



# Strategic Plan 2025–30



## 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 strategic objectives



### 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.



### 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.



### 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 identify 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.



### 4. Striving for operational excellence

The APVMA plays a critical role in ensuring Australians have access to safe and effective agvet chemicals. 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.



### 5. Attracting, developing and retaining talented people

Our people are critical to the delivery of an efficient and effective agvet chemical regulatory system.



## 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.

### Performance measures:

1. The proportion of stakeholders surveyed who agree that the APVMA has been a trusted, transparent and fair regulator over the past 12 months.
2. The proportion of all applications finalised within legislative timeframes.
3. The number of Proposed and Final Regulatory Decisions for chemical reconsiderations that are released in accordance with the timeframe specified in the workplan.
4. The proportion of serious adverse experience reports received and assessments completed by the APVMA within 20 business days of being received.



## 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.

### Performance measures:

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.
6. The APVMA effectively engages with the Australian Government to support the implementation of its Detailed response to the final report on future structure and governance arrangements for the Australian Pesticides and Veterinary Medicines Authority (November 2024) (Detailed response), including matters which the APVMA is directly responsible for implementing.
7. The number of submissions, proposals or other significant contributions the APVMA makes at domestic or international fora.



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

#### Performance measures:

8. The proportion of stakeholders surveyed who believe the APVMA has effective regulatory foresight capability.
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).
10. The APVMA's 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.



### Strategic objective 4: Striving for operational excellence

The APVMA plays a critical role in ensuring Australians have access to safe and effective agvet chemicals. 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 focussed 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.

#### Performance measures:

11. The proportion of regulatory and business enabling activities that pass quality audits.
12. The milestones outlined in the APVMA ICT investment plan are delivered on time and on budget.
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.



## 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:

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

### Performance measures:

14. Proportion of APVMA staff who report a high level of engagement with the APVMA.
15. Staff retention percentage within the APVMA during the reporting period.



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