



Australian Government
Department of Agriculture,
Fisheries and Forestry

Corporate Plan

2022–23



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Acknowledgement of Country

We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment and community. We pay our respects to the Traditional Custodians of the lands we live and work on, their culture, and their Elders past and present.

Photographs

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Foreword

Our vision as a department is a more sustainable and prosperous Australia through biosecurity, agricultural production and trade. We will achieve our vision by working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

Our department works to enhance the value and contribution of these industries. We maintain and create agricultural export opportunities, to provide gains for Australian agriculture, fishing and forestry. We manage biosecurity risks to Australia to protect our multi-billion-dollar industries and our way of life. We engage with international counterparts to reinforce Australia's role in shaping how the global agriculture and fibre sector addresses food security, productivity, trade, sustainability and the impacts of climate change.

The agricultural, fisheries and forestry industries are key contributors to Australia's economy and to global and Australian food security.

This *Corporate Plan 2022–23* is our primary planning document and forms part of our annual strategic planning process. It sets the pathway for our strategic direction and performance and outlines how we intend to deliver against our purpose over the next 4 years (2022–23 to 2025–26).

We have developed a new purpose and objectives to enable us to adapt to our changing operating environment and deliver on government priorities. This has meant changes to our key activities and associated performance measures. We appreciate the perspectives and guidance received from the Department of Finance, Australian National Audit Office, the department's Audit and Risk Committee, and other stakeholders to inform this corporate plan.

We will continue to mature and improve our performance framework to better reflect what we do. *Our Corporate Plan 2023–24*, to be published in August, will include the refinement and addition of key activities and performance measures relating to our work in fisheries, forestry and animal welfare.

We are seeking to accommodate different and competing priorities in our first year of operation. After years of drought, flooding was a dominant feature of the Australian climate in 2022 and continues to be a challenge. Farmers have also had to wrestle with the rising costs of fuel and fertiliser, and worker shortages in some industries. At the same time, many farmers have benefited from strong commodity prices and record crop production in some states.



The experience of 2022 demonstrates the volatility in both world markets and Australia's climate. This highlights the importance of supporting the agricultural, fisheries and forestry industries to prepare for and respond to the impacts of global markets, climate change and shifting consumption patterns, so that they can remain competitive and sustainable.

Climate change is a contributing factor in the ever-growing threat of exotic pests and diseases our country is facing. Australia's first ever National Biosecurity Strategy will strengthen our ability to respond to threats, including African swine fever, foot-and-mouth disease, lumpy skin disease, hitchhiker plant pests such as khapra beetle and brown marmorated stink bug, and the *Xylella fastidiosa* disease. This strategic vision for Australia's future biosecurity system to 2030 was developed in collaboration with state and territory governments and industry.

Partnering with stakeholders is critical for us to achieve our objectives. We are committed to working with First Nations people to activate the economic value of land, water and sea resource rights. We will take a national leadership role across the agricultural, fisheries and forestry industries to maximise economic and social opportunities for First Nations Australians.

To ensure we can deliver on our objectives, we are committed to strengthening the productivity and capabilities of our people. We have identified strategic focus areas where additional and discretionary effort is needed to drive improvements over the next 4 years.

I am proud to lead a diverse workforce, dedicated to making a difference and delivering on our purpose. Together, we work to enhance our agricultural industries and manage the threat of biosecurity risks for the benefit of all Australians.

Statement of preparation

As the accountable authority of the Department of Agriculture, Fisheries and Forestry, I present the *Corporate Plan 2022–23*. This plan covers the reporting periods from 2022–23 to 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in blue ink, which appears to read 'Andrew Metcalfe'. The signature is fluid and cursive, with a large loop at the end.

Andrew Metcalfe AO
Secretary
Department of Agriculture, Fisheries and Forestry



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About us

Our purpose

Working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

Our objectives

1. Support industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions.
2. Strengthen our national biosecurity system to provide an appropriate level of protection to Australia's people, our environment and economy from the biosecurity threats of today and tomorrow.
3. Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.

The Department of Agriculture, Fisheries and Forestry supports Australia's food and fibre industries to grow and thrive. We represent national interests across the agricultural, fisheries and forestry industries. We support the Minister for Agriculture, Fisheries and Forestry, Senator the Hon Murray Watt.

Figure 1 shows that our 3 objectives are connected and united by our focus on production, trade and biosecurity.

Our policies and initiatives promote better resource management practices, innovation, self-reliance, improved access to international markets and international engagement. This contributes to more sustainable, productive and profitable industries.

We safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases. We do this through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australia's agricultural, food and fibre industries.

