



Australian Government

**Australian Pesticides and
Veterinary Medicines Authority**



CORPORATE PLAN

2017–18



CORPORATE PLAN

2017–18

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FOREWORD

As interim Chief Executive Officer for the Australian Pesticides and Veterinary Medicines Authority (APVMA), I am pleased to present the 2017–18 Corporate Plan, which positions the APVMA for the future, leveraging opportunities provided to the organisation through the planned relocation to Armidale in regional New South Wales (NSW).

The strategic priorities in this Plan build certainty for the organisation and will focus our efforts towards maintaining business continuity and improving our performance.

Our corporate plan clearly articulates the activities that will enable the APVMA's transition to Armidale and provides assurance to our staff, clients and stakeholders that we understand the path forward and have the systems in place to monitor and improve our regulatory performance.



Dr. Chris Parker
Chief Executive Officer

INTRODUCTION

This plan sets out the strategic priorities for the APVMA for the period 2017–18 to 2020–21.

A corporate plan is required under Paragraph 35(1)(a) Section 95(1)(a) of the *Public Governance, Performance and Accountability Act 2013* and Section 51 of the *Agricultural and Veterinary Chemicals (Administration) Act 1992*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

Progress toward meeting the goals of the corporate plan will be reported each year in the annual report. Selected performance statistics will be published on a quarterly basis.

The performance measures contained in this plan are complemented by the APVMA Regulator Performance Framework.

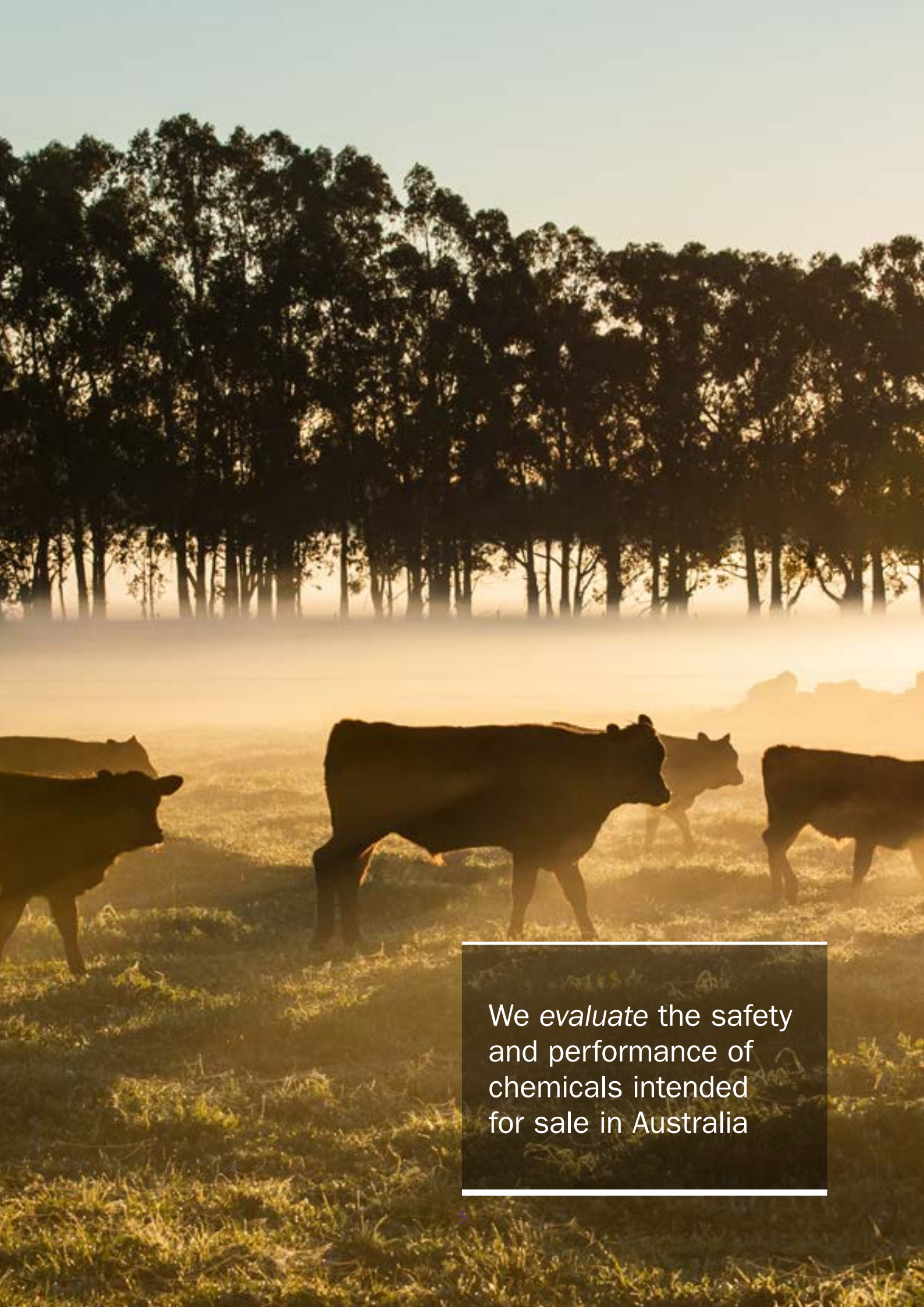
The corporate plan will be reviewed annually and adjusted as necessary.

OUR LEGISLATIVE FRAMEWORK

The APVMA is the independent statutory authority responsible for assessing and registering pesticides and veterinary medicines proposed for supply and use in Australia.

The functions of the APVMA are set out in Section 7 of the *Agricultural and Veterinary Chemicals (Administration) Act 1992*.

The APVMA operates under an Intergovernmental Agreement between the Commonwealth Government and all states and territories. Under this agreement, the APVMA is responsible for regulating agvet chemicals up to and including the point of sale. The states and territories are responsible for regulating agvet chemicals after they are sold, which is known as 'control of use'. The APVMA does not have responsibility for monitoring how chemicals are used.



We *evaluate* the safety
and performance of
chemicals intended
for sale in Australia

OUR PURPOSE

We regulate the supply of agricultural and veterinary (agvet) chemicals in Australia and administer a national registration scheme in accordance with our legislation to support agricultural productivity and to protect the health and safety of people, animals and the environment.

OUR VISION

Australians have confidence that agricultural and veterinary chemicals are safe to use.

OUR MISSION

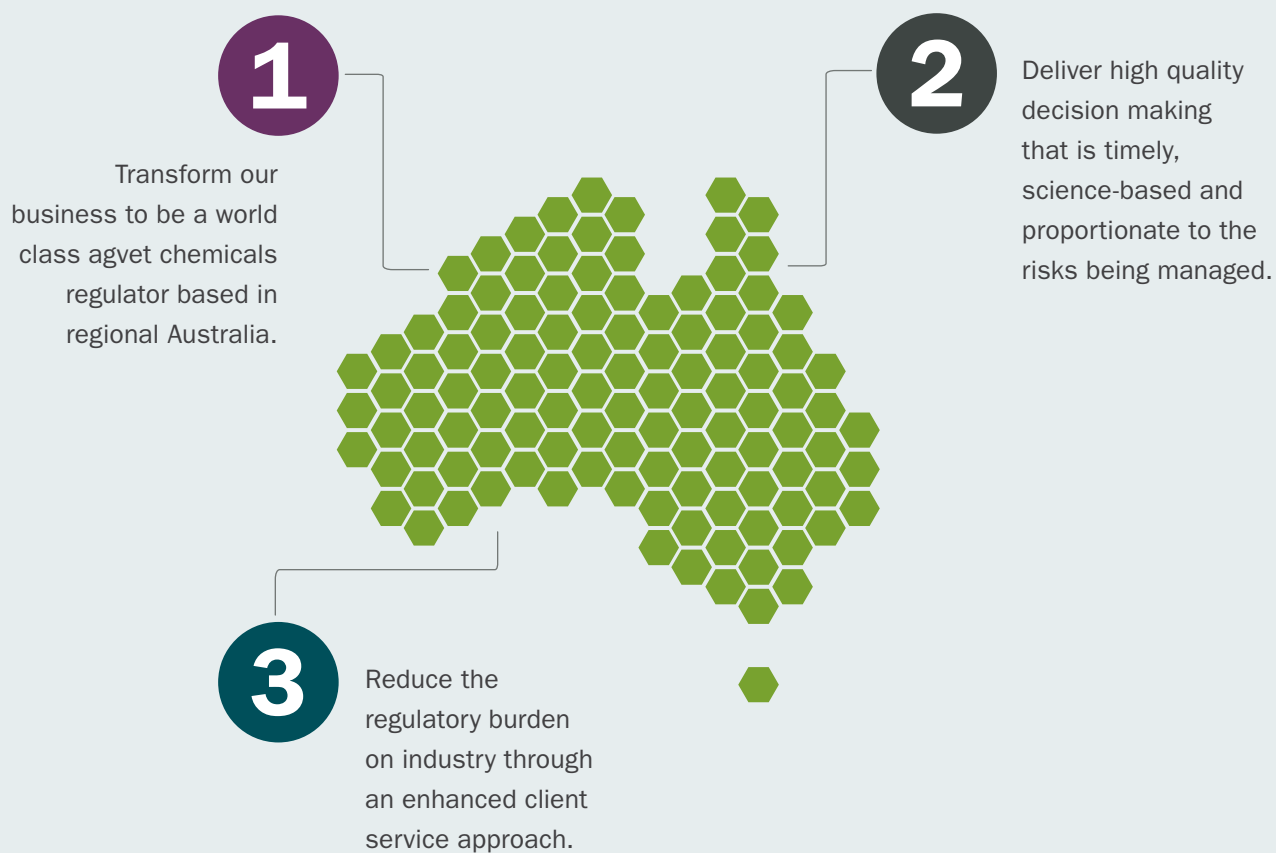
We will work within our legislative framework and apply a scientific approach to regulation that is risk-based and responsive so that only those products that are safe and effective are supplied for sale in Australia.

