissa McEwen
Acting Chief Executive Officer

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.

Introduction

As the accountable authority of the Australian Pesticides and Veterinary Medicines Authority (APVMA), the APVMA Board presents the APVMA Corporate Plan 2024–25, which covers the period 2024–25 to 2027–28, 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 Steve Jefferies
Acting APVMA Board Chair

30 May 2024





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 vision

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



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 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.

Our functions, powers and the legislative framework

The APVMA is the national regulator of agvet chemicals in Australia, in line with the responsibilities set out 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 administer the import and export of those chemicals and medicines that contain them.

The APVMA assesses new active constituents and products against the statutory criteria of safety, efficacy and trade; and ensures the approved label accurately reflects how the product is identified, used, stored and disposed of, including first aid and safety information.

In our regulatory role, we may undertake chemical reviews of a registered active constituent or agvet product and its label. These reconsiderations assess the currently approved uses against contemporary science to ensure the statutory criteria can still be met.

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 registered product label. A permit may also authorise the use of an unregistered chemical under specific circumstances.

The APVMA has the power to recall defective and non-compliant products, ensuring the quality and safety of agvet chemicals in the marketplace as well as verifying compliance with the relevant legislation.

The APVMA is funded by fees, charges and levies imposed on the regulated industry. The APVMA's 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 in force in all Australian states and territories, 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 the APVMA and which chemicals and products are exempt from requiring registration.

We 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



The APVMA operates within a highly complex environment with rapidly emerging new technologies; changes in consumer and societal expectations; increasing biosecurity risk, changing attitudes to regulatory compliance; and changing economic and climatic circumstances.

While most of these factors are outside of the APVMA's control, we must be prepared for them and proactively respond to them. Where possible, we need to do what we can to influence the outcome for the betterment of Australia's agricultural and companion animal industries.

Emerging new technologies

Precision agriculture, also known as precision farming, uses technology to improve agricultural productivity and sustainability. It provides farmers with detailed information about their crops and fields that in turn enables greater control over the operations and more informed decision making. The use of drones and fully automated systems are also becoming common place in farming operations in Australia (e.g. autonomous vehicle for the application of chemicals for the control of pest, weeds and diseases). By using this technology, farmers must still comply with regulations around the use of pesticides, including compliance with label instructions.

To be satisfied that a chemical is safe for use, the APVMA must be confident that the technology used, the method of application, and relevant safety controls presented on the label ensure appropriate safeguards and protections for the health and safety of people, animals and the environment, as well as trade.

New approach methodologies (NAMs) are innovative scientific approaches that aim to provide more accurate, efficient and more humane methods for assessing the safety and efficacy of chemicals while reducing the reliance on using vertebrate animals as surrogates for humans in the testing of new chemicals and products. They include many in vitro and in silico techniques. Across the world, NAMs are being adopted by the chemical industry and regulators in testing due to their ability to generate information more efficiently and humanely for registration and in doing so more effectively protect human health and the environment.

Investment in the development of mRNA vaccines for use in veterinary medicines has increased in recent years. This is due to the range of benefits these vaccines may ultimately provide, including reduced development time; enhanced biosecurity outcomes; increased safety; and increased effectiveness. In the coming years, it is expected that more veterinary vaccines based on this technology will be submitted for registration across the world, including Australia. An upsurge in near-market research on the use of dsRNAs for pest insect and disease control suggest that this technology will also need regulating by the APVMA. We will need to be ready to effectively and efficiently assess new products based on this technology to ultimate ensure its benefits can be captured in Australia.

Over the next 5 years, progress towards the implementation of e-labels and smart labels is expected to gain momentum. This is an important development within the global regulatory context. Where appropriate, the APVMA is actively monitoring and participating in the global progress towards the development and implementation of e-labels and smart labels so that we are well positioned to adapt this technology to meet Australia's specific needs.

Changing consumer and societal expectations

Consumer attitudes towards health and food safety are rapidly changing. People are more concerned than ever about the real and perceived impact of the food they consume on their health. Pesticide chemical residues in food is of particular and growing concern to many consumers. This issue is driving growth in the development and commercialisation of biopesticides, which are derived from natural materials such as plants, bacteria, viruses and certain minerals, and are being sought to replace synthetic chemical pesticides.

Biopesticides can have advantages, including lower persistence and greater specificity in some circumstances. Enabling the availability of safe and effective biopesticides 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 facilitating the availability of these products.