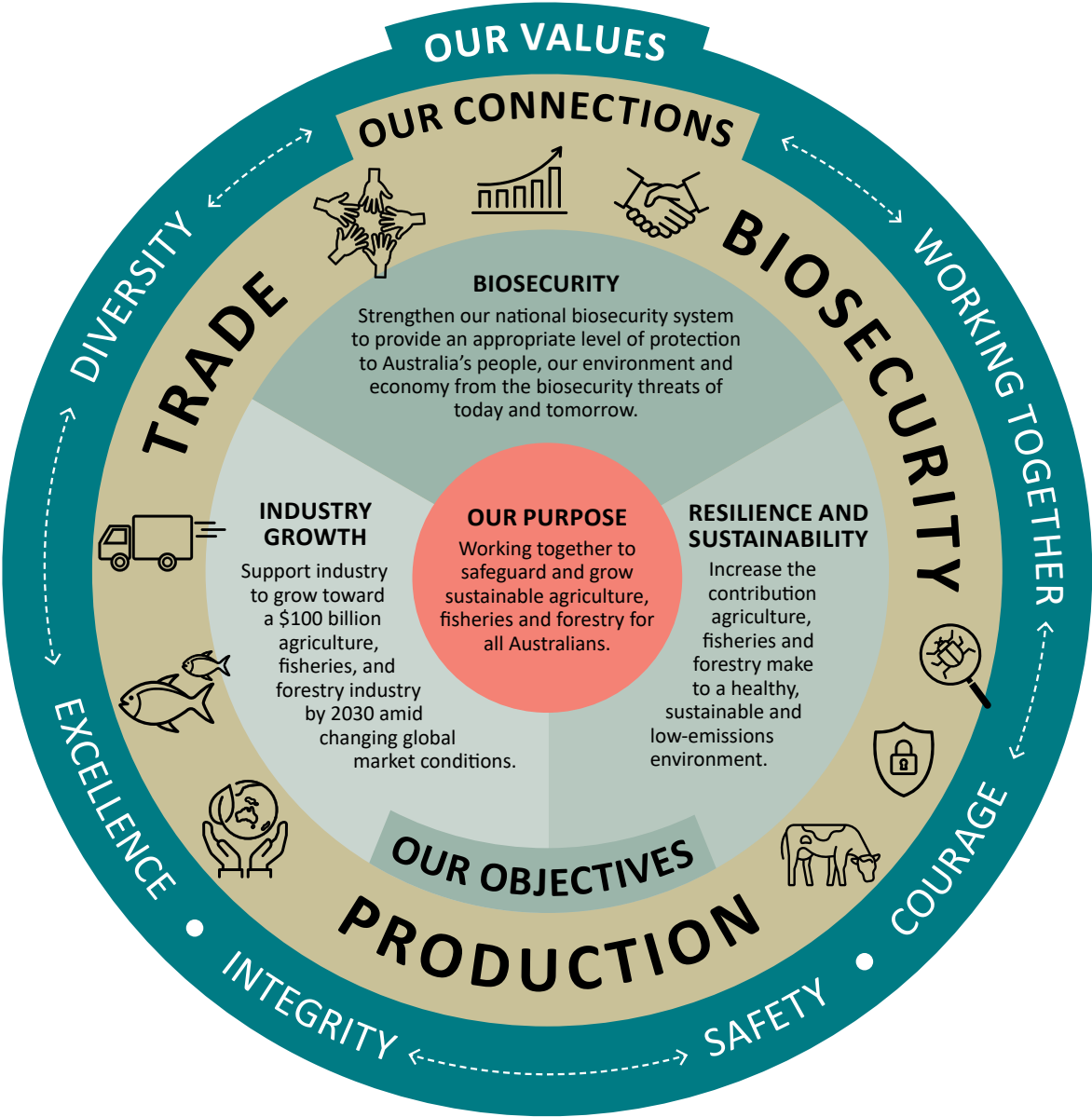
Our work is central to the lives of Australians, particularly those living in regional, rural and remote communities. We support economic prosperity and jobs, while helping our industries build their sustainability and premium credentials. Our diverse roles and functions include biosecurity operations and trade facilitation, world-class science and research, policy advice to government, program administration, client services and regulation.

As a regulator we enforce laws relating to:

- agricultural goods imported into and exported from Australia
- agricultural levies
- imported food safety
- imported wood and paper products
- pest and disease risks of goods, people and vessels arriving in Australia.

Together our purpose and objectives are consistent with the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), Public Governance, Performance and Accountability Rule 2014 and the Department of Finance resource management guides. Along with our values and principles, our purpose and objectives set the context and foundation for our key activities and how we deliver them.

