

APVMA Strategy 2030 Implementation plan

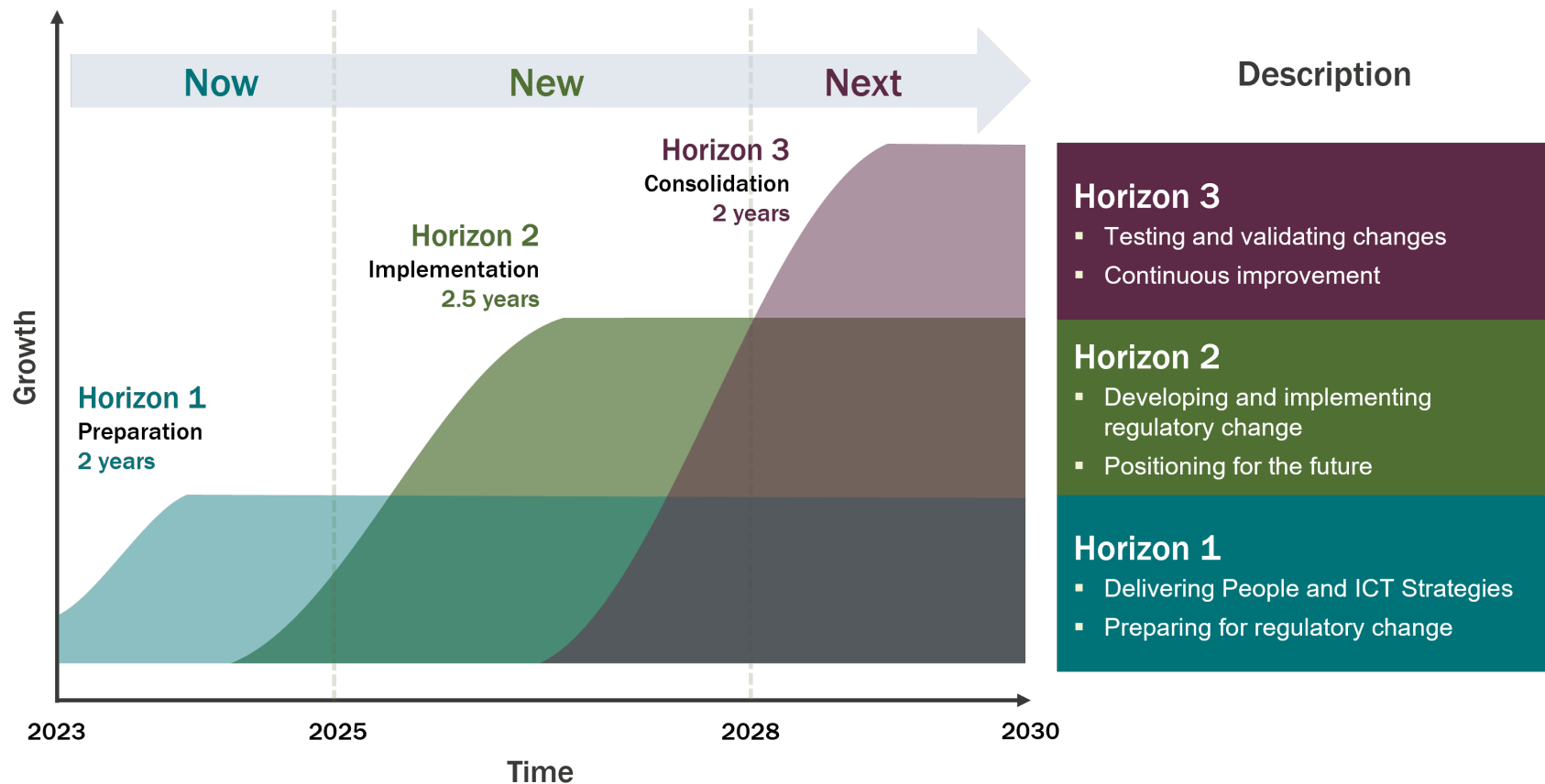


Australian Government
**Australian Pesticides and
Veterinary Medicines Authority**