Perception towards the regulation of agvet chemicals vary dramatically in Australia. Some 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 that more needs to be done to protect the environment and public health. Fundamentally, all Australians – whether they believe there is too much or not enough regulation – expect us to make scientifically robust and timely regulatory decisions utilising the best available information and methods. This needs to continue to be the fundamental principle underlying the Australian agvet chemical regulatory system.

Public trust remains important. By taking a more deliberate, proactive and open approach to social engagement, we can help improve the understanding of, and confidence in, the functions and role of the APVMA in protecting the health and safety of people, animals and the environment.

Increased biosecurity risk

Biosecurity measures play a critical role in reducing the risk of invasive pests and diseases entering Australia. While we have long benefited from being an island nation, factors including changing weather patterns and the growth in trade volumes are increasing the chances of incursions.

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 (DCCEEW), 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, through our rapid assessment and approval of permits, and by working with state and federal departments to support Australian producers.

Recent years have seen a number of incursions of exotic pests or disease within Australia, including fall armyworm, banana freckle, red imported fire ants, and varroa mite. The APVMA will continue to assist industry and the states and territories with responding to current and future incursions.

Changing attitudes to regulatory compliance

The distribution, sale and use of unregistered veterinary products remains 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 inappropriate use of some human health products in animals. For example, in November 2022 the APVMA identified over 10,000 unregistered cannabidiol and hemp products available for purchase by Australian consumers across 3 major websites which promoted claims about benefits to animal health and wellbeing.

The APVMA's regulatory compliance approach emphasises the importance of working closely with stakeholders on this matter. It is crucial stakeholders understand the critical need and benefit of sharing the responsibility of identifying, reporting and addressing unregistered products.

Changing climatic and economic circumstances

The above average rainfall occurring in large parts of Australia during the La Niña weather event of the past 3 years has caused damage for some people but has been beneficial for many in the Australian agricultural sector. This has led to record high value of agricultural production in Australia. However, the Australian Bureau of Agricultural and Resource Economics (ABARES) [agricultural outlook report](#) of 5 December 2023 predicts a fall of 17% from the record high of 94 billion in 2022–23. This is largely driven by lower crop production values due to the end of the 2023 La Niña. The expected drop in production will have implications on chemical purchases and use, which in turn will impact the revenue received by the APVMA from levies.

The world is also experiencing inflation at levels not seen in nearly 30 years. Inflation is having a significant effect on the cost of goods and services across Australia, both for consumers and industry. These inflationary pressures are having, and will continue to have significant impact on the APVMA's cost structure. The combination of reduced levy revenue and increased cost of operations will place significant pressure on the APVMA's ability to carry out its regulatory responsibilities.

In addition, the APVMA is facing an increase in the complexity of applications, an increasing number and complexity of enquiries, and due to the very competitive labour market, increasing difficulty in securing the necessary and appropriate skills required to address these changing circumstances.

The APVMA will continue to adapt to these changing circumstances, keeping staff flexible to move to areas of higher immediate need. We will aim to work with government and industry to address the financial constraints facing the agency.

Capability



Workforce

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

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 staff is an ongoing focus for the APVMA. Through a well-supported and developed workforce, we will be able to deliver on our purpose effectively and efficiently. We will continue to deliver contemporary training solutions to support our people in developing the capabilities required to do their job. We will also work to find new approaches to areas of specific technical skill shortage through industry partnerships.

Integrity-based behaviour and evidence-based decision-making is fundamental to the way the we operate. Through the APVMA Integrity Framework and in-house integrity functions, we will identify associated risks and implement effective controls to mitigate those risks.

APVMA staff are trained in how to identify and report fraud and corruption. The behavioural standards for the agency are set out in the APS Code of Conduct. The APVMA takes any concerns identified and/or raised regarding inappropriate conduct or behaviour very seriously and will promptly and responsibly address issues if, and when, they arise.

ICT

The ability for APVMA staff to deliver scientifically robust and timely regulatory decisions is dependant not only on our highly capable staff but also on the tools and systems we provide them. These tools and systems (mostly ICT) must be designed to support and enhance staff productivity, efficiency and welfare. Ongoing investment in the APVMA's ICT capability will:

- deliver secure, reliable, and sustainable ICT services
- better enable innovation, including transforming manual processes into improved digital practices
- assist in managing 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 we remain a global leader in agvet chemical regulation. We will continue to build the operational capability required to ensure information technology platforms are aligned with the needs of the APVMA and our stakeholders, while also optimising value for money.

