



Australian Government
Australian Pesticides and
Veterinary Medicines Authority

Corporate Plan 2025–29

Covering the reporting period
2025–26 to 2028–29



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Introduction

We are pleased to present the 2025–29 Corporate Plan for the Australian Pesticides and Veterinary Medicines Authority (APVMA).

The APVMA is the independent statutory authority responsible for regulation of agricultural and veterinary (agvet) chemicals in Australia. Our purpose is to regulate agricultural and veterinary chemicals to protect the health and safety of people, animals and the environment, and to support primary industries, biosecurity and international trade for all Australians.

We aspire to be a global leader in agricultural and veterinary chemicals regulation for the benefit of Australia. To achieve that vision, we aim to work collaboratively with stakeholders to build community trust and confidence in our role as the national regulator.

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

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

We are also dedicated to excellence, transparency and accountability in fulfilling our regulatory duties.

Coinciding with the release of this corporate plan, to guide our key activities, the APVMA Board is also releasing a refreshed strategic plan – the *APVMA Strategic Plan 2025–30* which will focus our priorities and resources on five strategic objectives:

- Being a trusted, transparent and fair regulator
- Supporting a contemporary regulatory system
- Building foresight capability
- Striving for operational excellence
- Attracting, developing and retaining talented people.

We continue to meet the changing needs of Australia's regulatory landscape. In July 2023, the then Minister for Agriculture, Fisheries and Forestry issued a direction to the APVMA requiring the prioritisation of eight chemical reviews of concern. We have completed three of these, and the completion of the five remaining chemical reviews is a top priority for the APVMA.

The Minister for Agriculture, Fisheries and Forestry issued a new Ministerial Statement of Expectations on 29 January 2025, which outlines the government's expectations for the delivery of the APVMAs regulatory functions, including the need to focus on implementing reforms arising out of the *Detailed response to the final report on future structure and governance arrangements for the APVMA*, released by the Australian Government on 4 November 2024. Much has already been achieved in this reform agenda, as outlined in our Regulator Statement of Intent dated 21 February 2025. This important work will continue into the 2025–26 reporting period.

In early 2025, we commenced a significant two-year initiative that will shape our future: the APVMA Process Enhancement Initiative. The primary aim of the Initiative is to undertake a comprehensive review of all regulatory and operational functions of the agency with a view to identifying and capturing opportunities for improvements in efficiency and effectiveness. This in turn will assist in creating the environment and platform for continuous enhancement of our processes to ensure we meet our vision for the APVMA. This initiative is critical to ensure the ongoing efficient and effective use of APVMA resources, and to embed a culture of continual improvement in all aspects of our operations.

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

On behalf of the Board, as the accountable authority of the APVMA, we are proud to present the APVMA Corporate Plan 2025–29, which covers the period 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* and section 51 of the *Agricultural and Veterinary Chemicals (Administration) Act 1992*.

Dr Catherine Ainsworth
Board Chair

Mr Scott Hansen
Chief Executive Officer



Acknowledgement of Country

We acknowledge the traditional owners and custodians of country throughout Australia and acknowledge their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



Yarringan © 2024 Amy Kilby

Yarringan embodies the profound connection and respect we share with the Earth and all its creatures. It reflects our journey across this beautiful land, guided by the wisdom of our Ancestors, to enrich and protect our country. Through this stewardship, we ensure that the land sustains us and that all life can flourish.



Our purpose

The APVMA regulates agricultural and veterinary chemicals to protect the health and safety of people, animals and the environment, and to support primary industries, biosecurity and international trade for all Australians.

Our vision

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



Our values

The APVMA upholds the Australian Public Service (APS) Values as set out in the Public Service Act 1999:

- Impartial – apolitical and provide advice that is frank, honest, timely, and based on the best available evidence
- Committed to service – professional, objective, innovative and efficient
- Accountable – open and accountable to our stakeholders across the Australian community
- Respectful – respect all people, including their rights and their heritage
- Ethical – demonstrate leadership, are trustworthy, and act with integrity
- Stewardship – build capability and institutional knowledge, and support the public interest now and into the future, by understanding the long-term impacts of what we do.

These values are applied through the APVMA values and behaviours.

Our functions, powers and the legislative framework

The APVMA is the national regulator of agricultural and veterinary (agvet) chemicals in Australia, in line with the responsibilities set out in the *Agricultural and Veterinary Chemicals (Administration) Act 1992* and the *Agricultural and Veterinary Chemicals Code Act 1994*. The regulatory framework for managing agvet chemicals in Australia is collectively referred to as the National Registration Scheme for Agricultural and Veterinary Chemicals (NRS). Under the NRS framework, it is responsible for the regulation and control of agvet chemicals up to and including the point of retail sale. The Authority also administers the import and export of chemicals and medicines.

The core regulatory functions of the APVMA are:

- assess new active constituents and products against the statutory criteria of safety, efficacy and trade
- ensure that the approved label accurately reflects how the product is identified, used, stored and disposed of, including first aid and safety information
- recall non-compliant products, ensuring the quality and safety of agvet chemicals in the marketplace and verify compliance with the relevant legislation
- ensure compliance on manufacturing, importing and exporting of agvet chemical products
- consider applications for permits to use an agvet chemical in a manner that is different to the directions for use specified on the registered product label. A permit may also authorise the use of an unregistered chemical under specific circumstances
- undertake chemical reviews (reconsiderations) of a registered active constituent or agvet product and its label. These reconsiderations assess the currently approved uses against contemporary science to ensure the statutory criteria can still be met.

