Australian Government

Australian Pesticides and Veterinary Medicines Authority

Corporate Plan 2026–30

Covering the reporting period

2026–27 to 2029–30

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Introduction

We are pleased to present the 2026–30 Corporate Plan for the Australian Pesticides and Veterinary Medicines Authority (APVMA).

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

The authority aspires to be a global leader in agricultural and veterinary chemicals regulation for the benefit of Australia. To achieve that vision, the APVMA engages and works collaboratively with stakeholders to build community trust and confidence in its role as the national regulator.

The APVMA is committed to undertaking its functions 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.

This corporate plan has been prepared to support the implementation of the APVMA Strategic Plan 2025–30 which focuses priorities and resources on five strategic objectives:

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

The APVMA Regulatory Posture Statement, outlines how it regulates, conducts itself and what the regulated community can expect. Written in plain language, the statement explains how the APVMA exercises its statutory powers, delivers the full range of regulatory functions, and engages with industry, regulated entities and the Australian community. It reaffirms the commitment to being a trusted, transparent and fair regulator, and provides a shared reference point for the principles, behaviours and expectations that guide the regulator's work each day.

The APVMA operates in a rapidly evolving operating environment shaped by accelerating technological innovation, shifting community expectations, rising biosecurity risks, variable economic conditions, and the increasing impacts of climate change. These forces will continue to reshape Australia's agricultural and veterinary sectors, influencing both the types of products being developed and the regulatory approaches required to ensure their safe and effective use.

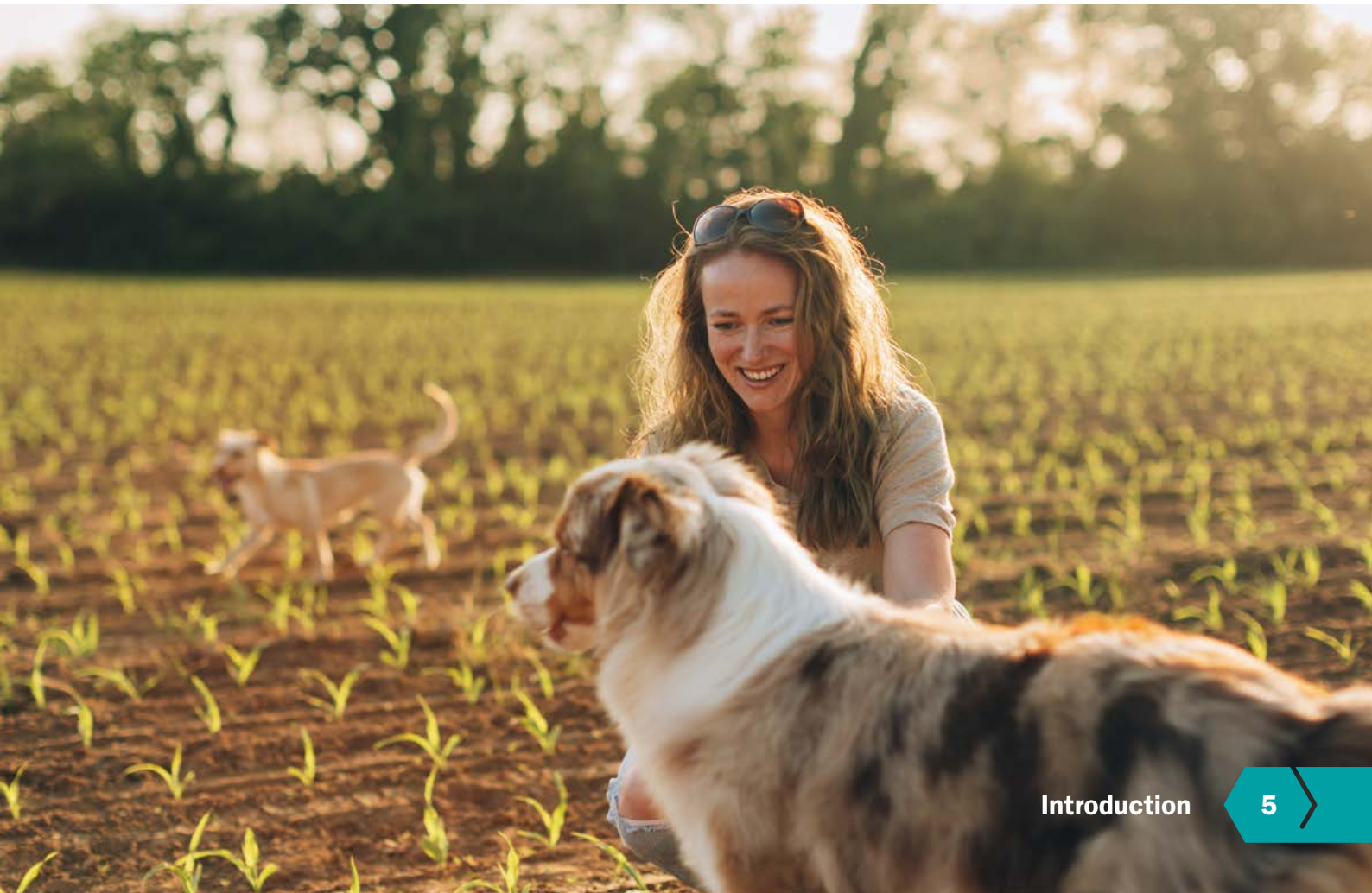
To remain a trusted, modern and effective regulator, the APVMA will focus on strengthening its science-based decision-making and regulatory stewardship. Ongoing advances in biological products, precision application technologies, digital agriculture, and novel veterinary treatments will require the APVMA to develop and implement more contemporary assessment frameworks and flexible pathways that support innovation while maintaining the highest standards of safety.