Cyber security is an important focus across the APS. As information technology continues to change and evolve, so too does our need to remain vigilant and responsive to a more threatening technological landscape. The APVMA will continue to evolve our cyber security posture to achieve improvements in our [Essential Eight Maturity](#) rating while also addressing 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 2013*, *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 statements 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.

The APVMA's governance structures play an important role in ensuring we have effective leadership, direction, control and accountability. The governance structures include the:

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

APVMA staff are required to proactively engage with and practice risk management. Staff are 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.

Table 1: Strategic risks

Risk description	Mitigation strategies
<p>The accuracy, effectiveness, appropriateness, or timeliness of APVMA organisational outputs are reduced or negatively impacted.</p>	<ul style="list-style-type: none"> • Use a systematic, scientific, evidence-based approach to decision making and operations. • Recruit, train and retain expert staff to continue delivering our regulatory responsibilities, in line with our workforce planning outcome. • Engage with domestic and international partners on a range of matters, including regulatory decision making and compliance. • Have a robust Quality Management System and Knowledge Management Framework that supports our risk-based approach.
<p>The ability to manage and maintain the wellbeing, health (including psychosocial), or welfare of staff and contractors is reduced or negatively impacted.</p>	<ul style="list-style-type: none"> • Have accessible leadership who actively support and promote the wellbeing of staff. • Have an active Work Health Safety committee with strong staff representation. • Support and encourage the use of the Employee Assistance Program and other associated support networks.
<p>Operational or administrative processes do not support organisational requirements or expectations.</p>	<ul style="list-style-type: none"> • Align our regulatory effort with risk wherever practicable. • Monitor our operational timeframe performance and deliver regular, timely reports to the Executive Leadership Team that provide early advice on risks and opportunities and relevant options in response. • Identify and implement contemporary regulatory practice resulting from engagement with stakeholders.
<p>The APVMA experiences a shortfall in organisational resources (non-fiscal), for example a human, systems and/ or skills shortfall.</p>	<ul style="list-style-type: none"> • Recruit, train and retain expert staff to continue delivering regulatory requirements, in line with our workforce planning outcome. • Provide extensive training opportunities for staff of all levels across a range of skills and subjects. • Are investing in our digital transformation capability and ITC platforms, tools and systems to deliver quality digital services to our people and stakeholders.
<p>The APVMA's financial management and oversight is compromised.</p>	<ul style="list-style-type: none"> • Our business planning and budgeting process enables Executive oversight of the delivery of organisational activities. • Have a financial strategy and budget that maintains a long-term view of the APVMA's finances. • Have an appropriate Cost Recovery Implementation Statement that supports the collection and management of fees and levies.
<p>APVMA staff or contractors behave in an operationally inappropriate or fraudulent manner, or otherwise breach legislative requirements.</p>	<ul style="list-style-type: none"> • Ensure all staff are trained in, and aware of, their legislative obligations. • Have a robust Quality Management System and Knowledge Management Framework that supports our risk-based approach. • Have a dedicated integrity function that oversees our integrity framework.
<p>The APVMA experiences a negative physical, cyber, or information security event.</p>	<ul style="list-style-type: none"> • Engage external skilled ICT security services to monitor, maintain, and enhance our cyber security capabilities. • Engage in proactive cyber security testing, including penetration testing and data loss investigation. • Ensure our workplaces are safe and secure.

Risk description	Mitigation strategies
<p>The APVMA does not undertake its full range of legislative requirements, including ensuring we meet the expectations outlined in the Ministerial Direction of 13 July 2023.</p>	<ul style="list-style-type: none"> • Ensure all staff are trained in, and aware of, their legislative obligations. • Have a robust Quality Management System, Legislative Compliance Framework, and Knowledge Management Framework that supports our risk-based approach. • Have a structured executive work program that ensures we cover the full range of our legislative requirements. • Have robust project management capability that supports the timely delivery of the Ministerial Direction.