It is a strategic priority for the APVMA to build community confidence in the safety and efficacy of registered agvet chemicals through enhancing the effectiveness of both the chemical review and adverse experience reporting programs. Through continuing to implement the Ministerial Direction (issued 13 July 2023) concerning the finalisation of eight long running chemical reconsiderations, the Authority will seek to make determinations in accordance with the relevant legislation and in the shortest reasonable timeframe.

The NRS is a cooperative scheme between the APVMA and all Australian states and territories who operate under mirror legislation, consistent with the arrangements set out in the *Agricultural and Veterinary Chemicals Act 1994*. The agvet laws identify which chemicals and products need to be registered or approved by the APVMA, and which chemicals and products are exempt from requiring registration.

The APVMA monitors and enforces compliance with the Agvet Code and other legislation through the:

- *Agricultural and Veterinary Chemicals (Administration) Act 1992*
- *Agricultural and Veterinary Chemicals Act 1994*
- *Agricultural and Veterinary Chemicals Code Act 1994*
- *Agricultural and Veterinary Chemical Products (Collection of Levy) Act 1994*.

The APVMA Strategic Plan 2025–30 and this Corporate Plan 2025–29 have been prepared to align with the Ministerial Statement of Expectations (issued 29 January 2025) and the Regulator Statement of Intent (issued 21 February 2025). Copies of these documents are available at <https://www.apvma.gov.au/node/355171>.



Operating context

Funding

The APVMA is primarily funded on a cost recovery basis by the agricultural and veterinary chemical industry that it regulates. Applicants pay fees and charges for application evaluations, and registrants pay levies based on the wholesale value of the chemicals they sell. During the previous financial year, the Minister, Hon Julie Collins MP, approved regulations to be made to increase the annual registration renewal fees commencing during the 2025–26 financial year. All other fees and charges remained at rates set in 2019.

Ensuring the APVMA operates on a financially sustainable basis across the long-term business cycle is a key priority. Recent reviews of the APVMA have observed that its current cost recovery framework is insufficient to resource its functions and responsibilities. The APVMA will contribute to analysis by government of the APVMAs current cost recovery framework with the aim of ensuring financial sustainability. In concert with this government action, the APVMA is also undertaking a planned transition to annual Cost Recovery Implementation Statement (CRIS) reviews. This realignment will provide enhanced compliance with evolving regulatory requirements, improved financial stability and opportunities to ensure estimated costs align with actual effort. This, in turn, will help ensure the APVMA is appropriately resourced to deliver its full suite of regulatory responsibilities and maintain financial sustainability.

Detailed Government Response

In November 2024 the Australian Government released the [detailed response to the Final Report on Future Structure and Governance Arrangements for the Australian Pesticides and Veterinary Medicines Authority](#) (Detailed Response). The detailed response was developed to complement the Government's APS regulatory reform agenda and provides a direct response to the reviews of the APVMA and the agvet chemicals regulatory system undertaken over the last 4 years.

The detailed response outlines a future program of reforms that will be undertaken by the Department of Agriculture, Fisheries and Forestry (DAFF) and the APVMA. These reforms cover a wide spectrum of areas including regulatory posture, stakeholder engagement, governance and performance, sustainable resourcing and regulatory processes. It also outlines proposed improvements to regulatory policy areas that will be considered in line with government best practice including consistency and efficiency in control-of-use regulation, monitoring the effectiveness of the regulatory system, and chemical review improvements.

Environment

The APVMA operates within a highly complex and changing environment influenced by multiple and interacting factors. Some of the more important factors include:

1. emerging new technologies
2. changing societal attitudes towards regulation and compliance
3. increasing biosecurity risk
4. economic circumstances and a changing climate.

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

1. Emerging new technologies

The approaches and practices related to the design, manufacture, application and disposal of pesticides and veterinary medicine products continually change and evolve. Understanding and adapting to these changes is an important part of ensuring regulatory practices meet the needs and expectations of a modern regulatory system.

Precision agriculture, also known as precision farming, is a management strategy that gathers, processes and analyses temporal, spatial and individual plant and animal data and combines this with other information to support informed management decisions according to estimated variability for improved resource use efficiency, productivity, quality, profitability and sustainability of agricultural production.

Application of agricultural chemicals for pest control in a precision agricultural setting is advancing rapidly with optical spot spraying techniques such as Green on Brown, Green on Green potentially offering reduced chemical use. Use of Remotely Piloted Aircraft Systems (RPAS) or "Drones" and fully automated systems is also becoming common place in farming operations in Australia (e.g. autonomous vehicle for the application of chemicals for the control of pest, weeds and diseases). The APVMA undertakes its risk assessments of the proposed use of chemical products including application methods such as ground boom, vertical sprayer and application by aircraft including RPAS.