At the same time, stronger stakeholder expectations for transparency, compliance and responsiveness, alongside increasing biosecurity and climate-driven pressures, will require the APVMA to enhance its collaboration across governments, industries and communities. Through targeted investment in capability, modernisation of processes and the regulatory excellence, the APVMA is preparing to meet these future challenges and enable a safe, competitive and resilient agvet system for Australia.

On behalf of the Board, as the accountable authority of the APVMA, we are proud to present the APVMA Corporate Plan 2026–30, covering the period 2026–27 to 2029–30, 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.

1 Operating context

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, APVMA is responsible for the regulation and control of agvet chemicals up to and including the point of retail sale. The APVMA also administers the import and export of chemicals and medicines.

The NRS is a cooperative scheme between the APVMA and all Australian states and territories that 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 core regulatory functions of the APVMA are to:

- **Assess the suitability for supply in Australia** of active constituents, chemical products and product labels, and make decisions on approvals, registrations, variations, suspensions and cancellations in accordance with the Agvet Codes.
- **Provide information and cooperate with Commonwealth, state and territory governments** on approved active constituents, registered and reserved chemical products, approved labels, and broader matters relating to the management and control of chemical products.
- **Maintain records and statistics** on approvals, registrations, permits and licences issued under the Agvet Codes.
- **Evaluate the effects of chemical product use** in states and participating territories and ensure ongoing scientific assessment and risk-management approaches remain contemporary.
- **Support a nationally consistent approach** to the assessment, regulation and control of chemicals across jurisdictions.
- **Develop codes of practice, standards and guidelines**, and recommend precautions for the manufacture, export, import, sale, handling, possession, storage, disposal and use of chemical products, in cooperation with governments and authorities.
- **Collect, interpret, disseminate and publish information** relating to chemical products and their use, and encourage the application of evaluation and testing results.
- **Exchange information with overseas and international bodies** that have similar regulatory functions.
- **Advise or report to the Minister** on matters relating to chemical products, either when requested or on the APVMA's own initiative.
- **Monitor compliance and undertake enforcement activities** to ensure active constituents, chemical products and labels comply with legislative requirements and protect the Australian community.

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, Regulatory Posture Statement 2026–30 and the Corporate Plan 2026–30 have been prepared to align with the Ministerial Statement of Expectations (issued 22 December 2025) and the Regulator Statement of Intent (issued 17 February 2026). Copies of these documents are available at https://www.apvma.gov.au/node/355171.