OUR VALUES

We are impartial, committed to service, accountable, respectful and ethical.

OUR STRATEGIES

Our purpose is underpinned by three strategies



OUR OPERATING ENVIRONMENT

The APVMA has been regulating agvet chemicals in Australia for over 20 years. Domestic and international trends continue to challenge our traditional means of operation, pushing us further to modernise client service and evolve scientific risk frameworks in the pursuit of efficient and effective regulation. A decade of workplace stability is now being influenced by an aging workforce and employer competition for expertise in regulatory science that will challenge the way the APVMA builds and retains capability.

The horizon of 2021 offers the opportunity to rethink our business and implement technological improvements as the agency transitions to a new place of operation in regional Australia. We are committed to

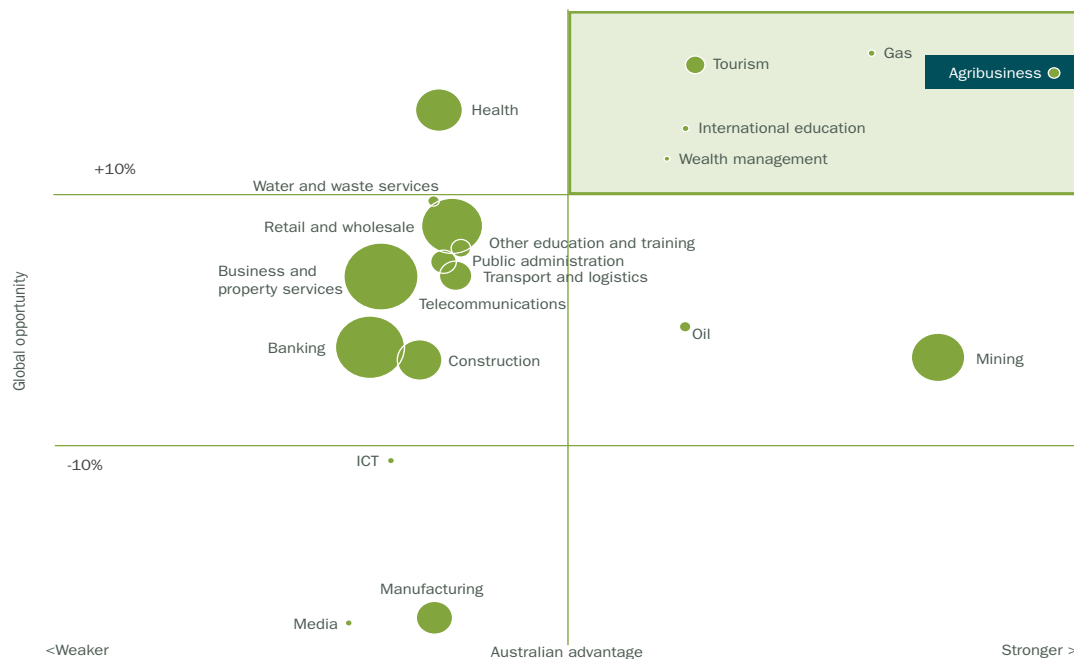
using these challenges and opportunities to change and deliver better outcomes for government, industry and the community.

AGRICULTURE

In 2016–17 the gross value of Australian farm production was forecast to exceed \$60 billion, contributing markedly to Australia's broader economic growth. Agriculture represents a small yet important part of Australia's economy and trends in this sector will impact the APVMA.

Agribusiness features strongly in Australia's current, next and future wave of economic growth through to 2033. A key focus for Australian agriculture is to improve productivity and limit potential losses in order to take advantage of domestic and international opportunities.

Figure 1: Australia's current, next and future waves of growth 2013–33 (Deloitte, 2015)



While Australian agricultural exports have been growing, growth in exports from the rest of the world into major markets has also grown.

Major Asian importing countries are importing the majority of their agricultural produce from the Americas. Finalising and implementing free trade agreements has provided new opportunities for Australian agricultural exports and raises challenges for regulators to adjust international requirements to facilitate market access.

Optimising inputs and getting access to new technologies and systems will be essential to sustain future growth, whether through disease and damage prevention or assisted production outputs.

Access to safe and reliable veterinary medical products will be important for industry to seize opportunities in agribusiness such as lamb, dairy and beef where the costs of disease in livestock accounts for up to 10 per cent of the total annual production value (Australian Farm Institute, 2015).

Given that the cost of chemicals (including fertilisers) is about one quarter of all crop input costs, the APVMA has a key role to play. Our approach to regulation must be efficient while maintaining the safeguards necessary to protect human health and prevent harm to users, plants, animals and the environment. Equally, access to veterinary medicines for disease prevention and treatment of animals must remain financially accessible to farmers in order to maintain productivity.

Figure 2: The next opportunities in agribusiness (Deloitte, 2015)

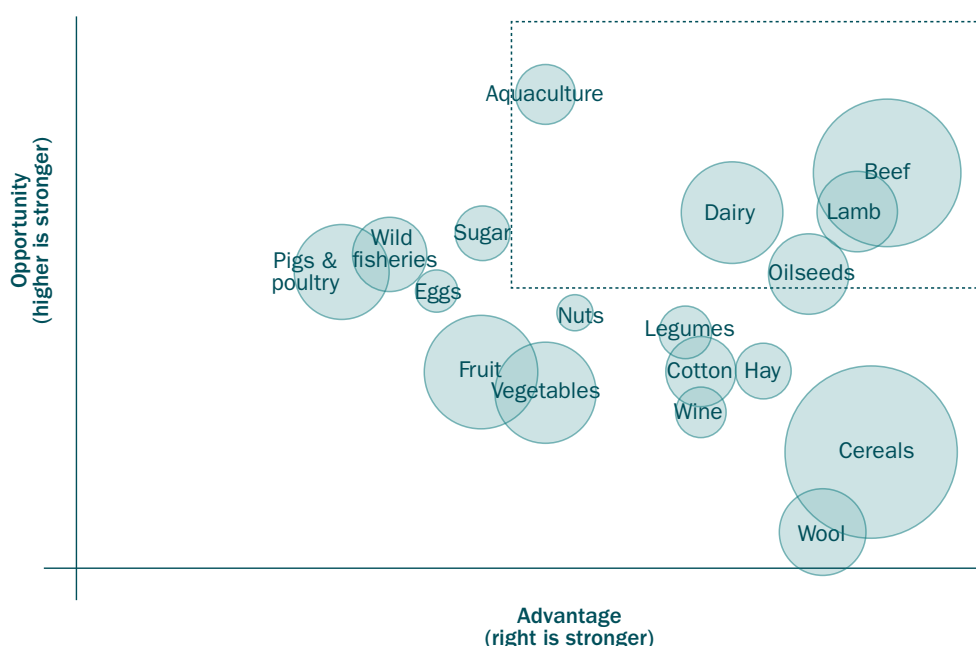
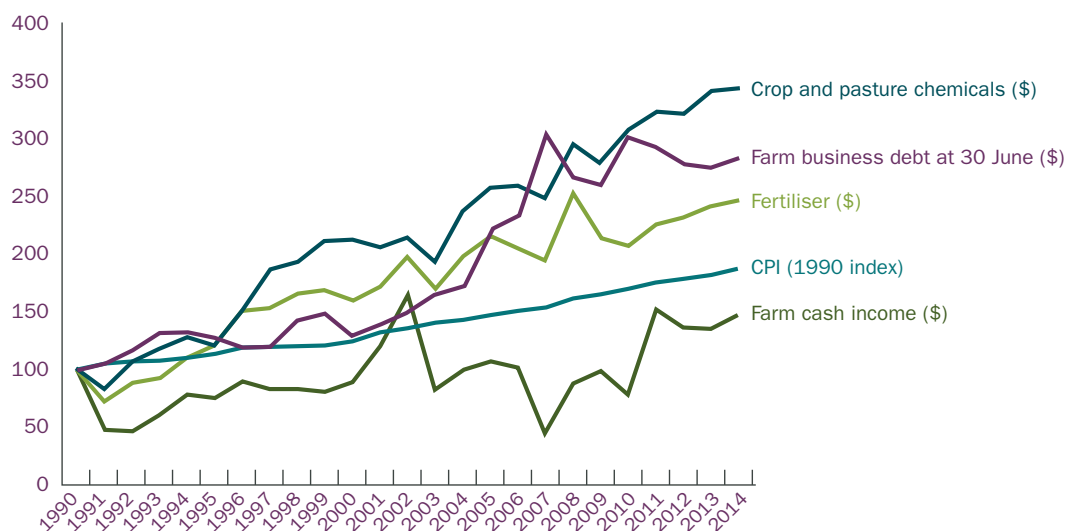


Figure 3: On-farm costs of operation and farm income (Deloitte, 2015)



Source: Australian Government, Department of Agriculture: AGSURF Data & ABS: 6401.1 – Consumer Price Index, Australia, Mar 2015

Innovation in Australian agriculture continues to push the boundaries of regulation and requires continual consideration of how the APVMA's guiding legislation can and should be applied. New technologies for chemical application including new spray nozzles, the use of drones and autonomous vehicles are influencing the way regulators consider and manage agvet chemical risks.