Regulation and risk assessment of application by RPAS is emerging with regulators and industry globally developing assessment tools to adequately apply risk mitigations to product labels. The APVMA must remain active in the development of global risk assessment tools and assessment techniques of these new technologies to respond to Australia's current and future regulatory needs. Appropriate and timely regulation of emerging technologies will enable uptake in Australian farming systems and benefit Australian agricultural competitiveness globally.

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

Investment in the development of mRNA vaccines for use in veterinary medicines has been growing in recent years. This is due to the range of benefits these vaccines may ultimately provide, including reduced development time; enhanced biosecurity outcomes; increased safety; and increased effectiveness. In the coming years, it is expected that more veterinary vaccines based on this technology will be submitted for registration across the world, including Australia. Similarly, an upsurge in near-market research in the use of dsRNAs for pest insect and disease control suggest that this technology will also need regulating by the APVMA. The Authority needs to be ready to assess new products based on this technology to ensure the risks to people, animals, the environment and Australian trade are appropriately assessed and mitigated, so that the benefits of the technology can be captured in Australia.

Consumer attitudes towards health and food safety are driving the growth in the development and commercialisation of biopesticides. Biopesticides, which are derived from natural materials such as plants, bacteria, viruses and certain minerals, are being sought to replace synthetic chemical pesticides. Biopesticides can have advantages, including lower persistence and greater specificity in some circumstances. Enabling the availability of safe and effective biopesticides for use by Australian farmers is an important part of supporting the sustainability and longevity of the Australian agricultural industry. The APVMA continues to develop capability for assessing biopesticide products, recognising it will need to play a critical and much greater role in facilitating the availability of these products into the future.

Over the next 5 years, progress towards the implementation of e-labels and smart labels is expected to gain momentum. This is an important development within the global regulatory context. The APVMA is actively monitoring, and participating in, as appropriate, the global progress on the development and implementation of e-labels and smart labels so that the authority is well positioned to ensure they achieve their intended purpose of enhancing label access and functionality to meet Australia's specific needs.

2. Changing societal attitudes towards regulation and compliance

Perceptions of the regulation of agvet chemicals vary dramatically. Some believe the regulations make it difficult for farmers and other users to access the products they need to protect crops and livestock. Others believe the regulations don't go far enough and more needs to be done to protect the environment and public health. Fundamentally, all Australians whether they believe there is too much or not enough regulation, expect the APVMA to make scientifically robust and timely regulatory decisions, according to the statutory criteria and utilising the best available information and methods. This needs to continue to be the fundamental principle underlying the Australian agvet chemical regulatory system.

The APVMAs 2024 Stakeholder and Public Survey indicates that Australians have a high degree of trust in agvet chemical products that are regulated by the APVMA. They also depend on the APVMA for confidence that there will be no unexpected negative consequences from using such chemicals. The distribution, sale and use of unregistered veterinary products remains an ongoing risk to the health and safety of Australians, Australia's livestock industries, companion animals and the environment. The increase in the availability of unregistered products through a variety of platforms and pathways is an ongoing regulatory challenge.

It is important to Australians that the APVMA uses the full suite of its statutory powers to achieve compliance with the Agvet Code. The APVMA continues to take action to protect the Australian community, recently by removing 532 unregistered agvet chemical products from online stores in the 6-month period from July to December 2024. All agvet chemical products sold in Australia must display an APVMA registration number on their label. If that isn't there, the product is unregistered. The APVMA works with major online marketplaces (including eBay, Amazon, Catch.com, Facebook, Gumtree and Kogan) to ensure listed products don't breach agvet legislation. The APVMA will continue to collaborate with these platforms to remove unregistered products and identify the entities responsible for creating these listings to undertake appropriate compliance and enforcement action, in line with its [Compliance Posture Statement](#). By using the full suite of its statutory powers to ensure compliance, the APVMA creates a level playing field in which all industry stakeholders can supply their agvet chemical products in the Australian market.

3. Increased biosecurity risk

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

The APVMA is committed to working with the Department of Agriculture, Fisheries and Forestry (DAFF), the Department of Climate Change, Energy, the Environment and Water (DCCEEW), state and territory governments and other partner agencies to improve the detection, monitoring and response to potential biosecurity concerns. The APVMAs response to the recent outbreaks of varroa mite in bees and fall armyworm through rapid assessment and approvals of permits and working with state and federal departments demonstrates this commitment.

The last few years have seen several incursions of exotic pests or disease within Australia, including fall armyworms, banana freckle, red imported fire ants, and varroa mites. APVMA will continue to assist industry and the states and territories with responding to these, and any future incursions.

4. Economic circumstances and a changing climate

The Australian Bureau of Agricultural and Resource Economics (ABARES) releases periodic [agricultural outlook reports](#) which forecast the gross value of agricultural production including livestock and crops. Changes in production, both increases and decreases, will have implications for chemical purchases and use, which has a strong correlation with the levy revenue received by the APVMA.

The world has experienced inflation at levels not seen in nearly 30 years. Inflation has had a significant effect on the cost of goods and services across Australia both for consumers and for industry. These inflationary pressures are, and will, continue to have significant impact on the APVMAs cost structure.

Due to the rapidly changing technological environment in which the agvet chemical industry operates, the APVMA is facing an increase in the complexity of applications, an increasing number and complexity of enquiries, and due to the very competitive labour market, increasing difficulty in securing the necessary and appropriate skills required to address these changing circumstances.

