



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 2018–19 financial year and describing the key performance indicators that the APVMA will use to assess and measure success against organisational strategies.

Strategy	Focus area	2018–19 Activities	Corporate Performance Measure
1 Transform our business to provide world-class agvet chemical regulation from regional Australia	1. Implement the APVMA Armidale business model	1.1 Implement recruitment activities for Armidale in line with the APVMA recruitment strategy 1.2 Program oversight for construction of the permanent APVMA premises in Armidale 1.3 Implement APVMA digital strategy 1.4 Put in place documented processes and practices for improved knowledge management 1.5 Establish and maintain a learning culture	Relocation risks are managed within allocated budget and timeframes <ul style="list-style-type: none"> Maintenance of average staffing levels within 5 per cent of the budgeted target for each financial year Yearly growth of the Armidale staffing and gradual reduction in Canberra full time equivalent (FTE) <ul style="list-style-type: none"> Armidale staffing target of 70 FTE Maintenance of critical knowledge products Priority recruitment of positions mapped to the Armidale business model Construction of Armidale premises completed on time and within budget Delivery of products and services under the enabling technology program and achievement of digital strategy objectives within allocated budget <ul style="list-style-type: none"> ICT back-end infrastructure successfully migrated to a cloud services arrangement All APVMA staff (on-site and remote users) have access to consistent and reliable desktop collaboration and communication services Digitisation of analogue records is in progress; ad hoc user requests are completed within three business days. Responsible financial management of APVMA operations, including maintenance of positive equity balance until the implementation of a renewed cost recovery fee structure can assist to return reserves to \$7.0 million for future operation.
	2. Modernise information and communication technology	2.1 Manage procurement of ICT products and services that progress priority elements of the APVMA digital strategy through an enabling technology program for: <ul style="list-style-type: none"> infrastructure services unified communications and collaboration digitisation of analogue records IT service management and support 2.2 Identify business requirements for the business application improvement project.	
	3. Ensure cost of operations are reflected in current fees, levies and charges	3.1 Manage and monitor the APVMA financial sustainability plan in line with APVMA governance arrangements 3.2 Commence review of the Cost recovery implementation statement (CRIS)	
2 Maintain regulatory science capability to deliver high quality decision making that is timely, science-based and proportionate to the risks being managed	4. High performing organisation	4.1 Develop a learning and development strategy for on-boarding and capability development of new workforce. 4.2 Establish Office of the Chief Regulatory Scientist 4.3 Continue delivery of the APVMA accelerated regulatory science training program – diploma of government (regulatory science). 4.4 Deliver regulatory training 4.5 Renew online learning modules 4.6 Maintain and update procedures and material 4.7 Embed management practices for the enterprise risk framework	Decisions are timely, defensible and align with international best practice <ul style="list-style-type: none"> Maintaining a low number of regulatory decisions which are overturned by external bodies such as the Administrative Appeals Tribunal or Court Adjustments to registration requirements and the cancellation of registration for safety reasons flowing from the Adverse experience reporting program APVMA contributions made to international fora Maintaining a 24 month review cycle for APVMA risk assessment manuals and data guidelines Incremental improvement in operational performance against legislative timeframes: <ul style="list-style-type: none"> 70 per cent of regulatory decisions completed within statutory timeframes 50 per cent of emergency permits finalised within 14 days and 90 per cent finalised within 28 days 100 per cent of chemical reconsiderations finalised in accordance with the program schedule Regulatory intervention aligned with regulatory risk <ul style="list-style-type: none"> Increased number of compliant manufacturing facilities that qualify for a reduced audit interval of up to 36 months Reduced burden and reduced cost for compliant manufacturers Faster processing of non-technical applications and minor variations The number of applications using data assessment, standards and decisions from comparable regulators The average reduction in assessment time achieved for applications using international data
	5. Implement reforms and independent review recommendations	5.1 Implement high priority recommendations identified in the independent review. 5.2 Monitor and report on benefits realised through the Agricultural Competitiveness White Paper. 5.3 Work with the Department of Agriculture and Water Resources to pursue efficiencies through legislative reform, advocating recommendations made in the independent review.	
	6. Maintain alignment with international best practice	6.1 Continue engaging and harmonising with relevant international fora such as Codex, OECD and VICH. 6.2 Periodic review and update of APVMA risk assessment manuals and data guidelines to align with relevant international standards	
3 Improve regulatory service delivery and feedback systems to reduce the regulatory burden on industry	7. Reduce the regulatory burden on industry	7.1 Develop and implement program of work to support the legislative reforms progressed by the Department of Agriculture and Water Resources through the Operational Efficiency Bill.	Regulatory service delivery matches client and stakeholder expectations of a modern regulator <ul style="list-style-type: none"> Implementation of legislative reforms and reporting on operational impacts and benefits for clients The quality and breadth of industry engagement activities delivered each year that meet the needs and preferences of clients and stakeholders Annual survey of clients and stakeholders to monitor and track the level of satisfaction with APVMA online systems, interactions with clients and stakeholders and regulatory information available online <ul style="list-style-type: none"> Improve overall satisfaction with APVMA service performance (42 per cent satisfied or very satisfied in 2018) Improve net promoter score (-44 in 2018) Maintain satisfaction levels for clients interacting with APVMA staff (69 per cent satisfied or very satisfied in 2018) Improved satisfaction of using online systems for small business and infrequent registrants Improve user satisfaction with apvma.gov.au (54 per cent satisfied or very satisfied in 2018) Alignment with the APVMA client services charter
	8. Establish business intelligence and analysis capabilities	8.1 Establish a centralised business intelligence capability 8.2 Develop a Business intelligence and reporting framework	
	9. Consolidate APVMA communication and service channels	9.1 Improve currency, usability and accessibility of online information at apvma.gov.au 9.2 Set the framework for APVMA stakeholder engagement	