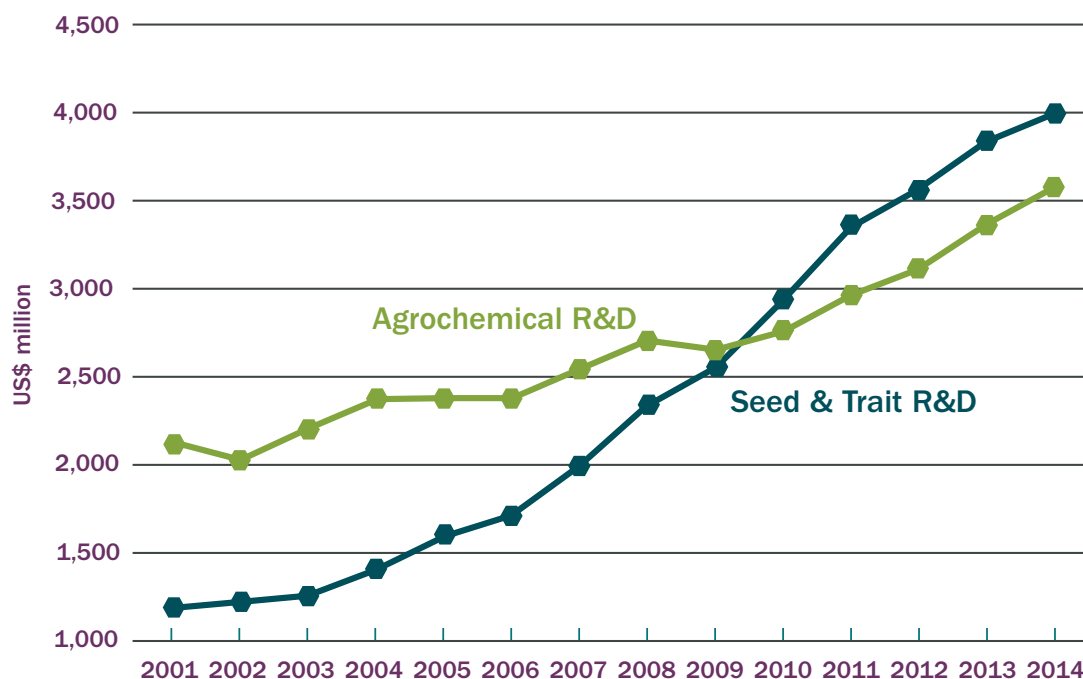
Enhancements in agricultural robotics and data analytics are set to empower the agricultural sector with detailed, live data on production output and this will enable industry and regulators to better understand the effects of registered agvet chemical products and support applications for new products brought to market.

AGVET CHEMICAL INDUSTRY

The international market for crop protection products is growing at 2.6 per cent with Asia, Europe and the Americas the major markets. Behind that growth are some key trends of direct relevance to Australia.

For some time the international industry has been going through a period of consolidation. This means that fewer companies are involved in research and development and, crucially, decisions about investment in research and development specific to Australia are increasingly made by parent companies based in Europe or the United States.

Figure 4: Total research and development expenditure by the leading agrochemical companies (ABARES, 2016)



This trend toward globalisation creates complex manufacturing and distribution networks that often span many countries and players. The rise of electronic commerce has made it easier for Australian consumers to access chemicals in use overseas which may not be registered here, creating new challenges for regulatory compliance and monitoring.

Australia's agvet chemical manufacturing sector is small in comparison to other countries. Industry exports approximately 13 per cent of agvet products (Deloitte Access Economics, 2013). Domestic manufacturers are increasingly looking to India and the Asian market to supply chemical materials at a reduced cost or to outsource the manufacturing process

overseas, which will demand more sophisticated monitoring programs to verify compliance and product quality.

A significant international trend has been the decline in active ingredient introductions since the 1980s.

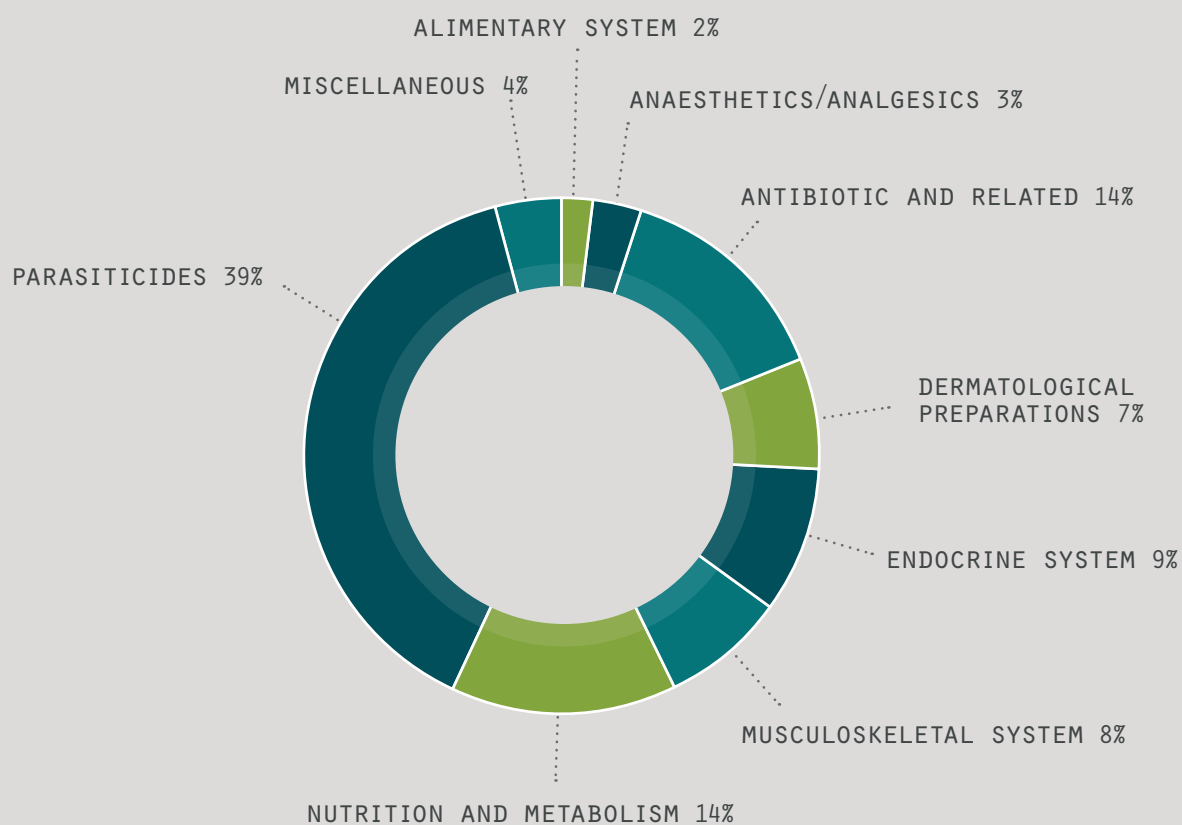
In a context where it can cost up to \$250m to bring a new product to market, research and development budgets in recent years have focused on genetically modified and biological controls as much as the traditional chemical technologies. Biological controls such as bio-insecticides and bio-herbicides, operating individually or in combination with existing chemical solutions, are increasingly being developed.

Herbicides and insecticides are the largest categories of agricultural chemicals available in Australia. For veterinary medicines, it is parasiticides and nutrition and metabolism products.

The Australian market is very small in international terms, and the APVMA plays but a small role in the supply chain of getting a new product to market. Nonetheless, it is the APVMA's responsibility to respond to any application in a manner that is timely, science based and proportionate to the risk being managed. That will mean an increasing use of international data, assessments and standards, where applicable.

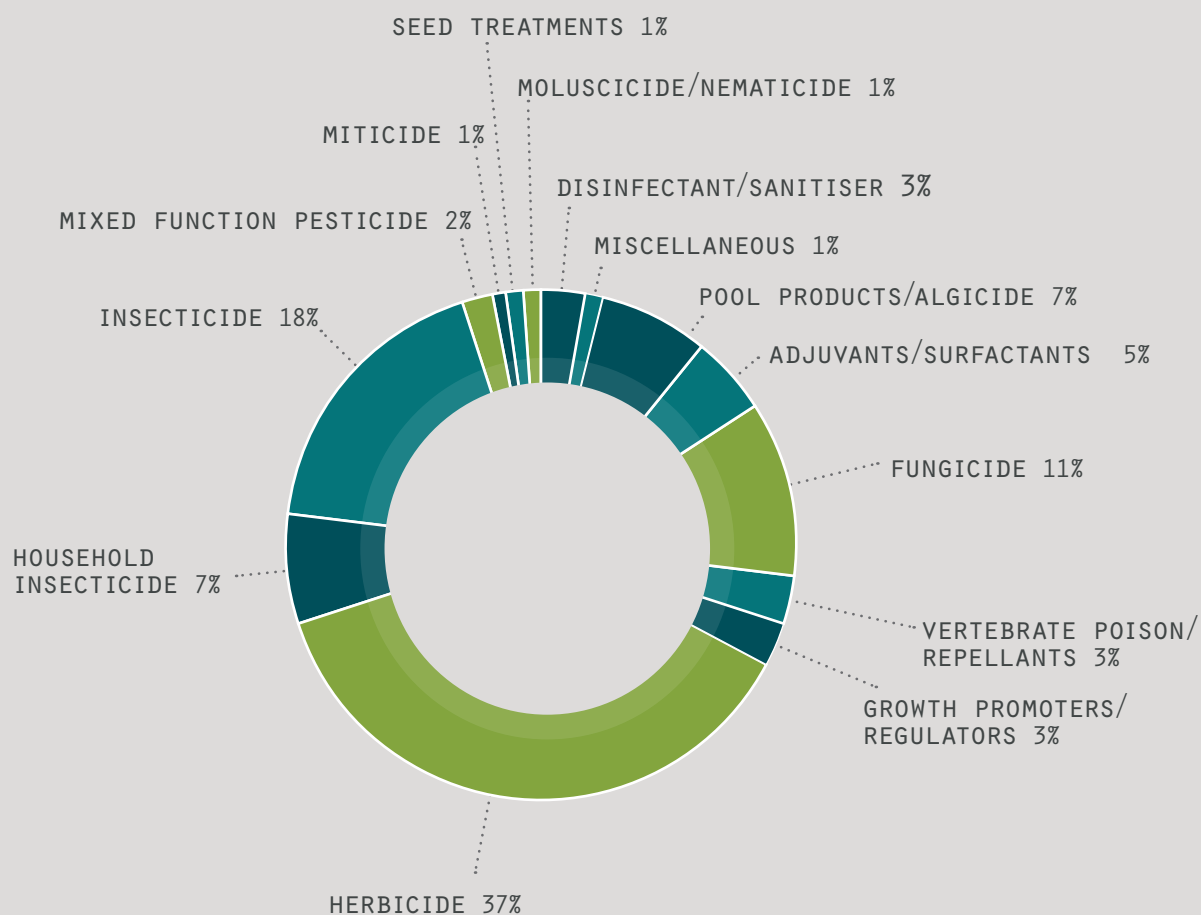
Given the importance of getting a product to market to meet seasonal demands, the APVMA's assessment process must be efficient, predictable and transparent. Equally the APVMA must have more sophisticated compliance and monitoring strategies in place to deal with the global movement of chemicals and the increasing expectation to trace product manufacture, supply and use through the supply chain.