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

A changing climate is expected to have consequences for the agvet chemical products that the APVMA regulates. Working within the Australian Government's policy framework the APVMA will need to anticipate, manage and adapt to climate change related risks in both its internal operations and in how it approaches the regulation of agvet chemicals.

A photograph of a lush green cornfield under a dramatic sunset sky. The sun is low on the horizon, casting a warm golden glow over the scene. The corn plants are tall and healthy, with long green leaves. A white hexagonal shape is overlaid on the upper left portion of the image, containing the title text.

Strategic objectives and key activities



Strategic objective 1: Being a trusted, transparent and fair regulator

Trust in the APVMA by the Australian public is critical to maintaining confidence in Australian agricultural and veterinary (agvet) chemicals. To ensure we are trusted, transparent, and fair we will:

Strategic outcomes:

Regulate in an open, accountable and predictable way that encourages participation by all stakeholders.	Utilise best practice principles for risk management of agvet chemicals, underpinned by the best available science.	Build community confidence in the safety and efficacy of registered agvet chemicals.	Secure compliance with the Agvet Code through compliance and enforcement measures.
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Key deliverables:

Process Enhancement Initiative	Chemical Reviews (Ministerial Direction) Project	Regulatory Posture Statement
Reporting & Cooperation Framework	APVMA Performance Framework	Stakeholder Engagement Framework & Strategy



Strategic objective 2: Supporting a contemporary regulatory system

The APVMA actively works with domestic and international regulatory partners to enhance the efficiency and effectiveness of the Australian regulatory system. To ensure we support a contemporary regulatory system, we will:

Strategic outcomes:

Actively contribute to the domestic and global agvet chemical regulation policy development agenda.	Engage with trusted international chemical regulators for effective utilisation of their available data and scientific assessments.	Strengthen relationships with the state and territory agencies to ensure the coordinated, effective and harmonious regulation of agvet chemicals.	Enhance our capability to respond to emerging operational and policy risks in agvet chemical regulation.
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Key deliverables:

Support Australian Government implementation of the Detailed response to the final report on future structure and governance arrangements for the APVMA (November 2024).		Engagement in the Agvet Chemical Subcommittee of the Agriculture Senior Officials Committee to develop options to achieve national consistency for agvet chemicals control-of-use functions.	
Review of Agricultural label standard	Review of the Good Manufacturing Practice (GMP) Code	Review of Minor Use Guideline	Revision of crop groupings



Strategic objective 3: Building regulatory foresight capability

Foresight is a critical part of our responsibility as a regulator. Foresight uses inputs from horizon scanning to understand how an issue or a system could evolve and the challenges and opportunities that may arise. The APVMA is committed to being proactive in meeting Australia's future regulatory needs as they evolve. The APVMA will be vigilant to global and national trends, to identify issues and changes in chemical application and use and implement ways of working and building our capability to support innovation within the agvet chemical sector and respond to Australia's future regulatory needs. To ensure we build our regulatory foresight capability, we will:

Strategic outcomes:

Build the capability to ensure the APVMA is at the cutting edge of scientific knowledge and regulatory practice.

Engage with industry to understand and enable rapid response to emerging trends potentially impacting on agvet chemical regulation.

Actively engage with domestic and international regulators, industry representatives and others to assist in preparing for new technologies and enhancing current regulatory practices in Australia.

Key deliverables:

Domestic and international fora engagement programs

Collaborate with the Department of Agriculture, Fisheries and Forestry on the development of policy for methane reduction products.

Guideline on Data Requirements for Veterinary Immunobiological Products

Process Enhancement Initiative



Strategic objective 4: Striving for operational excellence

APVMA plays a critical role in ensuring Australians have access to safe and effective agvet chemicals. The APVMA drives ongoing enhancement in the processes involved in effective regulation. This will ensure the regulatory process does not pose an undue burden on the Australian agvet chemical sector. To ensure we achieve operational excellence, we will:

Strategic outcomes:

Be focused on the full suite of our regulatory functions and legislative obligations.

Ensure the quality and timeliness of our decisions are appropriate for the regulatory risk.

Operate on a financially sustainable basis across the long-term business cycle.

Adopt a continuous improvement approach to enhance the efficiency and effectiveness of our operations.

Streamline our enabling services to ensure they add value and enhance our regulatory capability and capacity.

Invest in our ICT infrastructure and the management of our data holdings to ensure it is fit for purpose and adds value, efficiency, and effectiveness to the regulatory process.

Key deliverables:

Process Enhancement Initiative

PPLA Portal uplift program

ICT Shared Services

APVMA Emissions Reduction Plan

Remediation of Digitised Records

Effective Governance Project



Strategic objective 5: Attracting, developing and retaining talented people

Our people are critical to the delivery of an efficient and effective agvet chemical regulatory system. To ensure we attract, develop, retain and source talented people, and expertise, we will:

Strategic outcomes:

Develop and empower a high-performing, diverse and agile workforce that is highly engaged with our purpose.

Strengthen our purpose-driven organisational culture.

Drive a culture focused on enhancing skills, providing opportunities for skill development whilst ensuring the safety and well-being of staff.