Figure 1 Our purpose, objectives, connections and values

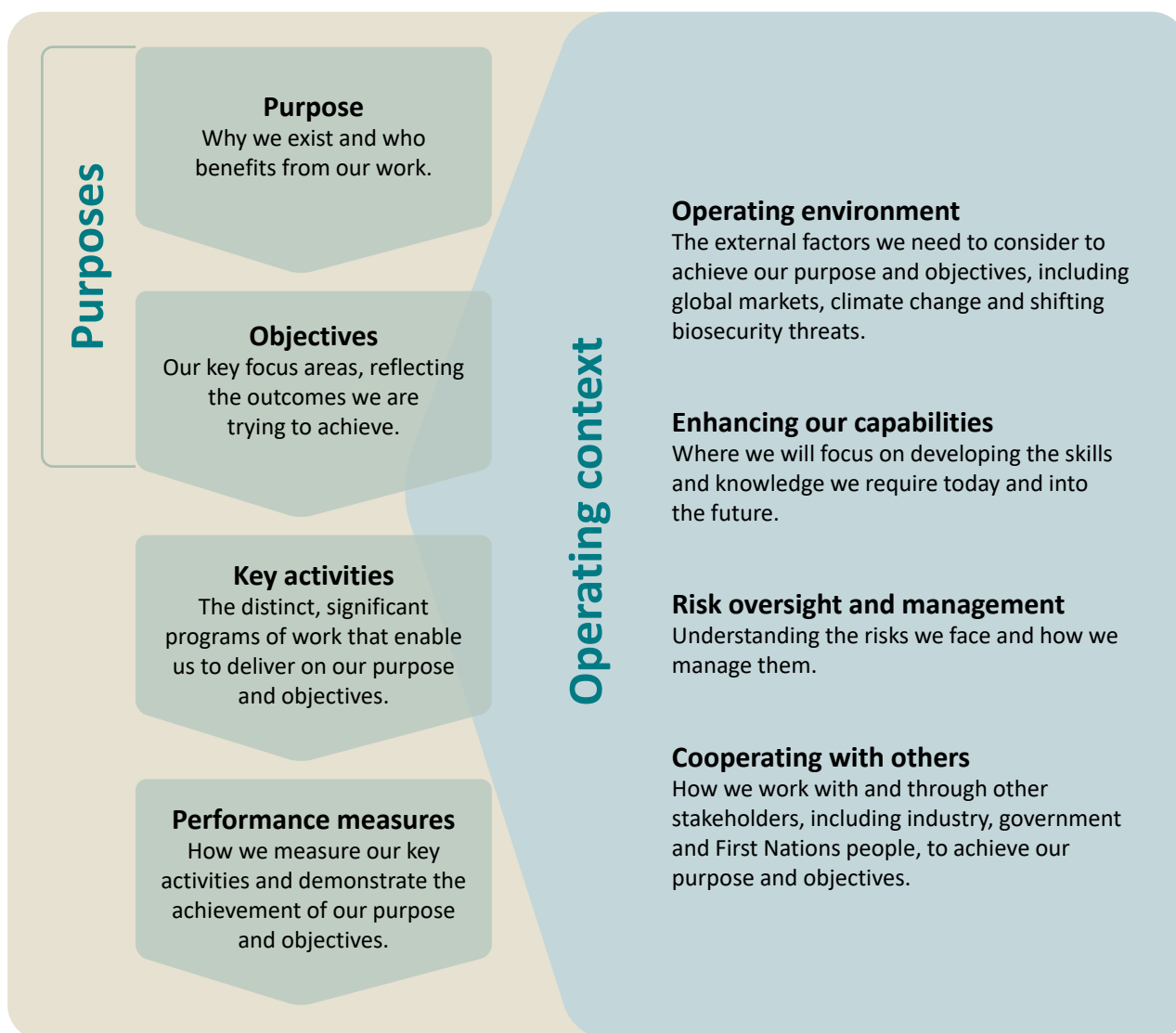


Our key activities

1. Support sector productivity, resilience and growth through science, policy and partnership.
2. Maintain and expand exports and access to international markets.
3. Streamline export regulations and compliance arrangements.
4. Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.
5. Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.
6. Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.
7. Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.
8. Increase the contribution that agriculture makes to a healthy, sustainable environment.

Figure 2 shows the connections between our purpose, objectives and key activities and the other elements of our corporate plan.

Figure 2 How the elements of our corporate plan integrate



Our operating context

Operating environment

Expectations for global economic growth in 2023 to 2024 are continuing to fall. This is in response to rising global inflation, a slower Chinese economy and continuing uncertainty in global markets because of the war in Ukraine.

Australia's economy and agricultural sector have been resilient, with consumer spending supported by record low unemployment despite rising cost-of-living pressures. Australian agricultural exports have benefited from high commodity prices.

Above average rainfall due to 3 years of the La Niña weather cycle has been good for national agricultural production prospects, after years of drought. But it has also resulted in significant localised impacts such as flooding, livestock losses, quality downgrades for crops and price rises at the checkout. Flooding has also caused widespread logistical issues for supply chains – slowing livestock slaughter, shearing, milk production and deliveries of inputs.

Years of workforce shortages have affected the agricultural industry. We are working to strengthen and expand the [Pacific Australia Labour Mobility](#) scheme to fill remaining labour gaps in rural and regional Australia and agriculture nationally.

Despite these challenges, significant opportunities exist for the agricultural, fisheries and forestry industries through new products, markets and avenues for adding value, and more sustainable practices.

Navigating changing global markets

The World Bank expects that global food prices will remain at very high levels till the end of 2024, worsening food security and reversing years of development gains. Many countries have continued their restrictions on trade in agricultural products, although the level of restrictions has fallen from recent peaks.

The department's Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) forecasts the gross value of Australia's agricultural, fisheries and forestry production will exceed \$91 billion in 2022–23, the second-highest on record after 2021–22.

Beyond 2022–23, Australian agricultural production is expected to fall from record levels, and production by major competitors to rebound. Long-term growth and farm viability will continue to be underpinned by productivity and effective risk management.

Consumption patterns are shifting. This includes increased demand for food safety, traceability and assurance systems to verify that food and products are convenient, healthy, ethical and sustainable. Working with industry and state and territory governments, we are leading a national approach to improve traceability in agricultural supply chains through the [Australian Agricultural Traceability Alliance](#). This will strengthen the traceability frameworks already in place, especially around food safety, provenance and biosecurity. Transparent traceability systems will drive our access to premium overseas markets by showing consumers that Australia's agricultural products are safe, clean and sustainable from paddock to plate.

Responding to biosecurity threats

An increase in detections of significant pests and diseases at our border is intensifying pressure on Australia's biosecurity system. And the impacts of climate change mean that those threats will increase. The presence of foot-and-mouth disease and lumpy skin disease in Indonesia has put us on heightened alert for the risk of an incursion into Australia.

We have responded by:

- strengthening biosecurity measures at our borders with more biosecurity officers, detector dogs and mail screening
- providing expert veterinary assistance to Indonesia, including over 430,000 vaccines for lumpy skin disease and 1 million vaccines for foot-and-mouth disease.