SNAPSHOT OF AGVET CHEMICALS REGISTERED IN AUSTRALIA



VETERINARY MEDICINES

TOTAL VET PRODUCTS: APPROX. 3200
(AS AT 21 JULY 2017)



AGRICULTURAL CHEMICALS

TOTAL AGRICULTURAL CHEMICALS: APPROX. 8600
(AS AT 21 JULY 2017)

COMMUNITY EXPECTATIONS

The Australian community derives many benefits from the use of agvet chemicals. The most obvious is increased agricultural productivity and others include the wellbeing of companion animals and the protection from pests and diseases including zoonoses, that affect human health.

In enjoying those benefits, the community has certain expectations of the APVMA as the agvet chemical regulator. Even if some do not know its name, there is an expectation that it will act as an active gatekeeper ensuring that only those products that are safe are approved and monitoring the market to ensure compliance with regulatory standards.

Today there are more than 24 million pets in Australia and owners are spending more than ever on premium products for their animals (Animal Medicines Australia, 2016). Owner attitudes have shifted in favour of preventative health care and away from the more traditional treatments of disease, illness and injury.

The market for animal health products has grown by 14 per cent in the last three year and the expansion of so-called 'natural' veterinary medicines demands continued monitoring to ensure compliance with Australia's regulatory standards and to safeguard animal health through management of good manufacturing practice.

Consumer attitudes towards food safety have also altered drastically in recent years. Access to social and mass media have created a more informed and discerning consumer with greater awareness of food safety issues, including chemical residues. The modern, health-conscious consumer has created strong demand for natural, organic and local produce and influenced trends towards hormone free as well as humanely sourced poultry and meat.

The growing organic food sector and social movements promoting farm-to-table are influencing agricultural practice and changing the types of chemicals and veterinary medicines being brought to market to align with the 'clean, green' image promoted through Australian agriculture.

There are many players in the regulation of agvet chemicals in Australia, all with different roles. Even though the APVMA is responsible for one part of the national regulatory system, the community often attributes all agvet chemical issues to the APVMA. As a regulator, it is important that the APVMA clearly communicates its area of responsibility to ensure the integrity of the regulatory system is maintained.

DECENTRALISATION, DEREGULATION AND PUBLIC ADMINISTRATION

The government decentralisation agenda will see the APVMA relocate to regional Australia in Armidale, NSW, by 2019. Through this transition the APVMA will continue to work towards the goal of being a world-class regulator while implementing the government policy order.

Funding under the Agricultural Competitiveness White Paper offers the opportunity to modernise the business systems that support application assessment and registration, while the development of technical guidance material and risk assessment manuals is set to enhance transparency and predictability of decision making.

A review by the Australian National Audit Office (2017) assessed the APVMA's implementation of reforms to agvet regulation and identified areas for improvement. Under the guidance of APVMA's executive and major projects board, the agency will deliver the intended benefits of white paper reforms and

improved access to safe and effective farm chemicals for all Australians.

The APVMA regulates over 900 businesses that collectively sell over \$3 billion of product each year. As a cost-recovered agency, there are competing pressures to deliver more predictable and timely decisions while channelling limited resources to key areas of investment. This pressure is driving a fundamental change in how we approach our business.

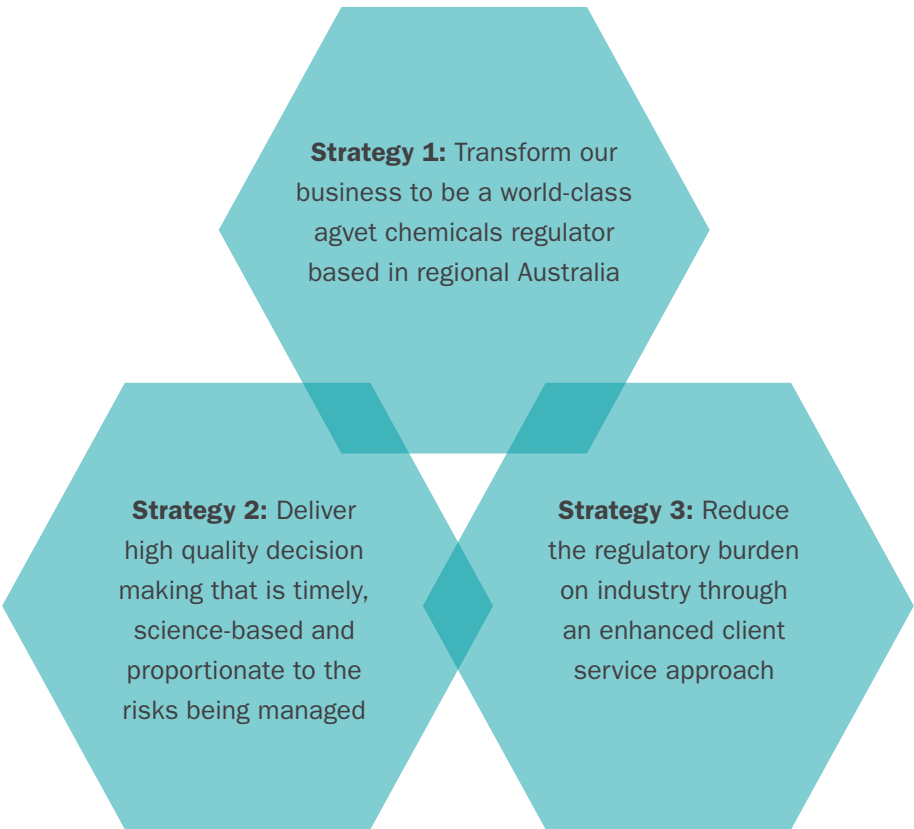
The public sector focus on improved regulation recognises that regulatory intervention must be financially sustainable, proportionate to risks and sufficiently streamlined. While the APVMA will continue to seek opportunities to reduce the burden, there is also a need to understand the agency's cost base and ensure changes to regulatory functions are appropriately funded and that the shift to lower regulatory approaches is monitored through audit and verification activities that ensure risks are managed.

HOW WE WILL ACHIEVE OUR GOALS

The years ahead outline an extensive program of organisational change and with this in mind the APVMA has streamlined its corporate strategies.

Our corporate strategies provide a targeted framework to align activities that will achieve our goals of improving our regulatory performance, enhancing our business and successfully establishing our operations in Armidale by 2019.

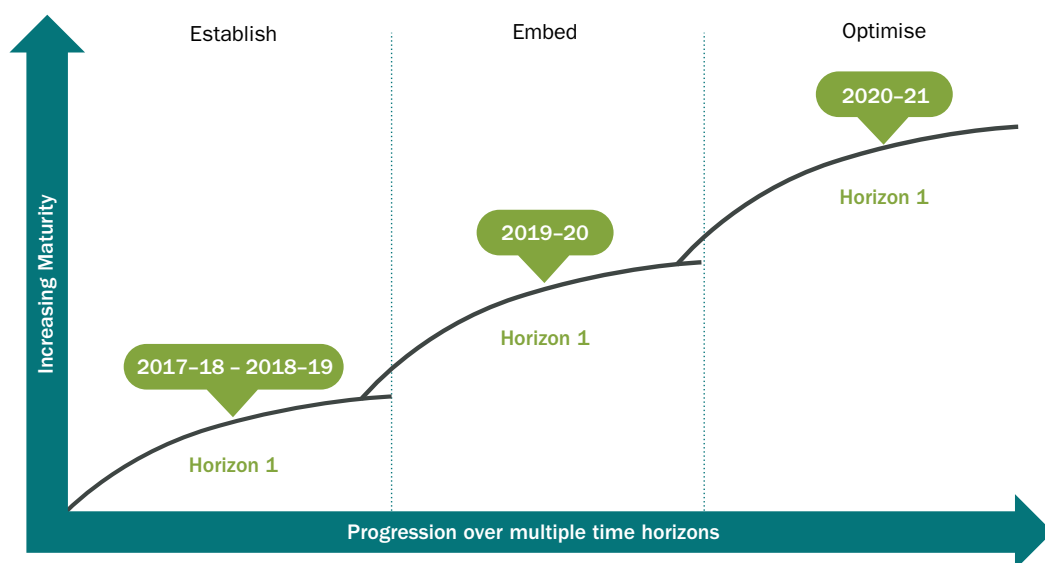
Figure 5: APVMA Corporate Strategies




The 2017–18 financial year represents the commencement of a period of transformational change for the agency. This transformation has been defined across three distinct horizons.

- **Horizon 1** – Establish and undertake key activities to support effective transformation into the out years. For the APVMA this horizon encompasses two financial years (2017–18 to 2018–19) to accommodate the volume and complexity of the change required to existing business operations.
- **Horizon 2** – Embed key activities into day-to-day business operations. For the APVMA this horizon encompasses one year (2019–20).
- **Horizon 3** – Ensure day-to-day operations are optimised and that services are undertaken as efficiently and effectively as possible. For the APVMA this horizon encompasses one year (2020–21).