Invest in the professional and leadership development of our people and provide opportunities for career progression and growth.

Invest in a network of external talent and expertise that can be utilised to supplement the work of APVMA staff in delivering our regulatory responsibilities.

Key deliverables:

Process Enhancement Initiative

Procurement capability uplift

Enhanced External Scientific Reviewer capability





Capability

Investing in regulatory maturity

Good regulation can enhance Australia's economy, support business and benefit the wider community. As required under the Australian Government's Regulatory Policy, Practice & Performance Framework (RPPPF) and Resource Management Guide – Regulator Performance (RMG 128), the APVMAs regulatory context is informed by the Ministerial Statement of Expectations and its responding Regulator Statement of Intent. The Authority is accountable to the public and recognises the need to improve and streamline regulation to deliver good outcomes.

The APVMA is developing a regulatory posture statement to improve awareness and understanding of its regulatory functions and responsibilities. The posture statement will describe the APVMAs adherence to the principles of good regulation outlined in the RPPPF and RMG 128. The posture statement will outline the key principles that underpin how we administer regulation of agvet chemical products. It will signal the Authority's ongoing commitment to good regulation in accordance with the best principles of regulator performance: continuous improvement and building trust, risk-based and data driven, and collaboration and engagement.

The APVMA is committed to proactively improving its regulatory systems, ensuring that its practices and processes remain relevant and effective and that future improvements consider staff and stakeholder insights and perceptions on regulatory performance.

The APVMA will address issues identified in independent reviews as well as issues arising from the rapidly evolving regulated industry. Compliance with the agvet regulatory system is fundamental to the APVMA fulfilling its role, which it seeks to do by supporting voluntary compliance, balanced with risk-based proportionate action to deter non-compliant behaviour.

Building maturity across the regulatory system is ongoing and involves commitment at all levels. To support this, the APVMA will consider and apply regulatory initiatives to foster a deeper understanding of how each component to the regulatory system is performing and determine regulatory maturity priorities.

The APVMA will continue to work with Department of Agriculture, Fisheries and Forestry (DAFF), as outlined in the Detailed Response, to pursue legislative reform that will support Australia's agvet chemical regulatory framework and the APVMA to ensure Australia's public health, food and environmental safety.

Workforce

The APVMA People Plan 2024–27 sets the overarching direction and priorities for how we will support and develop its people to deliver on its purpose. The People Plan complements the Australian Public Service Workforce Strategy 2025 and is designed to identify and build the APVMA workforce capabilities now and into the future.

The Plan identifies the 4 key themes to deliver on the APVMAs purpose:

- attract, retain and develop talented people
- embed a mission-inspired organisational culture
- build purposeful and integrity-based leadership
- embrace data, HR Metrics and technology.

A key focus of the APVMA is to create a ‘mission-inspired culture’ that inspires staff to turn up to work each day and make a meaningful impact on the world.

People are at the heart of the APVMAs success, and we are focused on attracting, developing and retaining talented staff as an ongoing priority. Through a well-supported and developed workforce, we will be able to deliver on its purpose effectively and efficiently. Through the delivery of contemporary training solutions and continuous development, the APVMAs workforce will be equipped with the skills and confidence to excel. The APVMA will also work to find new approaches to areas of specific technical skill shortage through industry partnerships.

The APVMA will build, deliver and embed programs that support its people to be effective leaders aligned to the APS Values and build trust and integrity at all levels within the agency. We will focus on implementing a formalised succession planning approach to ensure leadership and critical role pipelines. Through the delivery of customised leadership development options the APVMA will build effective and targeted leadership capabilities and encourage and support mentoring arrangements to engender desired leadership behaviours.

The APVMA is committed to equipping its workforce with a comprehensive suite of policies and frameworks, ensuring they have the necessary support to excel in their roles and uphold the highest standards of professionalism within the Australian Public Service.

ICT

The ability of the APVMA to make scientifically robust and timely regulatory decisions is dependant not only on highly capable staff but also on the tools and systems provided to them. These tools and systems (mostly ICT) must be designed to support and enhance staff productivity, efficiency and wellbeing.

Investments will be guided by the APVMA ICT Strategy and Roadmap and APVMA ICT Transformation Plan. Ongoing investment in the capability of the APVMA, will:

- deliver secure, reliable, and sustainable ICT services,
- better enable innovation, including transforming manual processes into improved digital practices, and
- assist in managing data as a critical asset and opportunity for the agency.

Delivering contemporary, secure, and robust business systems is critical for ensuring the APVMA remains a global leader in agvet chemical regulation. APVMA will continue to build the operational capability required to ensure information technology platforms are aligned with the needs of the APVMA and stakeholders, while also optimising value for money for the government.

Cyber security is an important focus across the APS. As information technology continues to change and evolve, so too does the need to remain vigilant and responsive to a more threatening technological landscape. The APVMA will continue to evolve its cyber security posture to achieve improvements in the Essential Eight Maturity rating while also addressing contemporary threats.

Risk

The APVMAs risk approach and culture enables its people to manage risks in accordance with the PGPA Act 2013, *Work Health and Safety Act 2011*, Commonwealth Risk Management Policy, and ISO 31000:2018 – Risk Management. The APVMA Enterprise Risk Management Framework outlines the principles, expectations, accountabilities and responsibilities for staff in applying effective risk management practices.

