



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.

**1**

Transform our business to be a world-class agvet chemicals regulator based in regional Australia

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

**2**

Deliver high quality decision making that is timely, science-based and proportionate to the risks being managed

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	2.1.a) Define and implement the regulatory science projects to inform regulatory frameworks. 2.1.b) Scrutinise options around processing timeframes to identify improvements through an independent review.	2.1.a) Projects delivered in line with project milestones. 2.1.b) An independent review of agency timeframe performance is completed.	<b>Performance against legislative timeframes:</b> <ul style="list-style-type: none"> <li>complete 70% of regulatory decisions within the statutory timeframes</li> <li>finalise 50% of Emergency Permits within 14 days and 90% finalised in 28 days</li> <li>100% of chemical reconsiderations are finalised in accordance with the program schedule and meet legislative timeframes.</li> </ul> <b>Measuring the impact of reduce regulatory approaches and alignment with risk through:</b> <ul style="list-style-type: none"> <li>the number of applications using data assessment, standards and decisions from comparable regulators</li> <li>industry awareness and rate of adoption of data guidelines, standards and international assessments used to reduce effort to register agvet chemicals.</li> <li>the number of risk management frameworks and policies in place and regularly reassessed</li> <li>effective lower regulatory effort when applied to lower regulatory risk.</li> </ul> <b>Measuring decision quality through:</b> <ul style="list-style-type: none"> <li>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</li> <li>adjustments to registration requirements and the cancellation of registration for safety reasons flowing from the Adverse Experience Reporting Program.</li> </ul>
2.2 Invest in the decision-making capability of staff	2.2.a) Maintain and energise the Adverse Experience Reporting Program (AERP) to better inform current and future decisions. 2.2.b) Deliver the APVMA Accelerated Regulatory Science Training Program – Diploma of Government (Regulatory Science).	2.2.a) AERP data entry and analysis outputs are achieved. 2.2.b) Number of APVMA regulatory scientists undertake the accelerated training.	
2.3 Continue engaging and harmonising with relevant international forums	2.3.a) 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"> <li>International assessments and guidelines</li> <li>Compliance and monitoring.</li> </ul> 2.3.b) Continue to encourage the use of international assessments.	2.3.a) Delivery against project milestones and benefits realisation of Agricultural Competitiveness White Paper reforms. 2.3.b) 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.	

**3**

Reduce the regulatory burden on industry through an enhanced client service approach

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