Engagement and co-operation

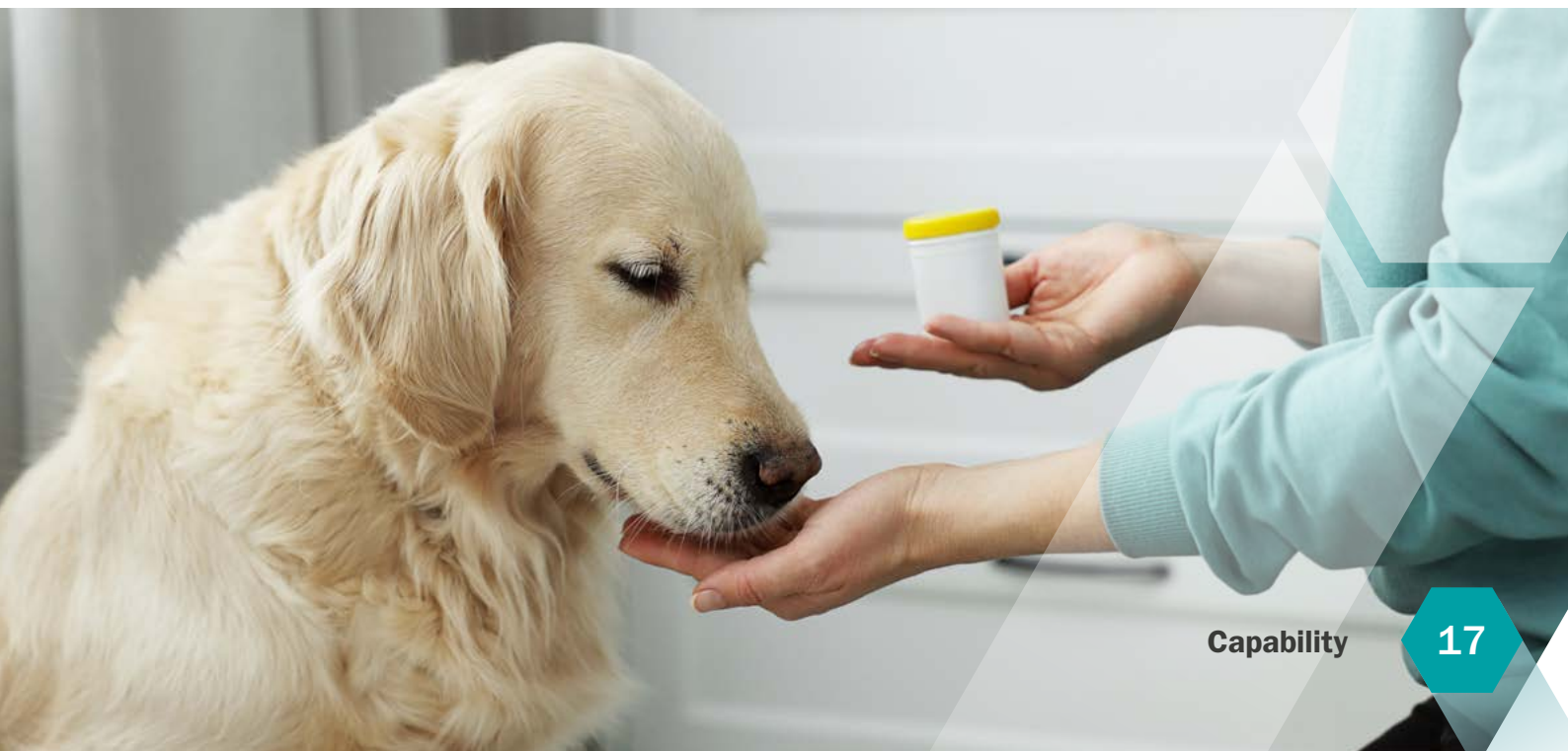
Engagement and co-operation with our stakeholders guides our work to support Australia’s National Registration Scheme and ensure the safety of people, animals and the environment, and trade.

Effective engagement with our stakeholders is essential to deliver on our purpose and achieve our objectives. To be a world leading 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 public
- be receptive to feedback and diverse stakeholder views
- seek to increase transparency in our decision-making processes
- provide up-to-date, clear, accessible guidance and information to assist regulated industry participants 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.



Strategic outcomes, key activities, and performance measures

Strategic outcome 1: Regulation

Our regulatory posture and activities support us in delivering on our purpose. We work with our domestic and global regulatory partners to identify gaps in the system and assist in the design and delivery of a modern fit-for-purpose regulatory framework, underpinned by fit-for-purpose legislation. We have a defined regulatory posture, which enables uniform and transparent administration of the APVMA's legislation and regulatory responsibilities. We are responsive to changes in the regulatory environment and support the priorities of the Australian Government. We anticipate the regulatory implications of change, innovation and emerging technological advances as they affect the regulation of agvet chemicals.