The best way to prevent these diseases reaching Australia is to halt their spread through Indonesia.

As part of strengthening our biosecurity response capability, we are also working closely with the National Emergency Management Agency, industry, states and territories, and other Australian Government departments and agencies to improve our preparedness for exotic animal disease outbreaks. Together, we have also developed Australia's first National Biosecurity Strategy, which sets a collective vision for our future biosecurity system.

Improving sustainability

A significant challenge over the next 4 years will be making agricultural production more sustainable. Agriculture accounts for about 16% of Australia's carbon emissions, and farmers understand that reducing our agricultural emissions is important. They are on the frontline of climate change, experiencing the harsh cycle of extreme drought and rainfall, and associated fire and flooding events. Emissions from the land sector fell by 79% between 2005 and 2021.

We are investing in measures to support competitively sustainable production. Using an evidence-based approach will enable our producers to reach international consumers and markets with a product that is sustainable and at an affordable price point.

The next phase of the Natural Heritage Trust will include investment in transitioning the agricultural industry towards sustainable farming and land management practices, building Australia's climate and disaster resilience and contributing to emissions reduction and improved environmental outcomes.

We are also investing in research into the commercialisation of seaweed as an emission-reducing livestock feed. And the Australia-wide National Institute for Forest Products Innovation has been established to support transformative research and innovation in forest industries.



Enhancing our capabilities

To deliver our work in a changing environment we need a sustained and collective effort to enhance the skills, knowledge and capabilities of our workforce. We need to proactively contribute to whole-of-government policy priorities such as emissions reduction, improving productivity, supply-chain resilience, education and skills, and empowering First Nations people.

Strategic priorities

Our strategic priorities identify areas of additional and discretionary effort that will drive improvements in our work and enable us to deliver our objectives over the next 4 years. Our strategic priorities are to:

1. Increase agricultural, fisheries and forestry productivity, enhance value-adding and work with industry to increase workforce capability.
2. Maintain and improve agricultural, fisheries and forestry market access.
3. Enhance our biosecurity preparedness, response and intervention capacity and performance, and strengthen the operational performance of our biosecurity system.
4. Improve the sustainability of agriculture, fisheries and forestry, including the transition to a low-emissions future, and resilience to economic, social, environmental and climate change.

Our First Nations commitment

First Nations people have responsibility and stewardship of the land and seas around Australia. They have cared for Country in this way across generations for tens of thousands of years and continue to do so today.

In delivering our purpose and objectives, we commit to realising shared benefits with First Nations people. This includes working with them to activate the economic value of land, water and sea resource rights, and strengthening the crucial role of Indigenous ranger groups in Australia's biosecurity protection.

We will take a national leadership role across the agricultural, fisheries and forestry industries to maximise economic and social opportunities for Indigenous Australians. We will also work in partnership with them to achieve the Australian Government's reforms and targets under the [National Agreement on Closing the Gap](#).

We are determined to make a beneficial contribution through partnerships and investments in First Nations people and through innovations and ideas led by First Nations knowledge. We will do this through the development of the department's First Nations Platform for Shared Benefits Realisation. This transformational agenda will provide a broad approach to implementing the government's First Nations policy. It will also guide us in our own policy and industry leadership activities, and in our partnerships and research efforts with Indigenous Australians.

Investing in our people

We will equip our people with tools and strategies to work in new ways, build strong, adaptable leadership at all levels and incorporate change into how we think about our roles.

Building a safe, diverse, inclusive and high-performing culture united by our purpose and values will enable us to build a future-ready workforce through delivery of government priorities, and foster outstanding leadership and consistent behaviours. Our *Inclusion Strategy 2021 to 2024* outlines the key steps we are taking to ensure we foster a diverse and inclusive culture throughout our organisation.

Our values and principles underpin everything we do. They set the context and foundation for our key activities and how we deliver them. We adhere to the Australian Public Service (APS) Values of being impartial, committed to service, accountable, respectful and ethical. We support these through Our Core 4 values. These provide a shared understanding of how we work together and with our stakeholders and partners. They help us achieve our purpose and objectives.

Our Core 4 values are:

1. Working together – We collaborate and share information. We actively look for opportunities to connect across the department and with our stakeholders, partners and the community. We look after each other, support each other and work as a team.
2. Courage – We look for opportunities to innovate. We try new things and engage with risk. We call out unacceptable behaviour. We own up to and learn from our mistakes.
3. Diversity – We are diverse in who we are and the work we do. We listen to and draw on the experience, expertise and knowledge of others. We are inclusive. We acknowledge and respect diverse cultures and backgrounds.
4. Excellence – We work to the best of our ability. We accept personal responsibility for our work. We use data and research to make well-informed decisions.

The principles of safety and integrity underpin Our Core 4 values. The mental and physical wellbeing of our people is important to us. We acknowledge this by putting safety at the centre of everything we do. Integrity features in all our work. It surrounds Our Core 4 values to reflect our efforts to build an integrated, inclusive and high-performing culture.

We aim to provide our people with a flexible, modern and integrated employment experience through our working arrangements, technology and workspaces.

We will pilot new ways of working, including flexibility and mobility practices for staff. There is no single approach across our organisation – the ways we work, our working arrangements and workspaces will be different across operating environments. Our approaches will evolve over time as we respond to change and new delivery priorities from government.

We will develop change practices to deliver departmental priorities and launch innovative leadership tools and communities of practice.