The framework also defines the risk appetite and provides risk tolerance statements. These statements articulate the quantum and type of risk the APVMA is willing to accept or retain to achieve its objectives.

The APVMA recognises that it is not possible, nor desirable, to eliminate all risks. Accepting some degree of risk in the agency's practices promotes pragmatism, efficiency and innovation along with encouraging a more positive risk management culture. The APVMA fosters this through careful consideration of the risk appetite for each risk category, and then tolerance for individual risks, as outlined in the Risk Appetite and Tolerance Statement.

The risk matrix – used to assess, report and escalate risk – ensures maintenance of an appropriate and consistent level of risk management oversight, accountability and control.

APVMAs governance structures play an important role in ensuring it has effective leadership, direction, control, and accountability. The governance structures include:

- the APVMA Board which determines the risk appetite and tolerances and oversees the strategic risks that may affect the ability to deliver on the purpose and achieve its objectives
- the Audit and Risk Committee advises the Board and senior executives on the effectiveness of the systems of risk oversight, management and internal control
- the Executive Leadership Team steward the management of enterprise risks, and senior executives ensure risk-informed decision-making is embedded across business operations.

APVMA staff proactively engage with and practice risk management. Staff actively support and contribute to risk management initiatives, promote a positive risk management culture, and identify where there are risk management capability gaps and training needs.

Enterprise Risks	Mitigation strategies
Operations: <ul style="list-style-type: none"> • Accuracy and quality of outputs • Appropriateness of processes • Timeliness of outputs 	<ul style="list-style-type: none"> • Use of a systematic, scientific, evidence-based approach to decision making and operations, utilising international standards and industry best-practice. • Engagement of expert external service providers to support staff across the full range of regulatory and operational activities to enhance and supplement in-house capability. • Possess a Quality Management System and Knowledge Management Framework that supports a risk-based approach through the systematic audit and review of decisions and processes. • Process Enhancement Project ensuring internal regulatory and business processes are efficient and effective and will be subject to continuous improvement.
Financial: <ul style="list-style-type: none"> • Financial sustainability 	<ul style="list-style-type: none"> • Planning and Budgeting frameworks enabling Executive and Board oversight of the delivery of organisational activities. • A financial strategy and budget that maintains a long-term view of the APVMAs finances. • Possessing an appropriate Cost Recovery Implementation Statement that supports the collection and management of fees and levies.
Systems, data and infrastructure: <ul style="list-style-type: none"> • Cyber and information security • System failures 	<ul style="list-style-type: none"> • The ICT Strategy and Roadmap 2023–2028 sets the priorities for investment in the ICT capability and to address key ICT risks. • Engagement of external skilled ICT security services to monitor, maintain, and enhance cyber security capabilities. • Undertaking proactive cyber security testing, including penetration testing and data loss investigation.
People capability: <ul style="list-style-type: none"> • Skilled and qualified staff • Key-person risk 	<ul style="list-style-type: none"> • Through the People Plan, recruit, train and retain expert staff to continue delivering regulatory requirements, in line with workforce planning outcome. • Provide extensive training opportunities for staff of all levels across a range of skills and subjects. • Investing in additional external capacity, through Expert Scientific Reviewers
Innovation and Continuous Improvement <ul style="list-style-type: none"> • Prepared to anticipate and adapt to the emerging regulatory environment 	<ul style="list-style-type: none"> • The Process Enhancement Initiative seeks to establish an innovation capability for the APVMA

Enterprise Risks	Mitigation strategies
Health and safety: <ul style="list-style-type: none"> Wellbeing, health (including psychosocial) and welfare of staff and contractors 	<ul style="list-style-type: none"> Through the Health and Safety Management Framework, provide a safe and secure working environment for its people, and maintain an extensive network of Wardens, First Aid Officers and Mental Health First Aiders. Undertake a range of well-being initiatives including the Employee Assistance Program and flexible working arrangements.
Legal and compliance: <ul style="list-style-type: none"> Legislative breach Fraud and corruption Misconduct 	<ul style="list-style-type: none"> The Process Enhancement Initiative ensures internal regulatory and business processes are aligned to legislative obligations Ensure all staff are trained in, and aware of, their legislative obligations Integrity Framework ensures staff understand obligations and know how to report integrity concerns. Possess a structured executive work program ensuring coverage of the full range of legislative requirements
Reputation and partnerships: <ul style="list-style-type: none"> Being perceived as a trusted, transparent and fair regulator Legislative non-compliance Delivery of the Chemical Review Ministerial Direction 	<ul style="list-style-type: none"> Through the Stakeholder Engagement Framework, proactively support engagement and collaboration with a wide range of stakeholders to encourage ongoing discussions. The Process Enhancement Initiative seeks to ensure administration of the Agvet Code in an efficient and legally compliant manner. Project Management Framework supports delivery of work in response to the Chemical Review Ministerial Direction.