To deliver this strategic outcome, the APVMA will be focussing on the following key activities:

- We will make high-quality, science-based regulatory decisions in line with the Agvet Code across the breadth of our regulatory responsibilities including approvals, registration, permits, chemical review, licencing, reporting, and compliance (R1)
- We will continue to develop and improve our regulatory performance in line with the Regulatory Performance Framework to build industry and community trust in our regulatory outcomes (R2)
- We will continue to identify the gaps in the regulatory framework and work with regulatory partners to address them as appropriate (R3)
- We will work with industry, Commonwealth departments and the states and territories to set the conditions necessary to review and improve our regulatory framework (R4)
- We will work together across government, industry and the community to identify options to reform funding and investment in agvet chemical regulation (R5)
- We will establish a system that supports the appropriate prioritisation and completion timeframes for our regulatory decisions (R6)
- We will continue to develop our capability to use data and science to ensure our regulatory approaches are effective and risk-informed, and will respond to emerging technologies that impact the regulation of agvet chemicals (R7).

The APVMA will monitor its performance in achieving this outcome by measuring the:

- proportion of application assessments finalised within legislated timeframes
- proportion of regulated activities (excluding application assessments) that are completed within 10% of the agreed timeframes
- proportion of activities that pass quality audits
- average time to finalise recommendations or directives from internal and external audits.

The delivery of our key activities will be supported by the:

- development of the Cost Recovery Implementation Statement
- review and update of the APVMA's Regulatory Posture Statement and associated regulatory assurance plans
- completion of key regulatory projects including minor use guidelines, item 7 constituents, label code review, and out of specification vaccine requirements

- development of guidelines for mRNA vaccines, pool efficacy, and multiple reference documents and formulations for pesticides
- review and enhancement of the Adverse Experience Reporting Program
- ongoing engagement with domestic and international regulatory counterparts
- delivery of the Ministerial Direction.

Strategic outcome 2: People

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. We ensure that we give our people the training, tools and support they need to effectively deliver their responsibilities.

To deliver this strategic outcome, the APVMA will be focussing on the following key activities:

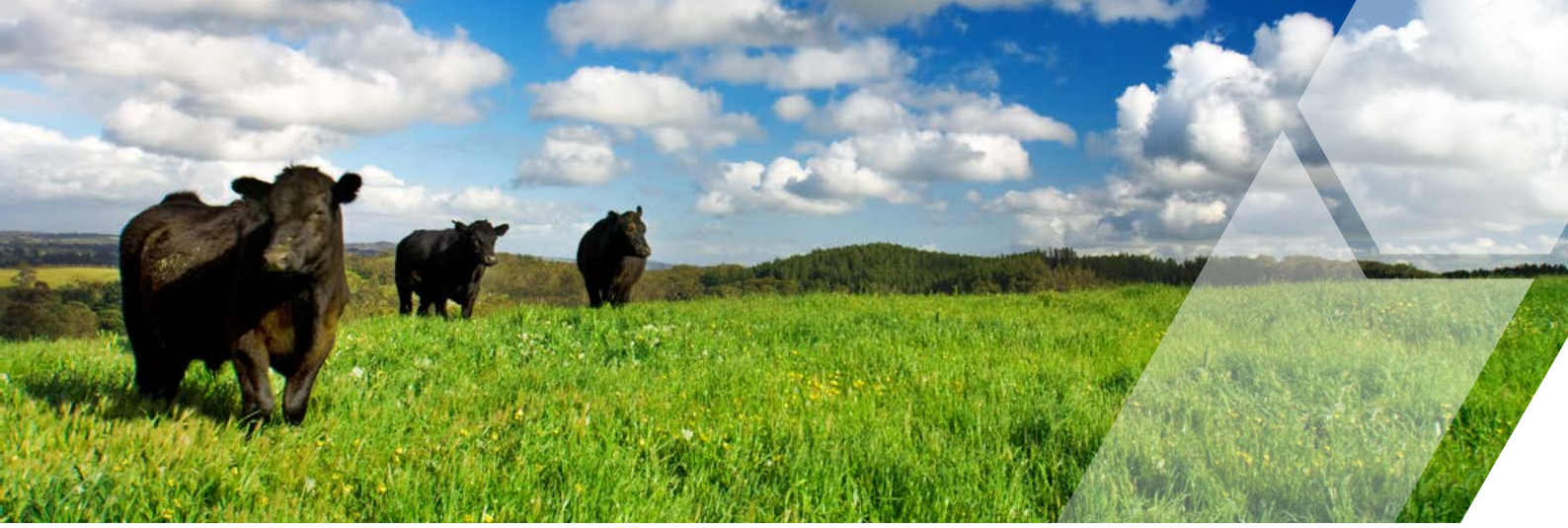
- We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS and APVMA values, and ensures the APVMA is considered an employer of choice (P1)
- We will work to ensure our workforce have the right skills and knowledge required to meet the challenges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