Figure 6: APVMA transformation journey





We regularly review
chemicals that are
on the market



STRATEGY ONE

TRANSFORM OUR BUSINESS TO BE A WORLD-CLASS AGVET CHEMICALS REGULATOR BASED IN REGIONAL AUSTRALIA

We are implementing the *Public Governance, Performance and Accountability (Location of Corporate Commonwealth Entities) Order 2016* and preparing to relocate APVMA regulatory operations to Armidale, NSW, by 2019. In 2016 the APVMA developed the Armidale Relocation Strategy to guide the agency's planning and inform the preparatory work required to implement the transition to Armidale. The APVMA will continue to review and refine the Armidale Relocation Strategy as new opportunities are presented and milestones are achieved.

We will use the opportunities presented by the relocation to transform our business, build our future and establish ourselves as world-class regulator of agvet chemicals operating from regional Australia. We have received \$25.6 million over six years from 2016–17 to 2021–22 to support effective relocation.

Our focus areas over the forward horizon 2017–2021:

1. Define, implement, embed and optimise the application of the new APVMA Business Model based in Armidale
2. Implement key changes across people (capability); process (workforce and workplace); and technology (ICT)
3. Define and implement business reform initiatives including the Agricultural Competitiveness White Paper reform and agvet legislative reform
4. Improve stakeholder engagement
5. Create a sustainable and equitable funding base for the organisation.

FOCUS AREA 1: DEFINE, IMPLEMENT, EMBED AND OPTIMISE THE APPLICATION OF THE NEW APVMA BUSINESS MODEL BASED IN ARMIDALE	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Define and commence implementation of the APVMA Business Model based in Armidale by October 2017. Maintain operations of the Armidale interim office whilst planning and designing the Armidale permanent premises. Develop and implement the recruitment strategy and workforce plan.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Complete implementation of the APVMA Business Model based in Armidale. Implement recruitment campaigns for Armidale in line with the APVMA recruitment strategy. Stand up a permanent APVMA premises in Armidale.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> Conduct a review of organisational capability and capacity against business model requirements, having completed the relocation to Armidale. Decommission the Canberra office and wind up the relocation property program.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> Implement adjustments to the business model. Responsibilities for property management become normal business.

FOCUS AREA 2: IMPLEMENT KEY CHANGES ACROSS PEOPLE (CAPABILITY); PROCESS (WORKFORCE AND WORKPLACE); AND TECHNOLOGY (ICT)	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Define and implement People Strategy to support the new APVMA Business Model based in Armidale. Implement priority activities within the ICT Strategic Plan and Digital Strategy to support business modernisation including the digitisation of files.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Continue to implement the people strategies that support the APVMA Business Model based in Armidale. Implement technology solutions and systems upgrades in line with ICT Strategic Plan and Digital Strategy.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> Maintain the people strategies that support the APVMA Business Model based in Armidale. Continue to implement remaining activities within the ICT Strategic Plan and Digital Strategy and leverage new communication platforms to engage clients and stakeholders in our regulatory business.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> Monitor and refine people strategies that support the APVMA's operations in Armidale. Utilise a continuous improvement framework to enhance current performance and meet digital service standards.

FOCUS AREA 3: DEFINE AND IMPLEMENT BUSINESS REFORM INITIATIVES INCLUDING THE AGRICULTURAL COMPETITIVENESS WHITE PAPER REFORM AND AGVET LEGISLATIVE REFORM	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Review organisational capability and capacity requirements. Implement the Enterprise Risk Framework. Implement the knowledge management strategy. Contribute to the Department of Agriculture and Water Resources agvet chemical legislative reform.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Work collaboratively with the Department of Agriculture and Water Resources to implement further legislative reform.
ACTIVITIES 2019-20- 2020-21	<ul style="list-style-type: none"> Utilise a continuous improvement framework to enhance business processes and meet service standards for clients.

FOCUS AREA 4: IMPROVE STAKEHOLDER ENGAGEMENT	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> • Improve the delivery of industry information sessions. • Survey clients and stakeholders to inform development of the APVMA stakeholder engagement strategy. • Continue engaging and harmonising with relevant international forums including facilitating APVMA attendance at international forums such as OECD and VICH.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> • Work with key partners to support the establishment of the Agricultural Centre of Excellence. • Establish new models for engagement and consultation from Armidale and implement the APVMA stakeholder strategy. • Continue engaging and harmonising with relevant international forums including facilitating APVMA attendance at international forums such as OECD and VICH.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> • Monitor and refine stakeholder engagement strategies. • Work with key partners to support the establishment of the Agricultural Centre of Excellence. • Continue engaging and harmonising with relevant international forums. Including facilitating APVMA attendance at international forums such as OECD and VICH.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> • Support an enhanced capability as part of the Agricultural Centre of Excellence.

FOCUS AREA 5: CREATE A SUSTAINABLE AND EQUITABLE FUNDING BASE FOR THE ORGANISATION	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> • Investigate the impact of business improvements and lower regulatory approached on the agency's cost base and model.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> • Finalise a review of the APVMA Cost Recovery Impact Statement.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> • Implement new fee structures and cost recovery arrangements.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> • Review and revise cost recovery arrangement where necessary.



*We license and audit
veterinary manufacturers*



STRATEGY TWO

DELIVER HIGH QUALITY DECISION MAKING THAT IS
TIMELY, SCIENCE-BASED AND PROPORTIONATE TO THE
RISKS BEING MANAGED

APVMA decisions affect the lives of every Australian. Our decisions prevent potential harm to consumers and Australia's agricultural industries by ensuring only those chemicals that are safe and effective are permitted for sale. We also safeguard the environment and consider trade implications when we assess and register chemicals, when we review the ongoing safety of actives and products, or outline requirements for label instructions.

The forward horizon presents a number of challenges for the APVMA to maintain and build scientific capability in the agency. Transitioning our operations to Armidale in 2019 will test our performance in terms of capacity and capability. Innovation in the agricultural sector and new science demand that we reconsider our regulatory guidance and engage in the discussions that will influence and evolve the regulatory framework and rise to the challenges posed by global issues such as antimicrobial resistance.

We will build on the APVMA's existing expertise, recruit the next generation of scientific minds and accelerate the development of Australia's regulatory science capability. Through this the APVMA strives to maintain the quality of decision making, address issues of timeliness and apply our scientific expertise to align the effort of regulatory intervention with the risks being managed.

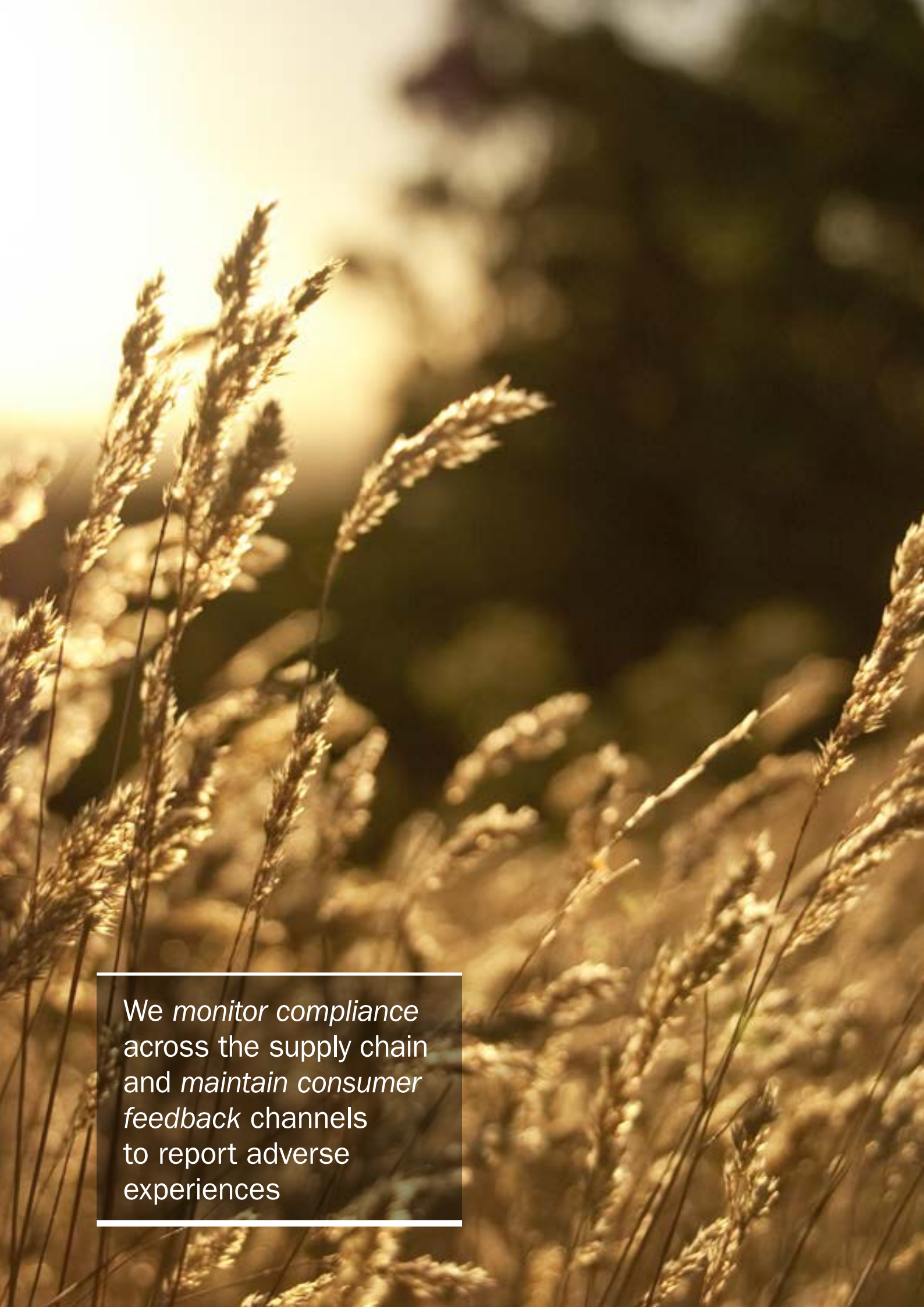
Our focus areas over the forward horizon 2017–2021:

1. Maintain a strong focus on delivering APVMA's core regulatory responsibilities, whilst seeking to achieve improvements around application processing efficiency
2. Invest in the decision-making capability of staff
3. Continue engaging and harmonising with relevant international forums.