Engagement and cooperation

The APVMAs approach to stakeholder engagement and cooperation is outward-looking and interactive, leveraging stakeholders' expertise and harnessing collective capabilities to achieve better outcomes. Through the Stakeholder Engagement Framework, the APVMA aims to:

- regulate openly, accountably, and predictably while encouraging broad stakeholder participation
- apply best-practice principles for agvet chemical risk management, supported by the latest science
- build community confidence in the safety and efficacy of registered agvet chemicals
- ensure compliance with the Agvet Code through appropriate enforcement measures.

Engagement activities are both planned and responsive, ranging from formal consultations to informational meetings and correspondence. The APVMA engages with stakeholders when:

- fulfilling its regulatory obligations under legislation
- communicating regulatory decisions
- seeking feedback on operational changes
- sharing information with the public and specific stakeholder groups.

While the APVMA maintains required formal communication channels, it strives to be innovative and challenge conventional approaches to achieve more efficient and effective outcomes.

Stakeholders include regulated individuals and entities, industry representative bodies, agvet chemical users, the Australian Government, state and territory governments, other regulators and the Australian community.

Performance measures





Strategic objective 1: Being a trusted, transparent and fair regulator

Performance measure		Reporting periods			
		2025–26	2026–27	2027–28	2028–29
	Targets	65%	68%	70%	70%
Measure 1: The proportion of stakeholders surveyed who agree that the APVMA has been a trusted, transparent and fair regulator over the past 12 months.	Rationale	This relates directly to the objective and presents our stakeholders views on whether it is being achieved.			
	Methodology	Based on data collected from a direct question on this in the survey, expressed as a percentage.			
	Data source	APVMA Stakeholder and Public Survey or Pulse Survey			
	Targets	90%	90%	90%	90%
Measure 2: The proportion of all applications finalised within legislative timeframes.	Rationale	Compliance with legislative timeframes is a key measure of our success in delivering on our purpose as well as supporting regulated entities and the Australian community.			
	Methodology	The number of applications finalised within timeframe, divided by the total applications finalised (categorised by product/application type).			
	Data source	PPLA database			
	Targets	All planned milestones/projects planned for delivery in the reporting period have met schedule.			
Measure 3: The number of Proposed and Final Regulatory Decisions for chemical reconsiderations that are released in accordance with the timeframe specified in the workplan.	Rationale	This demonstrates continued progress in reviewing the safety and efficacy of existing chemicals. It is intended to demonstrate continuous movement on chemical reviews, not simply completions.			
	Methodology	The scheduling status of milestones/projects planned for delivery in the reporting period (based on the most recent APVMA Board-approved version of the Chemical Review work plan), as at 30 June of each reporting period.			
	Data source	APVMA Gazette			
	Targets	75%	75%	75%	75%
Measure 4: The proportion of serious adverse experience reports received and assessments completed by the APVMA within 20 business days of being received.	Rationale	This demonstrates our commitment to fulfilling all of our regulatory responsibilities as well as using available data to support our regulatory decisions and take appropriate action to emerging concerns.			
	Methodology	The count of serious adverse experience reports which are received and assessments completed by the APVMA within 20 business days, divided by the count of serious adverse experience reports which are received and assessments completed by the APVMA in the reporting period, expressed as a percentage.			
	Data source	AER database			



Strategic objective 2: Supporting a contemporary regulatory system

Performance measure		Reporting periods			
		2025–26	2026–27	2027–28	2028–29
	Targets	200 80%	200 85%	200 85%	200 90%
Measure 5: The number of audits, recalls, and compliance actions the APVMA undertakes, including those with State and Territory partners that require action, and a percentage of how many of these were resolved.	Rationale	Demonstrates the APVMAs delivery of the end-to-end regulatory framework including an emphasis on cooperation with other jurisdictions.			
	Methodology	A count of the number of audits, recalls, and compliance actions the APVMA undertakes, including those with state and territory partners, within the reporting period.			
	Data source	Register to be developed			
	Target	A series of case studies demonstrate the performance of the APVMA.			
Measure 6: The APVMA effectively engages with the Australian Government to support the implementation of its <i>Detailed response to the final report on future structure and governance arrangements for the Australian Pesticides and Veterinary Medicines Authority</i> (November 2024) (Detailed response), including matters which the APVMA is directly responsible for implementing.	Rationale	This qualitative (case study) measure demonstrates the APVMAs effectiveness in contributing to the implementation of the Detailed response.			
	Methodology	Through an evaluative approach of at least three case studies, the APVMA will explain how effectively it engaged with the Australian Government to support the implementation of the <i>Detailed response</i> and how it responded to changes in the operating environment. It will also examine APVMA performance in areas of the Detailed response which it is directly responsible for implementing. The APVMA will evaluate case studies and look for patterns and lessons across them as part of continuous improvement efforts to support a contemporary regulatory system.			
	Data source	A range of primary and secondary sources, including internal reporting and briefings. Data sources will be different for each case study.			
	Targets	45	45	50	50
Measure 7: The number of submissions, proposals or other significant contributions the APVMA makes at domestic or international fora.	Rationale	Active participation in discussions at fora demonstrates the APVMAs contributions to the domestic and global policy development agenda.			
	Methodology	A count of the number of submissions, proposals or other significant contributions the APVMA makes at domestic or international fora, within the reporting period.			
	Data source	Register to be developed			