The APVMA will monitor its performance in achieving this outcome by measuring the:

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

The delivery of our key activities will be supported by:

- developing and implementing an enhanced program for attracting, retaining, and developing staff
- developing and implementing a Registration Management Training Program
- examining the viability of establishing in-house capability for Manufacturing Quality and Licensing auditors.



Strategic outcome 3: Communication and stakeholder engagement

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 rigour to make defensible decisions that protect people, animals, the environment, and trade. 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.

To deliver this strategic outcome, the APVMA will be focussing on the following key activities:

- We will tell the APVMA story about who we are and what we do and improve awareness of our role in the regulatory system (C1)
- We will enhance our relationships with key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies (C2)
- We will engage with our stakeholders on societal issues that affect agvet regulation (C3)
- Where appropriate, we will include ministerial involvement in key announcements in the APVMA and the regulatory environment (C4)
- We will engage with stakeholders in a manner appropriate to the role they play in the regulatory system, and ensure our approach is fit-for-purpose and is communicated transparently (C5).

The APVMA will monitor its performance in achieving this outcome by measuring the:

- proportion of stakeholders and community who have confidence in our decision-making processes and actions
- number of stakeholders and community who have a high-quality experience engaging with the APVMA and its online systems.

The delivery of our key activities will be supported by:

- improving our client relationship management capability
- rollout of our new stakeholder engagement and management plan.

Strategic outcome 4: Information Communication Technology

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, the APVMA will be focussing on the following key activities:

- We will ensure all users can search for, and find, accurate data covering the full regulatory history for all chemistries, products, and regulated entities, ensuring easy access and retrieval of information to improve the quality, timeliness, and transparency of decisions (I1)
- We will support secure access to modern, fit-for-purpose scientific modelling tools that enable high-quality, timely, scientifically robust, risk informed decisions (I2)
- We will invest in systems that maximise our ability to engage with our stakeholders and deliver a high-quality, meaningful, and seamless user experience (I3)
- We will ensure our systems facilitate secure file, information, and data sharing with other Australian regulators and international counterparts, while ensuring data integrity and confidentiality (I4)
- We will proactively address cyber security risks and support compliance with relevant Australian Government information technology policies and strategies (I5).

The APVMA will monitor its performance in achieving this outcome by measuring the:

- proportion of service requests that are completed within timeframe
- average cost of ICT services per user
- proportion of internal users that report they are satisfied with the technologies and services available to them.

The delivery of our key activities will be supported by the:

- ongoing remediation of digitised records
- establishment of shared/managed services provider
- ongoing implementation of security uplift program
- enhancements to financial management and procurement capabilities.