FOCUS AREA 1: MAINTAIN A STRONG FOCUS ON DELIVERING APVMA'S CORE REGULATORY RESPONSIBILITIES, WHILST SEEKING TO ACHIEVE IMPROVEMENTS AROUND APPLICATION PROCESSING EFFICIENCY	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Define and implement the regulatory science projects to inform regulatory frameworks: <ul style="list-style-type: none"> contributing to the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science) contributing to the University of New England (UNE) Regulatory Science course emerging technology relating to agvet products microbial program. Scrutinise options around processing timeframes to identify improvements through an independent review.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Implement business changes proposed through the independent review to realise efficiencies in processing timeframes.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> Consider and implement where practicable the findings of the review of the Good Manufacturing Principles (GMP) Code. Advance regulatory science by: <ul style="list-style-type: none"> building capability for regulating products of emerging technologies in agriculture and animal husbandry (e.g. nanotechnology and biotechnology) expanding opportunities for training of regulatory scientists promoting scientific multidisciplinary interaction and collaboration with UNE and other science-based organisations leveraging external skills and expertise fostering a strong regulatory science culture communicating fundamental concepts and advances in regulatory science.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> Utilise a continuous improvement framework to enhance current performance and meet requirements of the regulatory performance framework.

FOCUS AREA 2: INVEST IN THE DECISION-MAKING CAPABILITY OF STAFF	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Maintain and energise the Adverse Experience Reporting Program (AERP) to better inform current and future decisions. Deliver the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science).
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Continue delivery of the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science).
ACTIVITIES 2019-20	<ul style="list-style-type: none"> Streamline communication of regulatory decisions through an automated publishing system for the APVMA Gazette. Review benefits and delivery mode of the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science).
ACTIVITIES 2020-21	<ul style="list-style-type: none"> Establish an APVMA analytical and scientific hub with connections into the Agricultural Centre of Excellence to enhance the provision of information to the government and industry.

FOCUS AREA 3: CONTINUE ENGAGING AND HARMONISING WITH RELEVANT INTERNATIONAL FORUMS	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> • Implement and complete the Agricultural Competitiveness White Paper reforms to deliver improved business processes and quality decision making through: <ul style="list-style-type: none"> – International assessments and guidelines – Compliance and monitoring. • Continue to encourage the use of international assessments.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> • Monitor and report on the benefits realised through Agricultural Competitiveness White Paper reforms. • Consider efficiency and quality outcomes achieved through the use of international assessments and identify opportunities to enhance uptake.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> • Work towards achieving international recognition of audits conducted by the APVMA through various options including increasing the number of APVMA engaged auditors and increased engagement with international stakeholders, e.g. EU.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> • Continue to monitor and refine the level and scope of international engagement in line with the agency's purpose and priorities.

A close-up, low-angle shot of golden wheat stalks in a field. The sun is low on the horizon, creating a warm, golden glow and long shadows. The wheat stalks are in sharp focus in the foreground, while the background is softly blurred.

We *monitor compliance*
across the supply chain
and *maintain consumer*
feedback channels
to report adverse
experiences



STRATEGY THREE

REDUCE THE REGULATORY BURDEN ON INDUSTRY THROUGH AN ENHANCED CLIENT SERVICE APPROACH

The way a regulator implements and enforces its legislation can make a significant difference to the potential burden industry might face. The APVMA does not set the regulatory framework for agvet chemicals. Our role is to implement the legislation and associated regulations.

As a regulator the APVMA will balance regulatory efficiency with the need to ensure appropriate protections for the health and safety of people, animal and the environment. We will implement reforms to our business that enhance client service, streamline administrative burden and improve regulatory responsiveness so that Australia's agricultural industries can leverage the future economic opportunities for growth and to reduce the regulatory burden on agvet chemical industries bringing new and improved products to market.

Our focus areas over the forward horizon 2017–2021:

1. Ensure consistency of registration, compliance and licensing activities with regulatory risk
2. Define, implement and streamline business reform initiative in the APVMA (Agricultural Competitive White Paper reform and internal process reforms)
3. Implement legislative reform
4. Stabilise and build on the existing user experience.

FOCUS AREA 1: ENSURE CONSISTENCY OF REGISTRATION, COMPLIANCE AND LICENSING ACTIVITIES WITH REGULATORY RISK	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> • Improve the quality and consistency of decisions through effective engagement with internal advisory committees; and concurrent incremental improvement of internal forms and templates. • Investigate the applications of an improved data analytics capability in the Adverse Experience Reporting Program (AERP) that can better inform current and future decisions. • Continue efficacy contestability projects. • Develop and implement the APVMA compliance plan (2017–18). • Administer requirements for veterinary manufacturing audits and licensing.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> • Consider the scope and application of the internal advisory committees in line with the APVMA Business Model based in Armidale and implement adjustments. • Invest in the Adverse Experience Reporting Program (AERP) to enhance post market monitoring of agvet chemicals and better inform current and future decisions. • Assess progress of the efficacy contestability projects. • Develop and implement the APVMA compliance plan (2018–19). • Administer requirements for veterinary manufacturing audits and licensing.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> • Continue to improve guidance material and information available to applicants to make quality applications. • Publish final report on efficacy contestability project and decide on long term viability of the practice. • Continue to build scientific regulatory capability and capacity.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> • Monitor and refine all business activities that have been implemented under the APVMA Armidale Business Model.

FOCUS AREA 2: DEFINE, IMPLEMENT AND STREAMLINE BUSINESS REFORM INITIATIVE IN THE APVMA	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> • Implement and complete Agricultural Competitiveness White Paper reforms to enhance the user experience including: <ul style="list-style-type: none"> – improving registration pathways – transforming the user experience – delivering tailored guidance material for the top 20 application types – streamlining end-to-end registration. • Update the APVMA client service charter and investigate internal reform to consolidate the monitoring and management of client feedback channels. • Improve information on the APVMA website through an audit and review process.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> • Continue to improve guidance material and information available to applicants to make quality applications. • Implement a business intelligence framework that monitors, analyses and responds to issues of client service, stakeholder behaviours and social influencers that impact APVMA operations. • Implement communication activities for crop groupings that encourage industry to add additional crop uses to existing registrations and labels.
ACTIVITIES 2019-20 2020-2021	<ul style="list-style-type: none"> • Work collaboratively with the Department of Agriculture and Water Resources to inform the development of reform proposals and changes to agvet legislation. • Restructure the APVMA website to ensure online guidance material and information is aligned with user pathways for registration. • Utilise a continuous improvement framework to enhance current performance and meet service standards for clients.

FOCUS AREA 3: IMPLEMENT LEGISLATIVE REFORM	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Finalise and embed business improvements in response to the 2017 ANAO report on the APVMA's implementation of agvet chemical reforms (2014).
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Coordinate the implementation of changes introduced into the legislation.
ACTIVITIES 2019-20 - 2020-21	<ul style="list-style-type: none"> Continue implementation of legislative reforms where required. Monitor agency and industry compliance with legislative reforms.

FOCUS AREA 4: STABILISE AND BUILD ON THE EXISTING USER EXPERIENCE	
ACTIVITIES 2017-18	<ul style="list-style-type: none"> Continue to undertake application assessment forums and manage proactive engagement of stakeholders. Continue to implement the APVMA ICT Strategic Plan and continue work on decommissioning legacy systems and improving application stability.
ACTIVITIES 2018-19	<ul style="list-style-type: none"> Complete a refresh of corporate materials available on the APVMA website. Align business ICT enhancement and upgrades with the ICT Strategic Plan and Digital Strategy.
ACTIVITIES 2019-20	<ul style="list-style-type: none"> Continue to monitor information technology and client service platforms to ensure alignment with APVMA service standards.
ACTIVITIES 2020-21	<ul style="list-style-type: none"> Review the ICT Strategic Plan to support APVMA Armidale operations.



MEASURING OUR PERFORMANCE

Our corporate strategies are interconnected. Successful delivery in one strategic area will reinforce and build success in all. Our Key Performance Indicators (KPIs) are

therefore considered in a holistic manner focusing on the following four themes of legislative compliance, risk-based intervention, quality decision making and stakeholder engagement.

AGENCY COMPLIANCE WITH AGVET CHEMICAL LEGISLATION

Where a decision is assigned a legislative timeframe the APVMA aims to:

- complete 70% of regulatory decisions within the statutory timeframes
- finalise 50% of Emergency Permits within 14 days and 90% finalised in 28 days
- 100% of chemical reconsiderations are finalised in accordance with the program schedule and meet legislative timeframes.

RISK BASED INTERVENTION

To measure the impact of reduce regulatory approaches and alignment with risk the APVMA monitors:

- the number of applications using data assessment, standards and decisions from comparable regulators
- industry awareness and rate of adoption of data guidelines, standards and international assessments used to reduce effort to register agvet chemicals
- the number of risk management frameworks and policies in place
- effective lower regulatory effort when applied to lower regulatory risk.

QUALITY OF DECISION MAKING

We measure the quality of our regulatory decision making by considering the legal defensibility and post market safety and compliance. Success in this area is measured through:

- a year-on-year reduction in the number of decisions that are referred to external bodies (i.e. AAT, court, the Ombudsman) for review that result in a reversal of the original decision
- adjustments to registration requirements and the cancellation of registration for safety reasons flowing from the Adverse Experience Reporting Program.