Strategic objective 3: Building regulatory foresight capability

Performance measure		Reporting periods			
		2025–26	2026–27	2027–28	2028–29
	Targets	60%	65%	65%	70%
Measure 8: The proportion of stakeholders surveyed who believe the APVMA has effective regulatory foresight capability.	Rationale	Well established and robust regulatory foresight capability helps ensure the APVMA is well positioned to regulate the agvet chemical sector of the future.			
	Methodology	Based on data collected from a direct question on this in the survey, expressed as a percentage.			
	Data source	APVMA Stakeholder and Public Survey or Pulse Survey			
	Targets	0 days	0 days	0 days	0 days
Measure 9: The average time taken relative to the relevant legislative timeframe to finalise an application for a new active constituent with accompanying new product(s) (item numbers 1, 2 and 27) (the APVMA will also report on the related minimum and maximum time variance associated with the average).	Rationale	Timely finalisation of applications for new and innovative active constituents and chemical products is a key measure of our success in achieving our purpose. It demonstrates the capacity of the APVMA to perform its regulatory functions in a timely manner as new and innovative agvet chemicals are made available for use by the Australian community.			
	Methodology	The sum of the days taken to finalise all applications in excess of the relevant legislative timeframe (across application item numbers 1, 2 and 27), divided by the total applications (across application item numbers 1, 2 and 27) finalised.			
	Data source	PPLA database			
	Targets	As series of case studies demonstrate the performance of the APVMA.			
Measure 10: The APVMAs efforts to build regulatory foresight capability is effective through the identification of, and readiness to, regulate new and innovative agvet chemicals and other technologies being developed for use by the Australian community.	Rationale	This qualitative (case study) measure demonstrates the APVMAs performance in building regulatory foresight capability as it engages with industry stakeholders seeking to supply new and innovative agvet chemicals and other technologies in Australia.			
	Methodology	Through an evaluative approach of at least three case studies, the APVMA will explain how effectively it delivered the intended outcomes and how it responded to changes in the operating environment. The APVMA will evaluate case studies and look for patterns and lessons across them as part of continuous improvement efforts to build regulatory foresight capability.			
	Data source	A range of primary and secondary sources, including internal reporting and briefings. Data sources will be different for each case study.			



Strategic objective 4: Striving for operational excellence

Performance measure		Reporting periods			
		2025–26	2026–27	2027–28	2028–29
	Targets	95%	95%	95%	95%
Measure 11: The proportion of regulatory and business enabling activities that pass quality audits.	Rationale	The APVMA relies on quality audits to ensure adherence to operational policies and process. These provide assurance that the APVMA is conducting its operations in ways that are consistent with legislation and better practice.			
	Methodology	The count of regulatory and business enabling activities that pass quality audits divided by the number of audits conducted in the reporting period, expressed as a percentage.			
	Data source	Process Audit Tracker			
	Targets	All planned milestones/projects planned for delivery in the reporting period have met budget and schedule.			
Measure 12: The milestones outlined in the APVMA ICT investment plan are delivered on time and on budget.	Rationale	ICT infrastructure is the backbone that supports the APVMAs operations. Ensuring the system is modernised and supports the needs of the agency is paramount to enable this.			
	Methodology	The budget and scheduling status of milestones/projects planned for delivery in the reporting period (based on the most recent APVMA Board-approved version of the ICT investment plan), as at 30 June of each reporting period.			
	Data source	ICT investment plan			
	Targets	Result is within $\pm 5\%$ of the Portfolio Budget Statement estimate each year.			
Measure 13: The APVMA achieves a financial performance outcome each year which is within an acceptable range of the estimate contained in the Portfolio Budget Statement.	Rationale	It is important that the APVMA maintains the financial sustainability of its operations within the funding framework established for it by the Australian Government.			
	Methodology	Total comprehensive income/(loss) for each year (as detailed in the Annual Financial Statements) divided by the Total comprehensive income/(loss) for each reporting period (as detailed in the Portfolio Budget Statements), expressed as a percentage.			
	Data source	Portfolio Budget Statements Annual Financial Statements			



Strategic objective 5: Attracting, developing and retaining talented people

Performance measure		Reporting periods			
		2025–26	2026–27	2027–28	2028–29
	Targets	>= 75%	>= 75%	>= 78%	>= 78%
Measure 14: Proportion of APVMA staff who report a high level of engagement with the APVMA.	Rationale	A high level of commitment to the APVMA, and the overall dedication of staff, contributes to high overall performance, both in terms of output and quality.			
	Methodology	The number of respondents who identify as ‘engaged’ or greater, to the employee engagement questions asked as part of the APS Employee Census, divided by the number of total respondents.			
	Data source	APS Employee Census results			
	Targets	>= 90%	>= 90%	>= 90%	>= 90%
Measure 15: Staff retention percentage within the APVMA during the reporting period.	Rationale	Retaining talented staff is an important part of ensuring the APVMA remains an effective and efficient regulator, reduces financial impacts, and demonstrates the organisation as an attractive employer.			
	Methodology	Number of staff that have not left employment with the APVMA (excluding s26 movements/other mobility arrangements) divided by the average headcount, expressed as a percentage.			
	Data source	Aurion database			



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