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.

The Australian Government's overarching Cost Recovery Policy is that, where appropriate, non-government recipients of specific government activities should be charged some or all the efficient costs of those activities. The Cost Recovery Policy aims to promote consistent, transparent, and accountable charging for government activities and supports the proper use of public resources.

Ensuring the APVMA operates on a financially sustainable footing across the full business cycle remains a core priority. To that end, the APVMA has worked closely with the Department of Agriculture, Fisheries and Forestry (DAFF) to address long term financial sustainability and strengthen the foundations of regulatory capability.

In 2026, the Australian Government endorsed a revised Cost Recovery Policy for the APVMA, introducing several important changes designed to support a more stable and transparent funding model. These include:

- enabling the APVMA to directly recover the full cost of its fee for service activities
- providing ongoing appropriation to meet the costs associated with emergency permit applications
- introducing a nominal fee for minor use permit applications, with remaining costs to be shared equally between sales levies and Commonwealth government appropriations.

Building on this direction, the APVMA Cost Recovery Implementation Statement will ensure the authority is properly resourced to deliver the full suite of regulatory responsibilities while maintaining long term financial sustainability.

Australian Government policy priorities

Ministerial Expectations and Directions

The Assistant Minister for Agriculture, Fisheries and Forestry issued a new Ministerial Statement of Expectations on 22 December 2025. It sets out the government's expectations for how the APVMA will deliver its regulatory functions. This includes implementing commitments from the *Detailed response to the Final Report on Future Structure and Governance Arrangements for the Australian Pesticides and Veterinary Medicines Authority (Detailed response)*. It also supports the broader government goal for Commonwealth regulators to better balance risk mitigation with efficiency, growth and dynamism with the aim to help lift national productivity.

In addition, on 14 July 2023 the then Minister for Agriculture, Fisheries and Forestry issued a direction under Section 10 of the Administration Act to the APVMA requiring the prioritisation of eight legacy chemical reviews. The authority has completed final decisions on five of these and published proposed decisions on two. Completion of the remaining chemical reviews remains an APVMA priority.

Detailed Government Response

In November 2024 the Australian Government released the Detailed Response. The Detailed Response was developed to complement the Government's APS regulatory reform agenda and provides a direct response to several 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 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.

Regulatory Productivity

In July 2025, the Australian Government asked regulators and portfolio departments for ideas to improve regulation and reduce unnecessary burdens on businesses and consumers. Six key themes were identified from the responses:

1. Regulatory simplification – making approvals and processes faster and easier to follow and improving rules, guidance and forms
2. Enabling digital and data capability – applying artificial intelligence (AI) and other digital solutions to work more efficiently and support innovation and growth
3. Better engagement – working closely with stakeholders through co-design, better consultation and stronger feedback loops
4. Improved transparency and performance – sharing work plans and using tools to measure and report on performance

5. Greater collaboration – aligning registers and standards and reducing barriers to sharing data between agencies
6. Targeted reforms – making changes in specific sectors that support innovation and efficiency while maintaining public trust.

The APVMA identified six opportunities to bolster productivity growth through its process enhancement initiatives:

Opportunity:	Action:
Accelerated regulatory pathways for new innovative products such as biologicals and RNA products	Exploring opportunities to modernise and streamline regulatory processes for emerging technologies such as biological and RNA-based products.
Increased leveraging of the work of trusted overseas regulators	Leveraging international regulatory cooperation to improve internal efficiency through strengthening regulatory harmonisation and mutual recognition and considering recognising international approvals and adopting global standards more quickly.
Streamlining regulatory processes and approvals for low regulatory concern products	Exploring opportunities to modernise and streamline regulatory processes, with a particular focus on enabling more timely access to low concern agvet chemical products.
Improved pathways for minor use product approvals	Considering options to make the registration of minor use products more efficient, particularly those that have been repeatedly issued minor use permits and are considered low regulatory concern, to support the transition of such products from permit to full registration.
Improved application processes	Undertake a comprehensive review of application processes, including Pre Application Assistance (PAA) service and preliminary assessment processes to improve efficiency through triaging and assessing applications appropriately from the outset. Key initiatives include reviewing the Application Instrument and updating website content to improve guidance materials.
Increased use of external scientific expertise	Supplement internal expertise and improve the timeliness of assessments through expanding use of external scientific reviewers to support regulatory decision-making.