STAKEHOLDER ENGAGEMENT AND PUBLIC CONFIDENCE IN AUSTRALIA'S CHEMICAL REGISTRATION

We aim to place clients and stakeholders at the heart of our business improvements and regulatory operations and measure our success through:

- the breadth and number of industry engagement activities delivered each year
- surveying stakeholders to understand the level of satisfaction with APVMA information and consultative processes
- client services charter.

UNDERPINNING OUR SUCCESS

RESOURCES

The APVMA is a cost-recovered agency. Registrants pay application fees to register new products and active constituents, amend a current registration, or apply for a permit. An annual fee is payable each year to renew the registration of a product. Registrants also pay an annual levy based on the sales (and other disposals) of their products.

Levies are imposed under the *Agricultural and Veterinary Chemical Products Levy Imposition (General) Act 1994*, the *Agricultural and Veterinary Chemical Products Levy Imposition (Excise) Act 1994* and the *Agricultural and Veterinary Chemical Products Levy Imposition (Customs) Act 1994*. Levies are collected under the *Agricultural and Veterinary Chemical Products (Collection of Levies) Act 1994*. Levy rates are prescribed in the Regulations to this Act.

The APVMA fees and charges have remained stable since June 2015. As the agency prepares to relocate to Armidale in 2019, changes to the business model must be appropriately costed. In the forward horizon, the agency will engage industry in a review of its cost recovery arrangements with the release a cost recovery impact statement for consultation to ensure a sustainable funding model for APVMA's regulatory operations.

WORKFORCE CAPABILITY

The APVMA continually reviews its human resource capabilities to make sure staff have the right skills in dealing with challenges which face the agency. Ensuring strategic alignment of the human resource capability and the agency's overall objective to fill gaps in expertise is a major consideration for the APVMA. This is an especially important focus within the various scientific streams required by the agency.

The APVMA will continue to offer comprehensive professional development programs to ensure staff can deliver best practice regulation. Several initiatives are being implemented to achieve this well rounded development at the APVMA.

The Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science) has been initiated to streamline and provide consistency to the development of new and qualified regulatory scientists. Recruitment drives have reached out across all business areas of the agency to bring in new talent and advance the responsibilities of existing staff where appropriate.

New policies will encourage staff to stay with the organisation through the transition to Armidale, offering incentives and workplace support in the form of Employee Assistance Programs (EAP), career management and counselling, learning and development opportunities. Recruitment will increasingly look to place expertise in Armidale as the agency transitions operations and seeks to build capacity in the Armidale interim office to support the relocation.

To ensure that all staff are given opportunities fitting of their contributions to the agency, the APVMA also offers career guidance within context of the transition to Armidale.

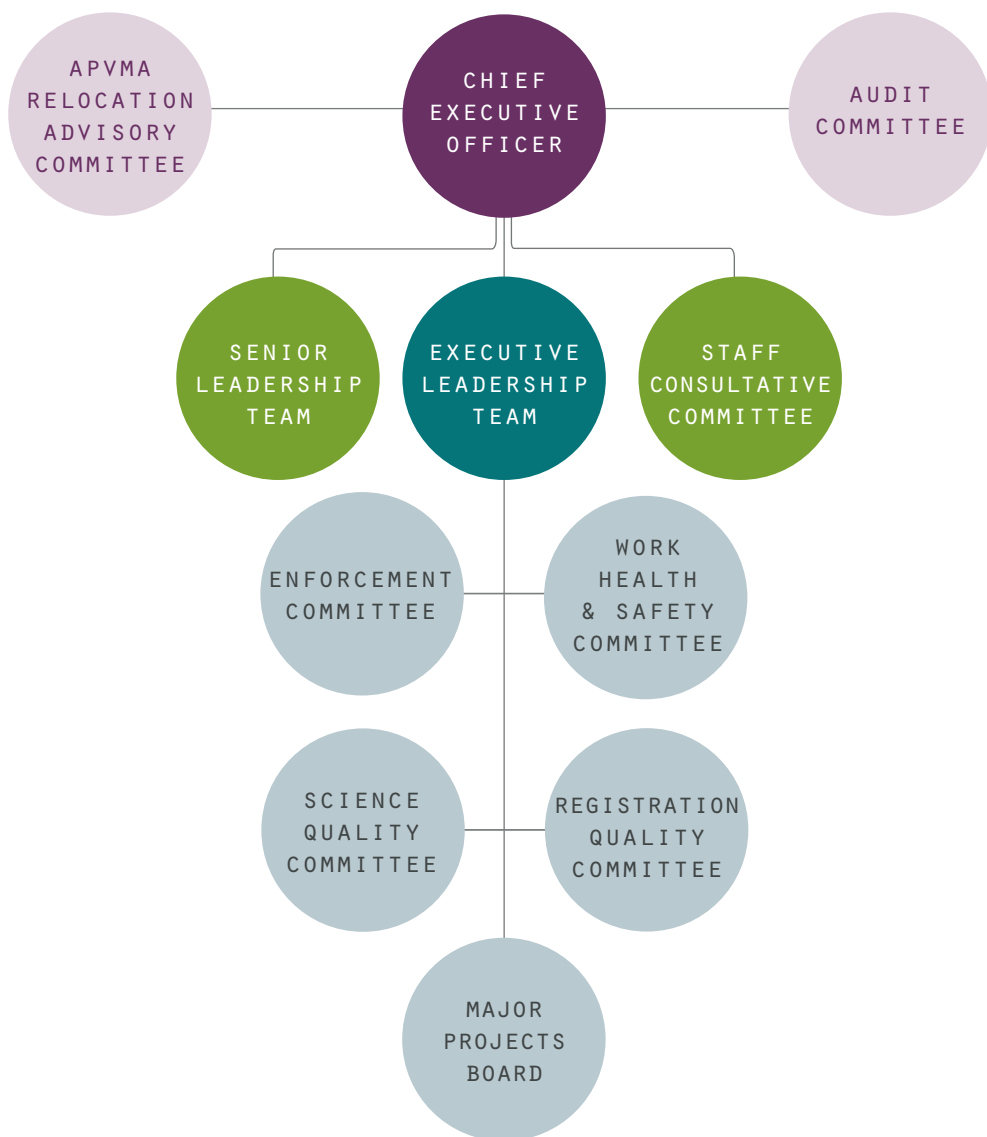
IT STRATEGY

The APVMA will continue to develop both its internal and external information technology capabilities. The focus will be on establishing web-based technology platforms that enable easier interactions with our stakeholders, decommissioning ageing legacy systems and increasing business continuity and disaster recovery capabilities.

By stabilising and reinvigorating our platforms for application assessment and management the APVMA will increase productivity and improve reporting capabilities. There will continue to be a strong focus on the use of mobile technologies to deliver the information that clients need irrespective of the technology platform or device used by our stakeholders.

Significantly improved business continuity and disaster recovery will be achieved through relocating critical infrastructure to a secure, government accredited data centre.

The ICT Strategic Plan and Digital Strategy will outline the APVMA's forward plan to become a data-centric agency, enabling capability for mobile and interconnected systems.



GOVERNANCE STRUCTURES

OUR GOVERNANCE

RISK OVERSIGHT AND MANAGEMENT

The APVMA wants to be recognised both nationally and internationally as a best practice regulator of pesticides and veterinary medicines, with the respect and confidence of governments, the community, the rural sector, chemical users and the chemical industry. It can only achieve this if the risks facing the agency are also managed in accordance with best practice.

The APVMA Enterprise Risk Management Framework outlines the agency's risk appetite and will support us to address risk tolerances in a consistent manner, enhancing adaptability and responsiveness as we transition our operations to regional Australia.

Proper risk management ensures that knowledge is maintained at the organisation and that business can run as usual in the event of disruptions.

The APVMA Senior Leadership Team meets on a regular basis to consider likely risk scenarios and ensure that all potential risks have strategies for minimising disruption to the organisation. Agency risk managers identify and outline these strategies to manage risk through our material operational risk register. These risks are assessed and scored. For high and unacceptable risks, treatments are developed and controls are documented. Risk treatments are regularly monitored to ensure they will be implemented correctly.

The APVMA also has a Fraud Control Plan, a quality management system (QMS) accredited against AS/NZS ISO 9001:2008 to ensure that legislative obligations are met and oversight by an Audit Committee.

GOVERNANCE STRUCTURES

AUDIT COMMITTEE

The Audit Committee is part of the APVMA governance and risk framework. Its terms of reference are to provide independent assurance and advice to the CEO concerning the risk control and compliance framework, the APVMA's financial and management responsibilities, and performance reporting and external accountability responsibilities.

EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team provides strategic, whole of organisation advice to the CEO and Deputy CEOs to ensure effective decision-making, management and oversight of the APVMA's operations and performance.

SENIOR LEADERSHIP TEAM

The Senior Leadership Team provides a forum for the senior operational managers in the agency to identify opportunities for cross-agency collaboration, innovation and performance improvement, and to develop leadership.

STAFF CONSULTATIVE COMMITTEE

The Staff Consultative Committee is established under the APVMA Enterprise Agreement and provides a forum to ensure that staff are appropriately consulted in relation to significant decisions that may affect the workplace.

WORK HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee (HSC) provides a framework to allow workers to be consulted on significant Work Health & Safety (WHS) decisions that affect their working lives.

ENFORCEMENT COMMITTEE

The Enforcement Committee provides oversight for critical decisions on compliance and enforcement matters.

MAJOR PROJECTS BOARD

The Major Projects Board oversees the progress of projects that are significant to the operational direction of the agency. The board oversees project deliverables, resourcing requirements, timeframes and management of risks. It also ensures that cross-project opportunities and issues are identified and addressed.

REGISTRATION QUALITY COMMITTEE

The Registration Quality Committee oversees quality assurance and the administration of registration decision making to ensure decisions are consistent, timely, transparent and predictable.