We will deliver a learning and development strategy to guide the department's approach to capability uplift and support broader APS capability development priorities. We will continue to deliver contemporary training solutions to support our people to develop the capabilities required to achieve our purpose, objectives, priorities and values. This will include a departmental induction, welcoming new employees to the department and a mandatory training suite to ensure our people understand their responsibilities and obligations as APS employees.

Our *Work Health and Safety Strategic Plan 2021–2024* focuses on building and embedding a positive safety culture across our workforce. Our *Mental Health and Wellbeing Strategy 2021–2024* strives to protect and support our people. We have adopted the APS Mental Health Capability Framework to build mental health and suicide prevention capability within the department.

Integrity-based behaviour and decision-making is fundamental to the way we operate, particularly in our regulatory roles. Through our integrity framework and dedicated in-house integrity functions, we identify associated risks and effective controls. We educate our people about fraud and corruption, and the behavioural standards set out in the APS Code of Conduct. We take concerns about inappropriate conduct seriously and address behaviour that falls below the line. We embrace and promote a pro-integrity culture that is ethical, fair and appropriate by maintaining high standards of professionalism, accountability and responsible behaviour.

Strengthening departmental capability

We are investing in contemporary, digitally enabled systems to improve our processes, scientific research, regulation and service delivery. We are also strengthening our cyber security capability in recognition of the increased prevalence of threat actors from nation states.

Our *Blueprint for Being Future Ready* will deliver on priorities for APS reform with a focus on:

- strengthening our ability to deliver agile, high-quality and forward-looking policy advice
- supporting better and more inclusive ways of collaborating with partners, industry, unions and communities
- building digital and technology capabilities and solutions
- maturing our regulatory systems to be risk-based and data-driven
- strengthening cross-cutting science, information and research activities
- harnessing data and analytics to inform decision-making
- improving financial discipline and sustainability
- building strong and adaptable leadership and driving innovative ways of working.



Investing in regulatory maturity

Good regulation can enhance Australia's economy, support business and benefit the wider community. We administer more than 120 pieces of legislation comprised of regulatory functions for activities (such as biosecurity and agricultural exports) that interact with many sectors of the Australian economy.

As required under the Australian Government's *Resource Management Guide – Regulator Performance (RMG 128)*, our regulatory context will be informed by the Ministerial Statement of Expectations and our responding Regulator Statement of Intent. We are accountable to the public and we recognise the need to improve and streamline regulation to deliver good outcomes.

Our [Regulatory Practice Statement](#) describes our adherence to the principles of good regulation outlined in RMG 128. The statement guides the adoption of a common approach, a strong regulatory culture and continuous improvement in regulatory practice. It signals our ongoing commitment to good regulation in accordance with the principles of better practice: continuously improving, building trust, focusing on risk, and using data and intelligence-led decisions that are supported by strong collaboration and engagement.

As our department matures, we are committed to proactively improving our regulatory systems. We will ensure that our regulations remain relevant and effective and that future improvements are guided by staff and stakeholder perceptions of our regulatory performance.

Our Regulatory Practice Committee and regulatory leaders will drive improvements across associated functions. We will address issues identified by independent reviewers and issues in the evolving markets and industries we regulate. We will continue to clearly outline our approach to managing compliance, with a focus on enabling voluntary compliance.

Building regulatory maturity is ongoing and involves commitment at all levels. To support this, the Regulatory Practice Committee will consider and guide regulatory initiatives to help department leaders understand how each regulatory system is performing and determine regulatory maturity priorities.

We recognise the importance of fostering the right capability and culture across all our regulatory functions. We have designed department-wide training projects to build regulatory capabilities and strengthen our culture. These initiatives will improve the way we engage with stakeholders and support reform efforts.

We will continue to refine our regulatory infrastructure. We will reduce the regulatory burden for our people and regulated entities by integrating regulatory systems with modern digital supply chains, applying intelligence-led, risk-based approaches and co-designing significant regulatory changes with stakeholders.



Risk oversight and management

Every day, we face a diverse range of risks in the pursuit of our purpose. We make important decisions that will directly and indirectly affect Australia and its citizens for generations.

Our *Enterprise Risk Management Framework and Policy* outlines the principles, expectations, accountabilities and responsibilities for our staff in applying effective risk management practices.

The framework also defines the department's risk appetite and provides risk tolerance statements. These articulate the amount and type of risk we are willing to accept or retain to achieve our objectives. Our risk matrix – which we use to assess, report and escalate risk – ensures that we maintain an appropriate and consistent level of risk management oversight, accountability and control.

Our governance committees play an important role in ensuring we have effective leadership, direction, control and accountability, and help us achieve our objectives in a way that provides confidence in our internal decisions, actions, policies and procedures:

- The Executive Board determines the department's risk appetite and tolerances and oversees the strategic risks that may affect our ability to achieve our purpose and objectives.
- Other governance committees oversee the management of specialist risks relevant to their areas of responsibility.
- The Audit and Risk Committee advises the Secretary and senior executives on the effectiveness of the department's system of risk oversight, management and internal control.

The Chief Risk Officer provides oversight of risk management, culture and capabilities across the department and regularly informs the Executive Board and Audit and Risk Committee about current and emerging risks and issues.

At every level, our people are responsible for identifying, assessing, reporting and managing risk on a daily basis. We are committed to a positive risk culture that promotes an open and proactive approach to risk management. Our risk culture guides innovation, helps us manage threats, harness opportunities and empower our people to make informed, risk-based decisions.