Regulatory Posture

The APVMA operates with a clearly defined regulatory framework, underpinned by the Regulatory Posture Statement which is aligned with the APVMA's legislative framework and the Ministerial Statement of Expectations. The Regulatory Posture Statement states:

- We are accountable to the Australian public and to the Parliament
- We deliver the full suite of regulatory functions in accordance with legislative obligations
- We place the onus on applicants and registrants to satisfy the legislative requirements
- We make consistent and predictable decisions that are data-driven and evidence-based
- We apply risk-based approaches that support productivity
- We act swiftly when there is evidence of non-compliance
- We are clear and concise in communications.

This posture ensures that the APVMA is clearly articulating how it regulates, how it behaves and what the regulated community can expect from it. There is a tangible and important alignment between the Strategic Plan 2025–30, this Corporate Plan and the Regulatory Posture Statement. Taken together, these form the framework to guide the strategic direction of the APVMA over the coming four years.

Environment

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

- modernising through emerging technologies
- changing societal attitudes towards regulation and compliance
- increasing biosecurity risk
- economic circumstances
- a changing climate.

While most of these factors are outside of the APVMAs control, it must be prepared for them and proactively respond to them. Where possible, the APVMA needs to do what it can to influence the outcome for the benefit of Australia and Australians.

1. Modernising through emerging technologies

Approaches to designing, manufacturing, using and disposing of agricultural chemicals and veterinary medicines are evolving rapidly. Regulators now need to adapt quickly to keep pace with modern expectations. Globally, users of agricultural chemicals are shifting away from older chemistries driven by resistance, safety concerns and public pressure. This shift is accelerating innovation in new and alternative non-chemical products and solutions such as integrated pest-management practices.

Similar macrolevel forces, including advances in biotechnology and changing animal health needs, are reshaping the use and development of veterinary pharmaceuticals. As these trends progress, scientific safety assessment and risk-management practices will continue to be enhanced to ensure regulatory decisions remain robust and evidence-based.

Precision agriculture uses detailed spatial, temporal and individual plant or animal data to guide management decisions that improve efficiency, productivity and sustainability. Chemical application technologies for farming and land management activities are advancing quickly, with optical spot-spraying, drones (Remotely Piloted Aircraft Systems) and fully automated systems becoming increasingly common. The APVMA incorporates evolving application methods into its risk assessments when evaluating proposed chemical uses to enable uptake and benefit Australian agricultural productivity and competitiveness globally.

New approach methodologies (NAMs) are innovative scientific approaches that aim to provide more accurate, efficient, human-relevant and risk factored information to inform the safety assessment of veterinary chemicals while reducing the reliance on *in vivo* vertebrate testing. These methods leverage advances in *in vitro, ex vivo,* and *in silico* methods to predict toxicity and understand physiological effects on animals. Regulatory acceptance of NAMs for safety assessment of veterinary chemicals is increasing globally and it is imperative that the APVMA have the knowledge and expertise needed to evaluate dossiers containing NAM-derived data.

Investment in the development of mRNA vaccines for use in veterinary medicines has been growing in recent years as these vaccines represent a promising alternative to traditional vaccine approaches because of their high potency, capacity for rapid development to reduce development lead times, potential for low-cost manufacture and safe administration.

Research is underway in Australia and overseas to develop new vaccines for livestock diseases such as lumpy skin disease and foot-and-mouth disease. The APVMA expects to receive applications to register newly developed mRNA vaccines. It is working closely with industry, researchers and federal, state and territory governments to shape an accurate regulatory approach. This work aims to ensure that risks to people, animals, the environment and Australian trade are properly assessed and managed. It also helps Australia capture the benefits of these emerging technologies.