SCIENCE QUALITY COMMITTEE

The Science Quality Committee is a forum to foster scientific excellence in the APVMA, enable debate of APVMA scientific issues and approve and prioritise proposals for the development or adoption of scientific methodology or standards by the APVMA or partner agencies.

ARMIDALE RELOCATION ADVISORY COMMITTEE

The APVMA Relocation Advisory Committee (ARAC) is established by the APVMA CEO to provide strategic advice on major aspects of the relocation and the transition of the APVMA from Canberra to Armidale.





OUR OPERATIONS IN FOCUS 2017–18

This snapshot fulfils the requirements of section 55 of the Agricultural and Veterinary Chemicals (Administration) Act 1992 by highlighting those activities in the APVMA Corporate Plan that will be delivered by the agency in the 2017–18 financial year and describing the key performance indicators that the APVMA will use to assess and measure success against organisational strategies.

<div>1</div> <div>Transform our business to be a world-class agvet chemicals regulator based in regional Australia</div>	Focus area	2017–18 Activities	Operational Performance Measures	Corporate Performance Measures
	1.1 Define, implement, embed and optimise the application of the new APVMA Business Model based in Armidale	1.1a) Define and commence implementation of the APVMA Business Model based in Armidale, by October 2017. 1.1b) Maintain operations of the Armidale interim office whilst planning and designing the Armidale permanent premises. 1.1c) Develop and implement the recruitment strategy and workforce plan.	1.1a) Published by October 2017. 1.1b) Armidale office management and staffing is managed in line with approved budget and policies. 1.1c) Recruitment strategy and workforce plan milestones are met.	<ul style="list-style-type: none">Progress made against the APVMA Armidale Relocation Strategy and Program Implementation.Improved workforce stability and reduced staff separation.
	1.2 Implement key changes across people (capability); process (workforce and workplace) and technology (ICT)	1.2a) Define and implement People Strategy to support the new APVMA Business Model based in Armidale. 1.2b) Implement priority activities within the ICT Strategic Plan and Digital Strategy to support business modernisation including the digitisation of files.	1.2a) People strategies are in place by October 2017 and being implemented. 1.2b) Progress against ICT Strategic Plan and Digital Strategy.	
	1.3 Define and implement business reform initiative including the Agricultural Competitiveness White Paper reforms and agvet legislative reform	1.3a) Review organisational capability and capacity requirements. 1.3b) Implement the Enterprise Risk Framework. 1.3c) Implement the knowledge management strategy. 1.3d) Contribute to the Department of Agriculture and Water Resources agvet chemical legislative reform.	1.3a) Review is completed. 1.3b) Risk governance is in place and risk reporting mechanisms are maintained. 1.3c) Knowledge management strategy milestones are met 1.3d) Contributions are made.	<ul style="list-style-type: none">Delivery against project milestones and benefits realisation of Agricultural Competitiveness White Paper reforms.
	1.4 Improve stakeholder engagement	1.4a) Improve the delivery of industry information sessions. 1.4b) Survey clients and stakeholders to inform development of the APVMA stakeholder engagement strategy. 1.4c) Continue engaging and harmonising with relevant international forums including facilitating APVMA attendance at forums such as OECD and VICH.	1.4a) Stakeholder feedback from APVMA information sessions is largely positive and suggested improvements are acted on for future events. 1.4b) An APVMA stakeholder survey is deployed. 1.4c) APVMA attendance at least five international forums.	Measuring stakeholder engagement and public confidence through: <ul style="list-style-type: none">the breadth and number of industry engagement activities deliveredsurveying stakeholders to understand the level of satisfaction with APVMA information and consultative processes.
	1.5 Create a sustainable and equitable funding base for the organisation	1.5a) Investigate the impact of business improvements and lower regulatory approaches on the agency's cost base and model.	1.5a) Financial modelling of business improvements is completed and can inform the agency's cost base.	<ul style="list-style-type: none">Responsible financial management of agency operations including maintenance of equity reserve targets.

<div>2</div> <div>Deliver high quality decision making that is timely, science-based and proportionate to the risks being managed</div>	Focus area	2017–18 Activities	Operational Performance Measures	Corporate Performance Measures
	2.1 Maintain a strong focus on delivering APVMA's core regulatory responsibilities, whilst seeking to achieve improvements around application processing efficiency	2.1a) Define and implement the regulatory science projects to inform regulatory frameworks. 2.1b) Scrutinise options around processing timeframes to identify improvements through an independent review.	2.1a) Projects delivered in line with project milestones. 2.1b) An independent review of agency timeframe performance is completed.	Performance against legislative timeframes: <ul style="list-style-type: none">complete 70% of regulatory decisions within the statutory timeframesfinalise 50% of Emergency Permits within 14 days and 90% finalised in 28 days100% of chemical reconsiderations are finalised in accordance with the program schedule and meet legislative timeframes. Measuring the impact of reduce regulatory approaches and alignment with risk through: <ul style="list-style-type: none">the number of applications using data assessment, standards and decisions from comparable regulatorsindustry awareness and rate of adoption of data guidelines, standards and international assessments used to reduce effort to register agvet chemicals.the number of risk management frameworks and policies in place and regularly reassessedeffective lower regulatory effort when applied to lower regulatory risk. Measuring decision quality through: <ul style="list-style-type: none">a year-on-year reduction in the number of decisions that are referred to external bodies (i.e. AAT, court, the Ombudsman) for review that result in a reversal of the original decisionadjustments to registration requirements and the cancellation of registration for safety reasons flowing from the Adverse Experience Reporting Program.
	2.2 Invest in the decision-making capability of staff	2.2a) Maintain and energise the Adverse Experience Reporting Program (AERP) to better inform current and future decisions. 2.2b) Deliver the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science).	2.2a) AERP data entry and analysis outputs are achieved. 2.2b) Number of APVMA regulatory scientists undertake the accelerated training.	
	2.3 Continue engaging and harmonising with relevant international forums	2.3a) Implement and complete the Agricultural Competitiveness White Paper reforms to deliver improved business processes and quality decision making through: <ul style="list-style-type: none">International assessments and guidelinesCompliance and monitoring. 2.3b) Continue to encourage the use of international assessments.	2.3a) Delivery against project milestones and benefits realisation of Agricultural Competitiveness White Paper reforms. 2.3b) Opportunities to use data assessment, standards and decisions from comparable regulators are broadly communicated and client interest is measured through; hits on the web and client enquiries.	

<div>3</div> <div>Reduce the regulatory burden on industry through an enhanced client service approach</div>	Focus area	2017–18 Activities	Operational Performance Measures	Corporate Performance Measures
	3.1 Ensure consistency of registration, compliance and licensing activities with regulatory risk	3.1a) Improve the quality and consistency of decisions through effective engagement with internal advisory committees; and concurrent incremental improvement of internal forms and templates. 3.1b) Investigate the applications of an improved data analytics capability in the Adverse Experience Reporting Program (AERP) that can better inform current and future decisions. 3.1c) Continue efficacy contestability projects. 3.1d) Develop and implement the APVMA compliance plan. 3.1e) Administer requirements for veterinary manufacturing audits and licensing.	3.1a) Internal advisory committees report improvements in the consistency of APVMA decisions. 3.1b) Number of business decisions informed and corrective action taken as a result of improved AERP data and analysis. 3.1c) Projects are delivered. 3.1d) Compliance activities are delivered. Targeted reductions in non-compliant behaviour as a result of implementing the APVMA compliance plan. 3.1e) Audits completed and licensing managed as per the schedule, with longer audit intervals established for compliant operators.	<ul style="list-style-type: none">Client service standards are met.
	3.2 Define, implement and streamline business reform initiative in the APVMA	3.2a) Implement and complete Agricultural Competitiveness White Paper reforms to enhance the user experience including: <ul style="list-style-type: none">improving registration pathwaystransforming the user experiencedelivering tailored guidance material for the top 20 application typesstreamlining end-to-end registration. 3.2b) Update the APVMA client service charter and investigate internal reform to consolidate the monitoring and management of client feedback channels. 3.2c) Improve information on the APVMA website through an audit and review process.	3.2a) Delivery against project milestones and benefits realisation of Agricultural Competitiveness White Paper reforms. 3.2b) The revised client service charter is implemented and feedback channels are streamlined. 3.2c) Increased positive and decreased negative feedback about the quality of online information.	
	3.3 Implement legislative reform	3.3a) Finalise and embed business improvements in response to the 2017 ANAO report on the APVMA's implementation of agvet chemical reforms (2014).	3.3a) Business improvements are implemented.	
	3.4 Stabilise and build on the existing user experience	3.4a) Continue to undertake application assessment forums and manage proactive engagement of clients. 3.4b) Continue to implement the APVMA ICT Strategic Plan and continue work on decommissioning legacy systems and improving application stability.	3.4a) Improved client engagement. 3.4b) Reduced number of legacy business systems.	

REFERENCE LIST

FIGURE 1 AUSTRALIA'S CURRENT, NEXT AND FUTURE WAVES OF GROWTH 2013–33

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FIGURE 2 THE NEXT OPPORTUNITIES IN AGRIBUSINESS

Deloitte Access Economics, 2015 *Agribusiness outlook* Agribusiness Bulletin, available at www2.deloitte.com/au/en/pages/consumer-business/articles/agribusiness-outlook-2015.html

FIGURE 3 ON-FARM COSTS OF OPERATION AND FARM INCOME

Deloitte Access Economics, 2015 *Agribusiness outlook* Agribusiness Bulletin, available at www2.deloitte.com/au/en/pages/consumer-business/articles/agribusiness-outlook-2015.html

FIGURE 4 TOTAL R&D EXPENDITURE BY THE LEADING AGROCHEMICAL COMPANIES

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CONTACT US

More information about the APVMA and how it discharges its important national role can be found in the government's Portfolio Budget Statement, our annual report and corporate plan. The latter documents can be found on the APVMA website at www.apvma.gov.au and the portfolio budget statement on www.daff.gov.au.

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