APVMA Strategy 2030 implementation plan

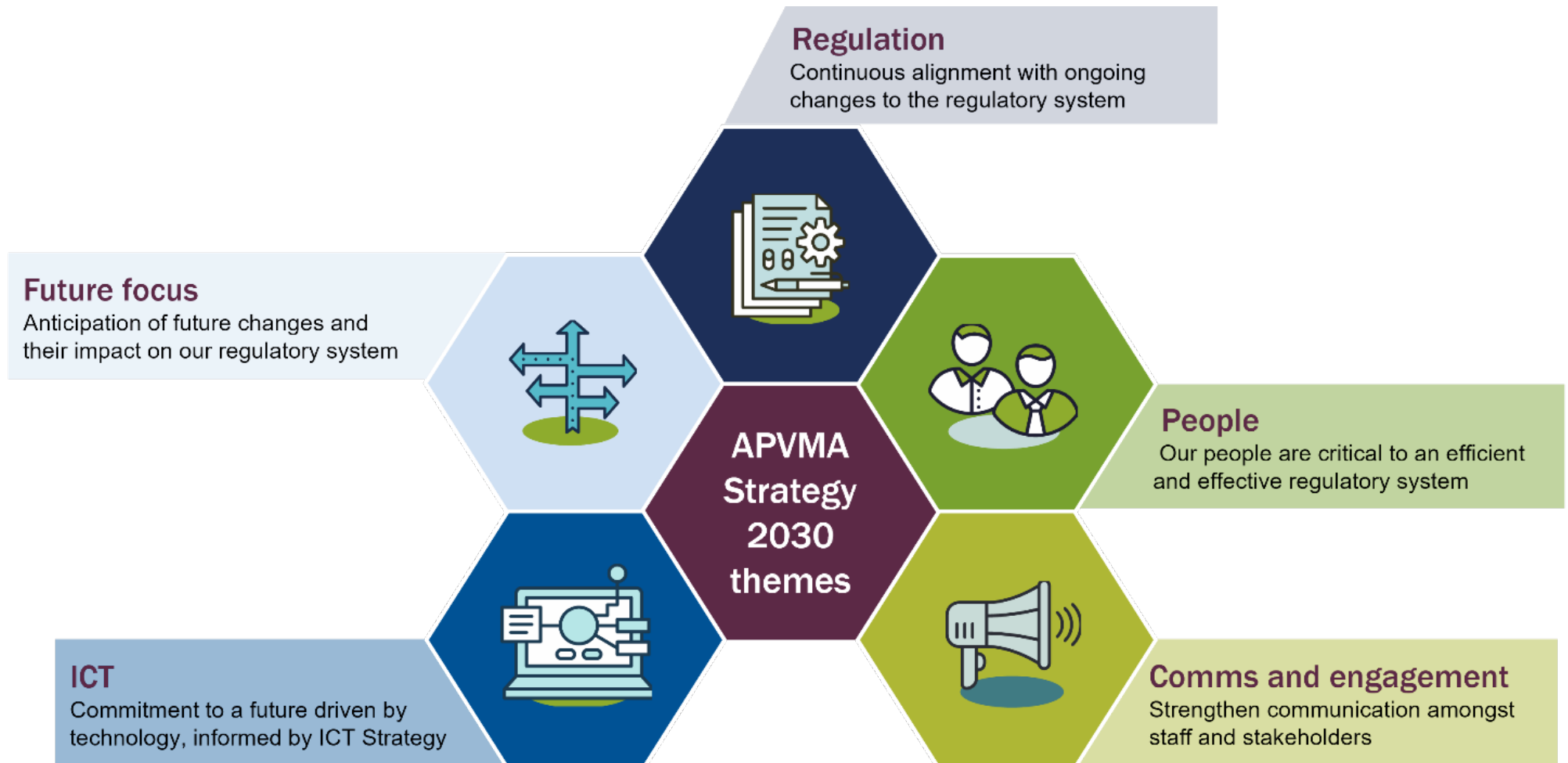
Context

This document presents the high-level implementation plan for the APVMA Strategy 2030. It outlines the key activities required to deliver the 5 strategic themes of Strategy 2030 – Regulation, People, Communication and stakeholder engagement, ICT and Future focus – across the following 3 horizons:



APVMA Strategy 2030 themes

These 5 themes were developed from stakeholder engagement with the APVMA



Program management

Program management

Single point of delivery coordination

The APVMA Strategy 2030 will be managed as a program of work. It will be delivered through subordinate programs (e.g. the People Strategy 2022–25 and the ICT Strategy), projects and activities, and coordinated through a Program Management Office (PMO) which will be established in Horizon 1.

The PMO will:

- develop the program plan
- establish the program governance structure
- coordinate resources to achieve priorities
- maximise efficiency and standardise processes
- manage program risk, issues, dependencies, reporting and lessons learnt processes
- coordinate program changes
- develop program stakeholder engagement plan
- coordinate program communications and messaging
- mentor and train project team members
- coordinate change management.

A program plan will be developed that will specify:

- roles and responsibilities
- governance arrangements
- detailed program schedule
- management of risks and issues
- the benefits realisation plan
- a lessons learned framework
- project start-up / closure protocols.

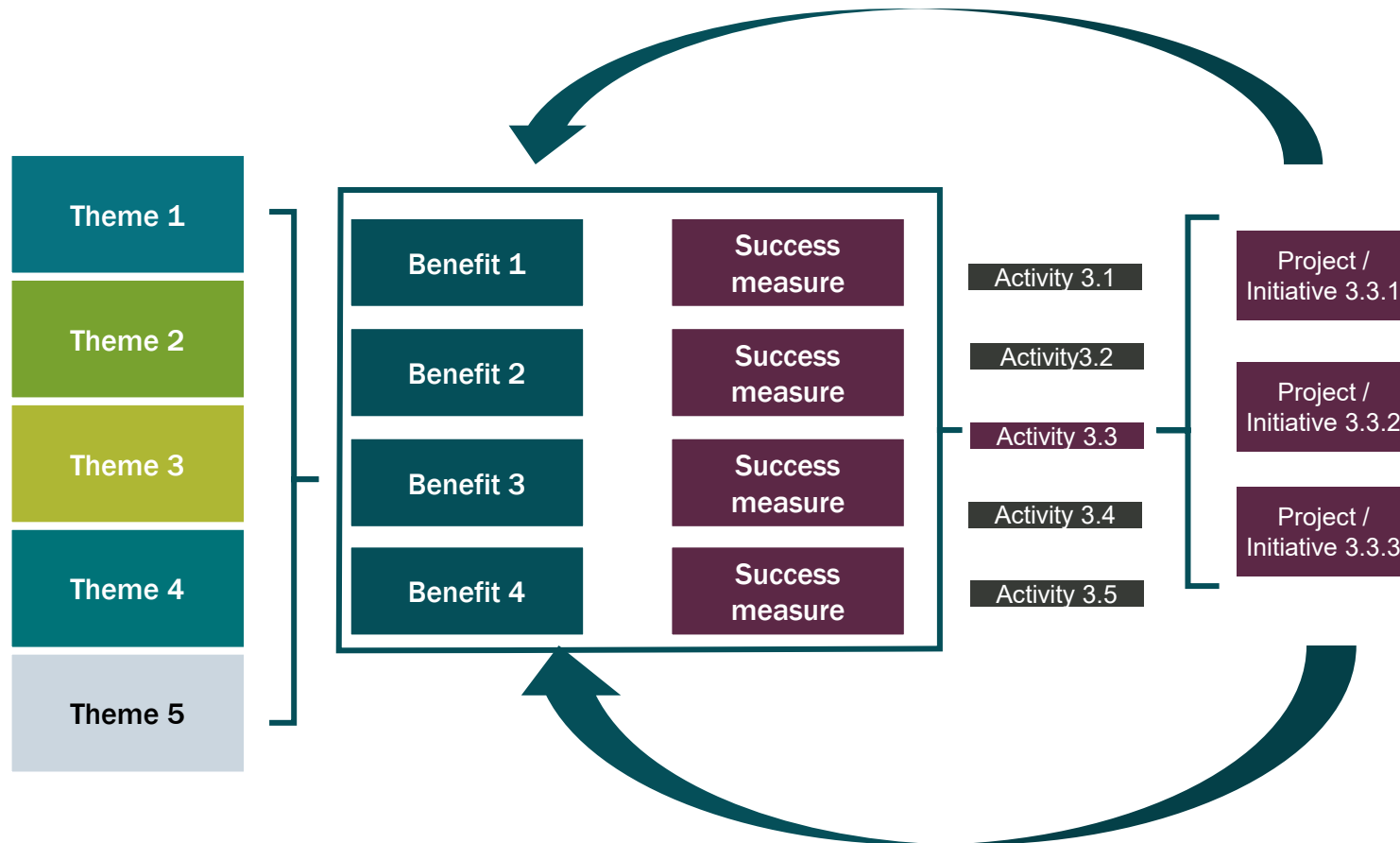
The Executive Leadership Team will:

- oversee the successful delivery of the program
- make major program decisions, including the appointment of program roles
- set program priorities
- approve program plans and changes
- monitor program risk.

Implementation plan structure

Taxonomy, strategic themes and benefits

Implementation plan taxonomy



Each strategic theme has intended benefits that are delivered through activities comprising of one or more projects or initiatives.

The benefits for each theme, and the suggested outputs that will measure success, are described on pages 9 and 10.

The activities, associated projects and initiatives, and the benefits they contribute to are detailed in slides 12 to 16. The activities are then grouped by horizon in slides 18 to 20.

Strategic themes and outcomes

Regulation, People, Communications and stakeholder engagement, ICT and Future focus



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



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.



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. We continue to improve our engagement with industry regarding regulation. We raise community confidence through telling the story of the APVMA and how we use scientific processes and rigor to make defensible decisions that protect people, animals, the environment and trade.



ICT: 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.



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

APVMA benefits

Benefits	Suggested outputs to inform success
Regulation	
RB1. Role clarity for participants in the agvet regulatory framework	Establishment of a baseline of accountabilities using a responsibility assignment matrix (i.e. RACI)
RB2. Increased trust and understanding of the APVMA by agvet regulatory framework participants	Measurement of trust through a participant survey
RB3. Contemporary and resilient regulatory processes	A value proposition will be developed to measure the currency of our regulatory processes
RB4. Appropriate and sustainable funding for the APVMA	Financial indicators will be used to inform the financial sustainability of the operating model
RB5. All APVMA programs are prioritised according to risk	Development of a baseline to establish relative quantitative measures for risk across APVMA programs
People	
PB1. The APVMA's workforce effectively delivers on its roles and responsibilities	Development of success measures for the APVMA People Strategy 2022–25
PB2. The APVMA is a workplace of choice	Regularly review data from these sources; APS Staff Census, APVMA pulse check and the development of a Staff Rewards Program
PB3. The APVMA's workforce is capable of addressing the future agvet regulatory challenges	Development of a projected needs analysis informed through the future focus capability
PB4. APVMA nurtures career pathways to grow its talent	Development of a Learning and Development plan for the APVMA and align organisational training needs with performance management plans
Communication and stakeholder engagement	
CB1. The roles and responsibilities of the APVMA will be better understood by stakeholders	Establishment of a baseline of accountabilities using a RACI matrix
CB2. Our staff will have better access to the key information affecting the day to day running of the APVMA	Development of an Integrated Communication Management system, with success measured by Pulse (employee survey)
CB3. Greater unity of purpose across the agvet regulatory system	Develop success measures in the APVMA External Stakeholder survey
CB4. Effective engagement with our stakeholders to enhance agvet regulation	Develop success measures in the APVMA External Stakeholder survey