Biological agricultural products (also known as biopesticides), derived from natural materials such as plants, bacteria, viruses and certain minerals, are being developed to deliver benefits including reduced or eliminated chemical residues, lower risk of resistance development, shorter re-entry intervals, biodegradability and a reduced carbon footprint. These products offer opportunities to support integrated pest management programs by complementing synthetic chemicals for resistance management, reducing reliance on conventional chemistries, and maintaining or improving crop yield and quality, while aligning with broader sustainability and environmental stewardship objectives.

Emerging technologies in the biological space include dsRNA-based agricultural chemicals and bacteriophage. Both of these represent novel and targeted approaches to pest management that require the APVMA to ensure it has both the scientific capability to assess and the legislative framework to regulate.

It is anticipated that there will be from 10 to 20 percent annual growth in the biologicals sector and the APVMA recognises that it must play a critical and enhanced role in facilitating the availability of these emerging technologies through the development of appropriate regulatory processes. The APVMA is working with stakeholders in efforts to develop a formal regulatory definition and streamlining biological agricultural product regulation.

Over the next 5 years, progress towards the implementation of e-labels and smart labels for agvet chemical products 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. The APVMA is positioning itself to ensure these new labelling systems achieve their intended purpose of enhancing label access and functionality to meet Australia's specific needs.

2. Changing societal attitudes towards regulation and compliance

All Australians expect the APVMA to be a trusted, transparent and fair regulator that makes scientifically robust regulatory decisions. This is achieved by adhering to best practice principles, operating according to the statutory criteria and utilising the best available scientific information and methods. It is critical that the APVMA continues its mandate to be a risk-based regulator for the Australian agvet chemical regulatory system.

All agvet chemical products sold in Australia must display an APVMA registration number on their label unless exempt from registration. The importation, distribution, sale and use of unregistered veterinary products represent a potential risk to the health and safety of Australians, Australia's livestock industries, companion animals, cropping systems, and the environment. The availability of unregistered products through a variety of online platforms and pathways is an ongoing regulatory challenge.

It is important to Australians that the APVMA uses the full range of its statutory powers to ensure compliance with the Agvet Code. The authority continues to take strong action to protect the community, demonstrated by a significant year-on-year increase in the removal of unregistered agvet chemical products from online marketplaces, with further growth expected in 2026–27. To support this work, the APVMA is exploring software solutions to automate much of the current manual searching, which is anticipated to boost detection and removal of unregistered products.

The APVMA works with major online marketplaces (including eBay, Amazon, Facebook, Gumtree, Kogan and others) to ensure products sold through these platforms comply with 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. By using the full suite of statutory powers to ensure compliance, the APVMA creates a level playing field for registrants to supply their agvet chemical products in the Australian market.

3. Increasing biosecurity risk

Biosecurity measures play a critical role in reducing the risk of invasive pests and diseases entering Australia and eradicating, controlling, and/or monitoring those already established. While Australia has long benefited from being an island nation, factors including growth in trade volumes and people travelling are increasing the chance of incursions from international sources.

The APVMA is committed to working with Commonwealth and State and Territory partner agencies on potential biosecurity concerns through the provision of regulatory functions including the issuing of emergency permits and supporting the registration of critical new agvet chemicals for use against these emerging threats.

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

The Australian Bureau of Agricultural and Resource Economics March 2026 Agricultural Commodities Report indicates that Australia's agricultural sector is entering a period of weakened performance, with the gross value of agricultural production forecast to fall by 6 per cent, export values by 9 per cent, and average broadacre farm business profits by 40 per cent in 2026–27.

These forecast declines are driven by reduced commodity prices, lower production volumes, and constrained seasonal conditions, particularly below average rainfall across southern agricultural regions. Higher input costs including labour, fuel, fertiliser, services, and chemicals combined with a strengthening Australian dollar are expected to further compress margins, limiting producers' capacity to invest and reducing overall activity across broadacre industries.