Strategic outcome 1: Regulation

Performance measure		Targets			
		2024–25	2025–26	2026–27	2027–28
	Targets	90%	90%	90%	90%
Proportion of application assessments finalised within legislated timeframes	Rationale	Conducting assessments of applications for registration or approval of agvet chemicals is a core part of our mandate. Ensuring the consistency and reliability in the delivery of this work is an important aspect of demonstrating the uniform and transparent administration of our legislation.			
	Methodology	The number of applications finalised within timeframe, divided by the total applications finalised (categorised by product/application type).			
	Targets	85%	85%	87%	90%
Proportion of regulated activities (excluding application assessments) that are completed within 10% of the agreed timeframe	Rationale	While application assessments are a core part of our work, the mandate of the APVMA extends beyond this. Ensuring the consistency and reliability in the delivery of the APVMA's other regulatory activities is critical to maintain a robust, fit-for-purpose regulatory system and demonstrate the uniform and transparent administration of our legislation.			
	Methodology	The count of regulated activities (excluding application assessments) finalised where the elapsed time is +/- 10% of the agreed timeframes, divided by the count of regulated activities (excluding application assessments) completed, within the reporting period.			
	Targets	95%	95%	95%	95%
Proportion of activities that pass quality audits	Rationale	The APVMA relies on controls at critical control points to ensure adherence to the working practices established. These practices provide assurances that the APVMA is conducting its operations in ways that are consistent with legislation and better practice.			
	Methodology	The count of activities that pass quality audits divided by the number of audits conducted in the reporting period.			
	Targets	Not exceeding 10% of agreed duration	Not exceeding 10% of agreed duration	Not exceeding 10% of agreed duration	Not exceeding 10% of agreed duration
Average time to finalise recommendations or directives from internal and external audits	Rationale	Implementing and finalising the recommendations or directives given to the agency in a timely manner is an important component of ensuring we remain responsive to, and support the priorities of, the Australian Government. It is also a core part of ensuring the APVMA is and remains an efficient organisation with modern, fit-for-purpose systems.			
	Methodology	<p>Average time taken: The sum of the actual end date minus the start date for each recommendation completed in the reporting period, divided by the number of recommendations completed.</p> <p>Agreed duration: Sum of the planned end date minus the start date for each recommendation completed in the reporting period, divided by the number of recommendations completed.</p>			

Strategic outcome 2: People

Performance measure		Targets			
		2024–25	2025–26	2026–27	2027–28
	Targets	74%	76%	78%	80%
Proportion of APVMA staff who report a high level of engagement with the APVMA	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.			
	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.			
	Targets	78%	80%	80%	80%
Proportion of APVMA staff that participate in professional development training and/or other educational activities above and beyond core training requirements	Rationale	A learning culture within an organisation equips employees with a growth mindset, an appetite for appropriate risk taking, and embracing change as an opportunity for growth. 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.			
	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.			
	Targets	<=6.3%	<=6.3%	<=6.3%	<=6.3%
Staff turnover percentage within the APVMA during the reporting period	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.			
	Methodology	The number of staff departures divided by the average staff level.			



Strategic outcome 3: Communication and stakeholder engagement

Performance measure		Targets			
		2024–25	2025–26	2026–27	2027–28
	Targets	Baseline	TBC	TBC	TBC
Proportion of stakeholders and community who have confidence in our decision-making processes and actions	Rationale	Our communications and engagements with our regulatory partners, industry and the public are accurate, effective and transparent to deliver positive regulatory outcomes. The APVMA’s decision-making processes hold up to public scrutiny. We encourage scrutiny of our decisions.			
	Methodology	Based on information from the APVMA stakeholder and public survey.			
	Targets	Baseline	TBC	TBC	TBC
Number of stakeholders and community who have a high-quality experience engaging with the APVMA and its online systems	Rationale	The APVMA is accessible and easy to work with through our online systems, meaningful and effective engagement activities, and knowledgeable and responsive staff. High-quality engagement with the APVMA can mitigate potential risks and conflicts with stakeholder groups and the community including uncertainty, dissatisfaction, misalignment, disengagement, resistance to change, and regulatory non-compliance.			
	Methodology	Based on information from the APVMA stakeholder and public survey.			



Strategic outcome 4: Information Communication Technology

Performance measure		Targets			
		2024–25	2025–26	2026–27	2027–28
	Targets	95%	97%	99%	99%
Proportion of service requests that are completed within timeframe	Rationale	Responding to service requests is an important aspect of enabling a user-centred environment that supports continuous improvement of our systems and processes to ensure they are efficient, effective and reliable.			
	Methodology	The number of ICT service requests that were completed in line with the relevant service level agreement, divided by the total number of ICT service requests completed.			
	Targets	Not exceeding 10% of government standard	Not exceeding 10% of government standard	Not exceeding 10% of government standard	Not exceeding 10% of government standard
Average cost of ICT services per user	Rationale	In order to ensure our systems are cost effective, we must understand and monitor the average cost to provide ICT services, and ensure they remain within relevant government standards.			
	Methodology	The total cost of providing ICT services divided by the average number of staff during the reporting period.			
	Targets	Baseline	TBC	TBC	TBC
Proportion of internal users who report they are satisfied with the technologies and services available to them	Rationale	Monitoring and understanding the experiences of staff using our ICT systems is important to ensure we maintain modern, user-centred, fit-for-purpose systems that enable the right information to get to the right person at the right time.			
	Methodology	The number of staff who indicate they are satisfied (or greater) with the current technologies and services, divided by the total number of staff.			



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