At an enterprise level, we manage 6 strategic risks. Table 1 outlines these risks and the strategies we use to manage them.



Table 1 Strategic risks

Strategic risks	How we manage these risks
1. Failure to respond to megatrends or global developments in the design and execution of our programs and policies.	<p>Our partnerships with academic institutions and thought leaders and participation in international forums enable us to remain informed and respond to emerging megatrends and global developments.</p> <p>We monitor relevant market and sector developments, and provide early advice to government on risks, opportunities and relevant policy options.</p>
2. Failure to harness our resources and capabilities to deliver government priorities.	<p>Our planning and budgeting processes help the executive align people and resources with areas of greatest priority. Our governance committees and executive monitor program alignment with government policy.</p> <p>We provide coordinated emergency management capabilities for biosecurity risk events and national hazards that threaten Australia’s agriculture, fisheries, forestry, food security or trade.</p> <p>We engage with our external and internal stakeholders and delivery partners. We invest in our people, systems and processes to ensure our programs are effective and efficient.</p>
3. Failure to implement regulatory responsibilities and programs to deliver protection and growth.	<p>We have transparent processes and documentation to inform regulated organisations of their obligations and to monitor compliance.</p> <p>We fund and invest in programs and research aimed at safeguarding and growing sustainable agriculture, fisheries, forestry and food security for all.</p>
4. Our expertise and stakeholder relationships do not position us to provide future-focused policy options and advice.	<p>We work in partnership with a range of stakeholders – ministers, Australian Government, state and territory agencies, industry stakeholders and the community – to provide informed, future-focused policy options and advice, and deliver government priorities.</p>
5. Failure to manage the unique health and safety hazards presented by our diverse operations in challenging locations.	<p>The health, safety and wellbeing of our people are embedded into our everyday work practices.</p> <p>Our people complete mandatory work health and safety (WHS) training and our WHS committees, working groups and health and safety representatives ensure appropriate oversight and management of WHS hazards.</p>
6. Failure to invest in systems and technology to deliver quality digital services.	<p>Our IT systems and services are regularly reviewed to ensure they are resilient, effective, efficient and meet our business requirements.</p> <p>We are investing in our digital transformation capability and IT platforms, tools and systems to deliver quality digital services to our people and stakeholders.</p>



Cooperating with others

We work with and through other organisations to achieve our purpose and objectives. Our partnerships with the agricultural, fisheries and forestry industries are crucial to ensuring we can achieve the best possible outcomes. We work in partnership with primary producers, state and territory governments, First Nations people, not-for-profit organisations, the private sector, local communities and industry. These partnerships are central to our efforts to ensuring industries are competitive and sustainable.

We are responsible for activities that enhance the natural resource base that agriculture, fisheries and forestry rely on. We work with regional natural resource management groups, industries, non-government organisations and private landholders to address issues of sustainable resource management and use. We conduct research to build an information base and encourage information sharing. We also administer programs that promote widespread adoption of sustainable natural resource management practices and biodiversity conservation.

We take a consultative approach. Where we regulate, we collaborate and engage with stakeholders to make our policies and processes clear and to improve public trust and confidence in our decisions.

Research partnerships

We have strategic research partnerships with Charles Sturt University and CSIRO, Australia's national science agency, to boost our scientific and technical capabilities, support service delivery and expand our engagement into regional and rural communities. For example, Catalysing Australia's Biosecurity is a joint initiative between the department and CSIRO to develop implementable science-based innovation, next generation technologies, systems and capabilities that have the potential to achieve significant changes in the performance of our biosecurity system.

We are working with the University of Canberra to develop a new National Environmental (eDNA) Reference Centre. This new centre is a critical component of our National eDNA Testing Program, the Australian Government's \$7 million investment in helping our frontline biosecurity officers and scientists make informed biosecurity decisions at the Australian border and beyond. The University of Canberra has expertise in eDNA, a new non-invasive testing technology that provides consistent results onsite in under an hour. With support from our Data and Analytics Office, this investment builds on eDNA testing that is currently used to detect khapra beetle and brown marmorated stink bug pests in newly arrived sea containers. Over the next 4 years many other tests for unwanted pests will become operational.

Partnering with Indigenous Australians

First Nations people have rights and interests across 57% of Australia's land mass. This extensive landholding is an essential component of the continued practice of agriculture in Australia. Many First Nations people are involved in the agricultural industry, particularly beef cattle production in northern Australia. Many are major agricultural landowners.

Our work increasingly recognises the extraordinary heritage and rich culture of our First Nations people and their long stewardship of our land, rivers and seas. Indigenous Australians were our first agriculturalists, scientists, environmentalists and economists. Understanding and then mobilising all forms of Indigenous capital and capabilities into the business practices across our department will ensure that we deliver better and more sustained outcomes for all our stakeholders.

The Indigenous Ranger Biosecurity Program works with rangers on Country to carry out biosecurity work along 10,000 kilometres of coastline in northern Australia. It gives rangers the opportunity to use their knowledge of Country and conservation while developing other skills.

We need to continue to build and strengthen our relationships with Indigenous people, changing the way we work together to reflect our shared interests and obligations. This means ensuring we have genuine, holistic and ongoing conversations. We are committed to listening, learning and integrating Indigenous knowledge, science and tradition into our policy and program delivery across the department.

Our performance framework

The *Corporate Plan 2022–23* is our primary planning document. We measure and assess our performance through the lens of our purpose, objectives and key activities.