These economic conditions are expected to influence chemical use patterns across the sector. Chemical prices are forecast to rise due to increased input costs, combined with forecasts for reduced planting areas, lower farm incomes, and high irrigation water prices are likely to constrain total chemical purchase volumes in broadacre cropping systems.

At the same time, climate related pressures such as dry conditions, increased pest and weed risks, and biosecurity threats may intensify reliance on certain crop protection products, particularly within higher value horticultural sectors. As a result, total chemical expenditure is forecast to remain steady or rise modestly even as application volumes shift or decline.

5. A changing climate

The impact of climate change on the products regulated by the APVMA will require the Agency to adapt and evolve both its internal operations and its regulatory approaches.

Climate change is already impacting the distribution and behaviours of key pests. Some pests are now active for longer durations each year while others can complete additional life cycles within a single season. This results in higher pest pressures on crops, livestock, and the environment. In addition, extreme weather events can create favourable environments for outbreaks of insects, weeds, and plant diseases that were previously limited by climate constraints.

These developments have important implications for agvet chemical regulation as increased pest pressures may require expansion of existing products through new use patterns and the introduction of new registered products. Climate-driven changes in pest dynamics also reinforce the importance of ongoing scientific assessment, surveillance, and regulatory agility to ensure that chemical products remain effective and ensure the health and safety of people, animals and the environment.

2 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.
Key deliverables:	
Develop and implement an enhanced application process	Chemical Reviews (Ministerial Direction)
Develop guidance for reference products and pathways for generics	Regulatory Risk Manager Training to build capacity and ensure legislative compliance

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.
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 the Good Manufacturing Practice (GMP) code	Revision of crop groupings
Operationalise trans-Tasman agreement with New Zealand to share new product assessments	

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	Guideline on Data Requirements for Veterinary Immunobiological Products

Strategic objective 4: Striving for operational excellence

The 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:		
PPLA Portal uplift program	Implement new managed service provider for ICT services	Cost Recovery Policy review and Implementation
Enhance applicant experience through improvements to external portal functionality	Improve data list editor functionality and integration with data management systems	

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:		
Enhance talent management and capability frameworks	Enhance External Scientific Reviewer capability	
Regulatory Risk Manager Training to build capacity and ensure legislative compliance	Strengthen professional and leadership development programs	

3 Capability

Strengthening regulatory maturity

The APVMA recognises that 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 APVMA's regulatory context is guided by its legislative framework, the Ministerial Statement of Expectations, and the APVMA Regulatory Posture Statement.

The APVMA Regulatory Posture Statement 2026–30 establishes a set of behaviours that outlines clear expectations and accountability to provide clarity for both employees and stakeholders with respect to their obligations. This reflects the commitment to being a trusted, transparent and fair regulator. The authority recognises that trust is critical to its ability to regulate effectively, and that transparent engagement is essential to its approach.

In the release of this statement, the APVMA has revised its posture to articulate that it places the onus on applicants and registrants to satisfy the legislative requirements. This position enables staff to focus their time on assessing complete and valid submissions while rewarding quality applications, enabling them to achieve faster regulation.

Through this mechanism the APVMA is committed to proactively improving its regulatory systems, ensuring that its practices and processes remain relevant, coherent and effective.

Workforce

People are at the heart of the success of the APVMA, and the authority is focused on attracting, developing and retaining talented people. The APVMA is committed to implementing a comprehensive suite of policies and frameworks to ensure employees have the necessary tools and support to excel in their work.

The APVMA People Plan 2025–28 sets the overarching direction and priorities for achieving its purpose in alignment with the APVMA Strategic Plan 2025–30, with particular emphasis on *strategic objective 5: attracting, developing and retaining talented people*.

To do this, the People Plan leverages 4 pillars:

1. strengthen recruitment and development of people
2. embed a purpose-driven organisational culture
3. build purposeful and integrity-based leadership
4. embrace data, HR Metrics and technology.

Through the delivery of contemporary training solutions and continuous development, the APVMA workforce will be well-supported, developed and equipped with the skills and confidence to excel.