APVMA benefits

Benefits	Suggested outputs to inform success
ICT	
IB1. Our systems will be efficient and fit-for-purpose	Develop a data and information management strategy
IB2. Our systems will be digitised and enable streamlined processes	Development of outputs will align with delivery of ICT Strategy
IB3. The cost of ICT per APVMA staff member will be reduced	Align with sustainable funding model approach
IB4. We have systems that are secure from cyber security threats	Develop and implement a cyber security strategy
Future focus	
FB1. Our current frameworks, strategies and plans are up to date and suitable to meet emerging challenges	Review of strategies, plans and frameworks to identify and prioritise emerging challenges
FB2. We will be better prepared for potentially disruptive challenges and opportunities ahead	Our plans and strategies are updated to reflect future challenges
FB3. Our funding sustains all our regulatory activities	The ongoing review of our financial indicators will be used to inform the sustainability of our regulatory activities

Projects and initiatives

Strategic theme 1: Regulation



Projects/initiatives

Activities	Project/ initiative ID	Projects/initiatives	Benefits mapping	Delivery horizons
We will continue to work with our regulatory partners to understand the roles and responsibilities of the APVMA so we can clearly identify the gaps in the regulatory framework	R1.1	We will ensure our roles and responsibilities are clearly understood by our staff and stakeholders	RB1, RB2, RB3, CB1	H1
	R1.2	We will ensure we have the resources required to effectively and safely deliver on our purpose	RB4, RB5	H1
	R1.3	We will promote the sharing of corporate knowledge across the APVMA	RB1	H1
We will work with industry, Commonwealth departments and the states and territories to set the conditions necessary to review and improve our regulatory framework	R2.1	We will work with Commonwealth departments and the states and territories to set the conditions necessary to review and improve our regulatory framework	RB1, RB2, RB3, RB4, RB5	H1
	R2.2	We will seek to balance domestic regulatory approaches with our active participation in the global regulatory environment	RB3	H1
	R2.3	We will continue to make regulatory decisions through transparent processes and encourage contestability and a learning culture	RB2, RB3, CB4	H1
We will prioritise activities that support the delivery of the National Biosecurity Strategy	R3.1	We will prioritise activities that support the delivery of the National Biosecurity Strategy	RB5, PB1,	H1 – H3
We will work together across government, industry and the community to identify options to reform funding and investment in agvet regulation	R4.1	We will work together across government, industry, and the community to identify options to reform funding and investment in agvet regulation	RB2, RB4, FB3	H1 – H2
We will establish a system that supports the appropriate prioritisation and completion timeframes for the registration of new chemicals and the review of existing chemicals	R5.1	We will implement the Ministerial Direction on chemical reviews	RB2, RB5	H1
	R5.2	We will establish a fit-for-purpose case management system that appropriately prioritises new chemical registrations and the review of existing chemicals	RB2, RB5, IB2	H2
	R5.3	We will eliminate the backlog of outstanding chemical reviews	RB5	H2