Following machinery of government changes that took effect on 1 July 2022, the Department of Agriculture, Water and the Environment became the Department of Agriculture, Fisheries and Forestry. Our environment and water functions moved to the new Department of Climate Change, Energy, the Environment and Water.

As the Department of Agriculture, Fisheries and Forestry, we developed a new purpose and objectives. In this context, we reviewed the relevant key activities and associated performance measures from the Department of Agriculture, Water and the Environment *Annual report 2021–22* and updated them to more closely align with our new purpose and objectives. Table A1 (Appendix A) explains these adjustments.

We have updated our performance framework to reflect what we do and demonstrate how we are achieving our purpose and objectives.

As a result of our continued focus to improve and enhance our performance reporting, we have:

- introduced 3 new performance measures to support our objectives
- amended 6 performance measures to reflect our objectives and current operating environment
- removed 9 performance measures that did not directly align to our new purpose or adequately reflect our work; several measures removed from this corporate plan are under review to improve the robustness of the methodology and data collection processes
- enhanced our underlying methodology and data sources in accordance with the requirements of the Public Governance, Performance and Accountability Rule 2014
- provided additional information to improve understanding of our performance measures, including the context, methodology, data source and tolerance ranges where relevant.

Our current performance measures represent a mix of qualitative and quantitative measures that provide a basis for an assessment of our outputs, efficiency and effectiveness. The performance measures and targets for 2022–23 outlined in this corporate plan will be reviewed and updated each year during our annual planning cycle.

The results of our performance will be published in the Annual Performance Statement 2022–23 section of our *Annual report 2022–23*.

Regulator performance reporting

We approach regulatory performance reporting in accordance with the *Resource Management Guide – Regulator Performance* (RMG 128).

In addition to measuring against regulatory outcomes, we are also mindful of the 3 principles of regulatory best practice:

1. Continuous improvement and building trust.
2. Risk-based and data-driven.
3. Collaboration and engagement.

We note which of our performance measures have a regulatory element.



Performance measures and targets

This section details the performance measures and targets for each of our objectives and associated key activities.

Objective 1 Industry growth

Support industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions.

This objective includes 3 key activities:

1. Support sector productivity, resilience and growth through science, policy and partnership.
2. Maintain and expand exports and access to international markets.
3. Streamline export regulations and compliance arrangements.

Key activity 1

Support sector productivity, resilience and growth through science, policy and partnership.

Performance measure IG-01

Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared to average annual market sector productivity growth over the same period.

Measure type

This is an effectiveness measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Greater than or equal to 0% difference over past 10 years.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
Average annual growth in the agricultural productivity (climate-adjusted) series is equal to or exceeds average annual market sector productivity growth over the same period.	Not applicable.	Average annual growth in the agricultural productivity (climate adjusted) series is lower than average annual market sector productivity growth over the same period.

Context

We build policy settings, manage programs and work to provide a regulatory environment in which primary producers can increase their productivity. We support research and development to promote innovation in agriculture and agribusiness management. We implement arrangements to increase, improve and maintain markets over the medium-term to long-term. As a result, there is a lag between our activities and changes in productivity.

Productivity is also affected by global prices and supply chains, consumer demand and trading partner decisions. State and territory governments are responsible for many of the regulatory settings that affect industry performance.

Climate-adjusted productivity estimates remove the influence of climate and weather effects on agricultural productivity estimates.

Methodology

We base agricultural productivity estimates on ABARES climate-adjusted productivity estimates for the broadacre industry. Due to the time lag between measurement, publication of the productivity data and the performance reporting deadline, we use a forecast for the most recent year of data. The forecast assumes that productivity growth in the most recent financial year equals the long-run productivity growth rate since 1988–89.

We base market sector productivity estimates on the Australian Bureau of Statistics (ABS) estimates of industry multifactor productivity. Again, due to the time lag between measurement, publication of the productivity data and the performance reporting deadline, we use a forecast for the most recent year of data. The forecast assumes that productivity growth in the most recent financial year equals the long-run productivity growth rate since 1995–96. The forecast also uses quarterly labour productivity data published in the ABS national accounts.

We use the historical growth rates of market sector multifactor productivity and labour productivity to derive a forecast for the missing year of data. This performance measure requires comparison of productivity over the last 10 years.

Data sources

- Climate-adjusted productivity estimates for the broadacre industry (ABARES)
- *Estimates of Industry Multifactor Productivity, 2021–22* (Australian Bureau of Statistics, cat. 5260.0.55.002).

Performance measure IG-02

Equal or reduced cost of levies administration compared with levies disbursed.

Measure type

This is an efficiency and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Cost is less than or equal to 1.2% of levies disbursed.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
Levies administration cost is less than 1.2% of levies disbursed.	Not applicable.	Levies administration cost is more than 1.2% of levies disbursed.

Context

We collect agricultural levies and provide them to rural research and development corporations and other levy recipient bodies. The funds are for research and development, marketing, residue testing, and animal and plant health. We process the levy returns, respond to queries and conduct compliance activities. These are cost-recovered from agricultural industries.

Methodology

Our information systems provide data on disbursements, levy rates, levies compliance, administration activities and costs. We combine data to attribute collection costs to respective agricultural commodities.

Data sources

Departmental systems, including:

- Activity Based Costing (ABC) system
- TechnologyOne – financial management information system
- Phoenix – levies management information system.

Performance measure IG-03

Proportion of farm businesses making capital investments.