The APVMA will continue to build, deliver and embed programs that support its people to be effective leaders aligned to the APS Values, with a focus on implementing a formalised succession planning approach to ensure leadership and critical role pipelines.

ICT and Artificial Intelligence

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.

The APVMA will develop an updated ICT, Digital and Data Strategy in 2026–27 that will shape future ICT investment and capability uplift across the agency, to:

- deliver secure, reliable, and sustainable ICT services
- better enable innovation, including transforming manual processes into improved digital practices
- 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 authority and stakeholders, while also optimising value for money for the government.

Artificial intelligence, as distinct from automation and automated decision-making, is developing rapidly, and the Australian Government is investigating opportunities to leverage the technology to increase efficiency and productivity. The APVMA is exploring artificial intelligence technologies to improve efficiency and productivity of regulatory and business processes, while ensuring regulatory judgements and decision-making remain the preserve of people, while facilitating the existing use of rules-based processing in accordance with legislation.

Technological enhancements, including the use of artificial intelligence in controlled environments (wherein the APVMA has control over the data being utilised by software), are expected to improve APVMA processes. These tools can shorten assessment timeframes and increase regulatory productivity. For example, AI can automate the review of large datasets and reports, reducing the time needed for literature reviews and data analysis. The APVMA is also exploring ways to improve efficiency and consistency in report preparation, including editing and formatting, by using generative AI assistants.

Cyber security is an important focus across the Australian Public Service. 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.

Enterprise 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's 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 level for individual risks, as outlined in the Risk Appetite and Tolerance Statement.

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, which advises the Board and senior executives on the effectiveness of the systems of risk oversight, management and internal control
- the Executive Team, which stewards 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.

Strategic risks	Mitigation strategies
Operations: • Quality of regulatory decision-making • Timeliness of regulatory decision-making	• 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 initiatives ensuring internal regulatory and business processes are efficient and effective and will be subject to continuous improvement. • Developing and implementing an enhanced application process. • Developing guidance for reference products and pathways for generics.

Strategic risks	Mitigation strategies
Financial: • Financial sustainability	• Revised Australia Government cost recovery policy for the APVMA. • Possessing an appropriate Cost Recovery Implementation Statement that supports the collection and management of fees and levies. • A financial strategy and budget that maintains a long-term view of the APVMAs finances. • Planning and Budgeting frameworks enabling Executive and Board oversight of the delivery of organisational activities.
Systems, data and infrastructure: • Adequacy of ICT systems/ processes • Cyber and information security	• The ICT Strategy and Roadmap 2023–2028 sets the priorities for investment in the ICT capability and to address key ICT risks. • Implement new managed service provider for ICT services. • Undertaking proactive cyber security testing, including penetration testing and data loss investigation.
People capability: • Attracting, developing and retaining talented people	• Through the People Plan, recruit, train and retain expert staff to continue delivering regulatory requirements, in line with workforce planning outcome. • Develop talent management and capability frameworks. • Strengthen professional and leadership development programs. • Investing in additional external capacity, through Expert Scientific Reviewers. • Regulatory Risk Manager Training to build capacity and ensure legislative compliance.
Innovation and Continuous Improvement: • Inadequate regulatory foresight capabilities to support a contemporary regulatory system	• The APVMA has established an Innovation and Insights section to lead the strengthening of innovation capability.
Health and safety: • Wellbeing, health and safety of staff and contractors	• Through the Health and Safety Management Framework, provide a safe and secure working environment for its workers. • Undertake a range of well-being initiatives including the Employee Assistance Program and flexible working arrangements.
Legal and compliance: • Legislative compliance • Fraud, corruption and misconduct	• Revised Legislative Compliance Framework. • 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. • APS Values and Code of Conduct.
Reputation and partnerships: • Being perceived as a trusted, transparent and fair regulator • Community confidence in the chemical review program • Collaborating effectively with regulatory partners to deliver coordinated and harmonious regulation	• Revising the work approaches of the Chemical Review Program. • Through the Stakeholder Engagement Framework, proactively support engagement and collaboration with a wide range of stakeholders to encourage ongoing discussions. • Through process enhancement initiatives, the APVMA seeks to ensure it administers the Agvet Code in an efficient and legally compliant manner. • Domestic and international fora engagement programs.