Strategic theme 2: People



Projects/initiatives

Activities	Project/ initiative ID	Projects/initiatives	Benefits mapping	Delivery horizons
We will complete the initiatives of the APVMA People Strategy 2022–25	P1.1	We will complete the initiatives of the APVMA People Strategy 2022–25 and continue to build a workforce that is fit-for-purpose now and in the future – attracting, developing and retaining the right skills, expertise and talent	PB1, PB2, PB3, PB4	H1
We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS values, and ensures that the APVMA is an employer of choice. (6.3 APVMA People Strategy 2022–25)	P2.1	We will ensure a safe and inclusive working environment for our people, partners and visitors	PB2	H1 – H3
	P2.2	We will provide career development opportunities and training, and ensure our staff have flexible working conditions and an appropriate workload	PB2, PB4	H1 – H3
We work to ensure that our workforce has the right skills, knowledge and attributes to meet the challenges of the future	P3.1	We will identify and develop a baseline of our current resourcing skill sets so we will have the agility to respond to legislative changes that impact resource requirements	PB1, PB3, PB4	H1
	P3.2	We will re-introduce the APVMA Graduate Program	PB3, PB4	H1
	P3.3	We will leverage our relationship with tertiary institutions to partner and co-design new agvet chemical programs for developing the skills suitable for APVMA employees.	PB3	H1
We will support our workforce in the decisions that they make in their regulatory roles	P4.1	We will attract and retain skilled staff, provide incentives and continue to improve workplace wellbeing and culture to grow capability and support the staff in their regulatory decision making	PB2	H1 – H3
	P4.2	APVMA leadership will support the regulatory decisions made by staff.	PB2, PB3, PB4, RB2, RB3, CB3	H1 – H3
We will identify career pathways to develop and retain our talent and ensure that future leaders and technical experts are identified and developed (6.2 initiative 9 in the APVMA People Strategy 2022–25)	P5.1	We will continue to invest in professional development for our people and provide opportunities for career progression and growth	PB4	H1
We will provide our leaders and managers with the skills and tools necessary to better lead and manage their teams (6.2 initiative 1 in APVMA People Strategy 2022–25)	P6.1	We will develop a leadership development framework to ensure leadership capabilities across all levels in the APVMA	PB2, PB4	H1
	P6.2	We will develop and implement resources and guidance materials to support new managers' transition into leadership roles	PB1, PB3, PB4	H1

Strategic Theme 3: Communication and stakeholder engagement



Projects/initiatives

Activities	Project/ initiative ID	Projects/initiatives	Benefits mapping	Delivery horizons
We will tell the APVMA story about who we are and what we do, and improve awareness of our role in the regulatory system	C1.1	We will improve the quality and transparency of our internal and external communication, including the publication of summaries, risk statements and technical assessments	CB1	H1 – H2
	C1.2	We will communicate this strategy, and the progress of its implementation across the APVMA	CB1, CB2	H1 – H2
	C1.3	We will undertake appropriate activities to identify and capture opportunities for greater industry and community awareness of agvet responsibilities	CB3, CB4, RB1, RB2, RB3,	H1 – H2
	C1.4	We will broaden our networks and improve our relationships with stakeholders to increase trust in APVMA processes	CB1, CB4, RB2	H1 – H2
	C1.5	We will ensure innovators within industry and academia are aware of how agvet regulatory processes may affect the application of emerging technologies	CB1, CB3, CB4, FB2	H2 – H3
We will enhance our relationships with our key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies. This may include developing options for co-regulation where appropriate	C2.1	We will work with industry to develop a better understanding of the drivers for funding model reform	CB3, CB4, RB4, FB3	H1
	C2.2	We will improve our relationships with relevant Australian Government departments and the states and territories to ensure there is alignment and a unity of purpose regarding Australia's agvet regulatory needs	CB3, RB1, RB2, IB3	H1 – H2
	C2.3	We will continue to engage positively with our global regulatory partners and share appropriate information regarding the regulation of agvet chemicals	CB2, CB4, RB2, RB3	H1 – H3
We will engage with our stakeholders on societal issues that affect agvet regulation	C3.1	We are able to inform government and APVMA leadership in their responses to societal changes affecting agvet chemical regulation in Australia and globally	CB2, CB4	H1 – H3
Where appropriate, we will include Ministerial involvement in key announcements in the APVMA and the regulatory environment	C4.1	We will seek opportunities for the Minister to make announcements about the APVMA and to shape changes in the agvet regulatory landscape	CB3, CB4	H1 – H3