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
- support applicants to understand legislative requirements and improve submission quality
- 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.

The APVMA maintains four key advisory forums to provide expert advice and stakeholder perspectives to the APVMA on strategic matters relating to the statutory criteria of safety, efficacy, trade, and labelling in the regulation of agricultural and veterinary chemicals:

1. APVMA Advisory Group
2. National Registration Scheme Advisory Group
3. Agricultural Chemicals Working Group
4. Veterinary Medicines Working Group.

Members of each Group include industry representative bodies, agvet chemical users, state and territory governments, other regulators and Australian community groups. Together this breadth of membership provides a broad range of expertise and perspectives, affording opportunities to understand diverse stakeholder perspectives and support good regulatory processes through holding varied, evidence-based and balanced stakeholder dialogue.

4 Performance measures

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

Performance measure		Reporting periods			
		2026–27	2027–28	2028–29	2029–30
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 stakeholder survey, expressed as a percentage.			
	Data source	APVMA Stakeholder and Public Survey or Pulse Survey.			
	Targets	**68%**	**70%**	**70%**	**72%**
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	**90%**	**90%**	**90%**	**90%**
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 progress 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	**All planned milestones/projects planned for delivery in the reporting period have met schedule**			
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 received and assessments completed within 20 business days as a percent of the total received and assessed within the reporting period.			
	Data source	AER database.			
	Targets	**75%**	**75%**	**75%**	**75%**

Strategic objective 2: Supporting a contemporary regulatory system

Performance measure		Reporting periods			
		2026–27	2027–28	2028–29	2029–30
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	AER database and Comtrac database.			
	Targets	**200** **85%**	**200** **85%**	**200** **90%**	**200** **90%**
Measure 6: The APVMA effectively engages with the Australian Government to support the implementation of its policy priorities in respect of the APVMA, agvet chemical regulation and productivity enhancing regulatory reforms, 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 Australian Government's policy priorities for a contemporary regulatory system.			
	Methodology	Through an evaluative approach of at least three case studies, the APVMA will explain how effectively it engaged with the Australian Government to: a) Support the implementation of components of the Detailed response that the APVMA is responsible for and addressing how it responded to changes in the operating environment b) Address and respond to the policy priorities outlined in the Ministerial Statement of Expectations, and/or c) Support the regulatory productivity agenda and implement identified enhancements to the APVMA's practices. 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.			
		A series of case studies demonstrate the performance of the APVMA			
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	International stakeholder engagement register, domestic stakeholder engagement register.			
	Targets	**45**	**50**	**50**	**50**

Strategic objective 3: Building regulatory foresight capability

Performance measure		Reporting periods			
		2026–27	2027–28	2028–29	2029–30
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	**65%**	**65%**	**70%**	**70%**
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 average days taken to finalise item 1, 2 and 27 applications minus the average days allowed to finalise those applications per legislation and/or agreed timeframes.			
	Data source	PPLA database.			
	Targets	**≤ 0 days**	**≤ 0 days**	**≤ 0 days**	**≤ 0 days**
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.			
	Targets	**A series of case studies demonstrate the performance of the APVMA**			

Strategic objective 4: Striving for operational excellence

Performance measure		Reporting periods			
		2026–27	2027–28	2028–29	2029–30
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	**95%**	**95%**	**95%**	**95%**
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	**All planned milestones/projects planned for delivery in the reporting period have met budget and schedule**			
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.			
	Targets	**Result is within ±5% of the Portfolio Budget Statement estimate each year**			

Strategic objective 5: Attracting, developing and retaining talented people

Performance measure		Reporting periods			
		2026–27	2027–28	2028–29	2029–30
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	**>= 75%**	**>= 75%**	**>= 78%**	**>= 78%**
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.			
	Targets	**>= 90%**	**>= 90%**	**>= 90%**	**>= 90%**

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