Strategic theme 4: ICT

Projects/initiatives



Activities	Project/ initiative ID	Projects/initiatives	Benefits mapping	Delivery horizons
We will establish, as part of the APVMA ICT Strategy, ongoing funding arrangements to improve digital capabilities and collaboration	I1.1	We will align the APVMA's ICT funding within the ICT Strategy 2030	IB1, IB2	H1
	I1.2	We will reduce the cost of running the APVMA's ICT	IB3	H1
We will provide our workforce, and where practicable our partners and stakeholders, with ICT systems and services that meet the APVMA's availability and performance requirements	I2.1	We will ensure our future ICT systems support initiatives, digital transformation and enable digital collaboration capabilities for the APVMA workforce and our regulated industry participants	IB2	H2
	I2.2	We will ensure APVMA ICT systems exceed current and future performance requirements	IB1, IB2	H2
	I2.3	We will ensure our ICT systems have the necessary protection to meet current and future cyber security threats	IB4	H2
We will explore the potential for automation to streamline processes	I3.1	We will engage business analysts to design better working processes, including a case management system (CMS), automation and digital cleaning of data	IB1, IB2, RB2, RB5,	H2
	I3.2	We will constantly explore new processes to analyse new technologies that might affect agvet regulation or the way in which we do our work (e.g. e-labels)	IB1, IB2	H2
We will look at opportunities to integrate our systems, where appropriate, with other government departments or regulatory agencies	I4.1	Where appropriate, we will align our ICT systems with government departments and other entities (e.g. CSIRO, TGA)	IB2	H1

Strategic Theme 5: Future focus



Projects/initiatives

Activities	Project / initiative ID	Projects/initiatives	Benefits mapping	Delivery horizons
We will build a 'Future focus' capability within the APVMA to better respond to emerging technologies that impact the regulation of Agvet chemicals	F1.1	'Future focus' will be established as a cornerstone of 'business as usual' activity.	FB2	H2
	F1.2	We will develop a capability whose sole purpose is to 'scan the horizon' and focus on the future so the APVMA remains at the cutting edge of scientific and regulatory knowledge	FB1, FB2, FB3	H2
	F1.3	We will influence regulatory reform and adapt our procedures, so they evolve and align with technical advances in farming and the use of pesticides and veterinary medicines	FB1, FB2	H2 – H3
	F1.4	We will encourage innovation internally and keep abreast of emerging delivery technologies and the potential to optimise safety	FB1, FB2	H2 – H3
We will consult with stakeholders to invest in plans that are sustainable, co-funded and transparent, and that support the outcomes of this strategy	F2.1	We will consult with stakeholders to invest in plans that are sustainable, co-funded and transparent, and that support the outcomes of this strategy	FB3	H2
We will continue to contribute to a nationally coordinated and prepared response to biosecurity hazards that will safeguard Australia's industries, environment, livelihoods, and way of life	F3.1	We will support future thinking to better anticipate future challenges and the exploration of new ways to improve how we operate and reduce our risk exposure	FB1, FB2	H1 – H3

Delivery of initiatives/projects across horizons

APVMA implementation plan: Horizon 1

Preparation: 2023 to 2025

Horizon 1	
Program	Establish Program Management Office capability
Activity R1	We will continue to work with our regulatory partners to understand the roles and responsibilities of the APVMA so we can clearly identify the gaps in the regulatory framework
Activity R2	We will work with industry, Commonwealth departments and the states and territories to set the conditions necessary to review and improve our regulatory framework
Activity R3	We will, in accordance with the National Biosecurity Strategy, seek to develop options for co-regulation with industry to 'harmonise the compliance framework'
Activity R4	We will work together across government, industry and the community to identify options to reform funding and investment in agvet regulation
Activity R5	We will establish a system that supports the appropriate prioritisation and completion timeframes for the registration of new chemicals and the review of existing chemicals
Activity P1	We will complete the initiatives of the APVMA People Strategy 2022–25
Activity P2	We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS values, and ensures the APVMA is an employer of choice
Activity P3	We work to ensure that our workforce has the right skills, knowledge and attributes to meet the challenges of the future
Activity P4	We will support our workforce in the decisions they make in their regulatory roles
Activity P5	We will identify career pathways to develop and retain our talent and ensure that future leaders and technical experts are identified and developed
Activity P6	We will provide our leaders and managers with the skills and tools necessary to better lead and manage their teams
Activity C1	We will tell the APVMA story about who we are and what we do and improve awareness of our role in the regulatory system
Activity C2	We will enhance our relationships with our key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies. This may include developing options for co-regulation where appropriate
Activity C3	We will engage with our stakeholders on societal issues that affect agvet regulation
Activity C4	Where appropriate, we will include Ministerial involvement in key announcements in the APVMA and the regulatory environment
Activity I1	We will establish, as part of the APVMA ICT Strategy, ongoing funding arrangements to improve digital capabilities and collaboration
Activity I4	We will look at opportunities to integrate our systems, where appropriate, with other government departments or regulatory agencies
Activity F3	We will continue to contribute to a nationally coordinated and prepared response to biosecurity hazards that will safeguard Australia's industries, environment, livelihoods, and way of life

APVMA implementation plan: Horizon 2

Implementation: 2025 to 2028

Horizon 2	
Activity R3	We will, in accordance with the National Biosecurity Strategy, seek to develop options for co-regulation with industry to 'harmonise the compliance framework'
Activity R4	We will work together across government, industry and the community to identify options to reform funding and investment in agvet regulation
Activity R5	We will establish a system that supports the appropriate prioritisation and completion timeframes for the registration of new chemicals and the review of existing chemicals
Activity P2	We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS values, and ensures the APVMA is an employer of choice
Activity P4	We will support our workforce in the decisions they make in their regulatory roles
Activity C1	We will tell the APVMA story about who we are and what we do and improve awareness of our role in the regulatory system
Activity C2	We will enhance our relationships with our key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies. This may include developing options for co-regulation where appropriate
Activity C3	We will engage with our stakeholders on societal issues that affect agvet regulation
Activity C4	Where appropriate, we will include Ministerial involvement in key announcements in the APVMA and the regulatory environment
Activity I2	We will provide our workforce, and where practicable our partners and stakeholders, with ICT systems and services that meet APVMA's availability and performance requirements
Activity I3	We will explore the potential for automation to streamline processes
Activity F1	We will build a 'Future Focus' capability within the APVMA to better respond to emerging technologies that impact the regulation of agvet chemicals
Activity F2	We will consult with stakeholders to invest in plans that are sustainable, co-funded and transparent, and that support the outcomes of this strategy
Activity F3	We will continue to contribute to a nationally coordinated and prepared response to biosecurity hazards that will safeguard Australia's industries, environment, livelihoods, and way of life

APVMA implementation plan: Horizon 3

Consolidation: 2028 to 2030

Horizon 3	
Activity P2	We will drive a positive culture that acknowledges our unique skillsets and future challenges, aligns with APS values, and ensures the APVMA is an employer of choice
Activity P4	We will support our workforce in the decisions they make in their regulatory roles
Activity C1	We will tell the APVMA story about who we are and what we do and improve awareness of our role in the regulatory system
Activity C2	We will enhance our relationships with our key stakeholders to strengthen the agvet regulatory system and ensure alignment with relevant national strategies. This may include developing options for co-regulation where appropriate
Activity C3	We will engage with our stakeholders on societal issues that affect agvet regulation
Activity C4	Where appropriate, we will include Ministerial involvement in key announcements in the APVMA and the regulatory environment
Activity F1	We will build a 'Future Focus' capability within the APVMA to better respond to emerging technologies that impact the regulation of agvet chemicals
Activity F3	We will continue to contribute to a nationally coordinated and prepared response to biosecurity hazards that will safeguard Australia's industries, environment, livelihoods, and way of life