Measure type

This is an effectiveness measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
If the proportion of farms making new capital investments increases (based on annual reporting of a 5-year moving average).	Not applicable.	If there was a decrease in the proportion of farms making new capital investments (based on annual reporting of a 5-year moving average).

Context

Sustained growth relies on farm businesses investing and taking advantage of new opportunities. Farmers are more likely to invest when confident about the future. This includes having suitable skills, tools and financial resources to support their ability to manage drought and other climate-related risks.

Capital investment is affected by income and profitability, and government interventions that support resilience are likely to contribute to confidence and growth in agriculture. The \$5 billion Future Drought Fund provides secure, continuous funding for drought-resilience initiatives. Future Drought Fund investments and interventions focus on:

- enabling farmers, businesses and communities to better understand the climate risks they face and their resilience to those risks (better climate information)
- helping farmers and regions to proactively plan for drought (better planning)
- developing and adopting farming and land management practices and technologies that improve resilience to drought (better practices)
- building and supporting community leaders, networks and organisations that underpin community resilience (better prepared communities).

Methodology

We source data from ABARES *Australian Agricultural and Grazing Industries Survey* and *Australian Dairy Industry Survey*. The use of a 5-year moving average accounts for annual fluctuations resulting from seasonal conditions. An annual result is reported. We assess new capital investments over time to measure continuing confidence.

Data sources

- *Australian Agricultural and Grazing Industries Survey* (ABARES)
- *Australian Dairy Industry Survey* (ABARES).

Key activity 2

Maintain and expand exports and access to international markets.

Performance measure IG-04

Decrease in the number of point-of-entry failures of agricultural exports where the department's actions have caused the failure.

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Decrease from the previous year in the number of point-of-entry failures from agricultural exports.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
Number of point-of-entry failures where the department is responsible is less than the previous reporting year.	Number of point-of-entry failures where the department is responsible is the same as the previous reporting year.	Number of point-of-entry failures where the department is responsible is more than the previous reporting year.

Context

We regulate the export of various agricultural goods and issue Australian Government export certificates under the *Export Control Act 2020* (Export Control Act) and subordinate legislation. Our regulatory work benefits agricultural producers to enable the export of goods and protect access to export markets. This involves:

- advising and working with exporters, export establishments, other regulated entities and industry groups to understand Australian export and importing country requirements
- negotiating technical market access issues (including export documentation) with our trading partners to enable Australian exporters to access overseas markets
- providing assurance to trading partners that their import requirements have been met through inspections, assessments, issuing certification, audits and sanctions
- working with the Department of Foreign Affairs and Trade, Austrade and governments of importing countries to prevent possible point-of-entry failures.

Importing countries retain the sovereign right to accept or reject consignments based on their rules and regulations. Point-of-entry failures can occur due to concerns about the product itself or errors in the accompanying documentation.

Under the Export Control Act, the department is not required to issue export certification for all exported agricultural goods. However, the Act enables us to issue export certification to facilitate access, even where there is no known or formal importing country requirement for certification.

Methodology

The department records known instances of consignments that are distressed: goods that have been refused entry or detained pending resolution, or those that have had entry delayed. The reasons for the distress may be known or unknown.

The department may be made aware of these instances by importing country authorities, Australian Government overseas posts or through exporters.

We document each notification in detail to understand why the consignment was refused, detained or otherwise.

Based on the information received about the distressed consignment and/or the correspondence with the overseas authority, we may be able to determine instances where the distress has been caused by the actions (or inactions) of the department. This might include instances where incorrect certification or other documentation was issued against known importing country requirements.

Data sources

Departmental data sources from:

- Biosecurity Plant and Science Services Division
- Exports and Veterinary Services Division
- Plant and Live Animal Exports Division.

Key activity 3

Streamline export regulations and compliance arrangements.

Performance measure IG-05

Increase in the number of electronic certificates for export issued (moving to paperless trade).

Measure type

This is an efficiency and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Establish a baseline.	Greater than or equal to 5% increase from baseline.	Greater than or equal to 5% increase from 2023–24.	Greater than or equal to 5% increase from 2024–25.

Tolerances

Achieved	Partially achieved	Not achieved
100%	50% to 99%	0% to 49%

Context

This measure demonstrates our reform work to move to paperless trade. We will assess this through the number of electronic certificates for export issued per financial year. This measure will also show growth in the number of export certificates produced year-on-year.

Methodology

We will extract reports on the number of electronic certificates directly from 2 of our export documentation management systems: Export Documentation System (EXDOC) and New Export Documentation System (NEXDOC).

Data sources

Departmental systems:

- Export Documentation System (EXDOC)
- New Export Documentation System (NEXDOC).

Objective 2 Biosecurity

Strengthen our national biosecurity system to provide an appropriate level of protection to Australia's people, our environment and economy from the biosecurity threats of today and tomorrow.

This objective includes 3 key activities:

1. Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.
2. Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.
3. Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.

We have a multifaceted approach to biosecurity risk mitigation. This includes legislative instruments, approved arrangements and point-of-entry inspections to target biosecurity risks at the Australian border. We conduct biosecurity activities pre-border, at the border and post-border as relevant to the risk.

To reduce the likelihood of exotic pests and diseases entering and becoming established or spreading in Australia, we identify biosecurity risk and assess threats based on country of origin, commodity, prevalence and behaviour of the risk as it may manifest in an imported commodity or pathway. We consider the threat in cargo, conveyance, traveller and mail pathways and we profile incoming volumes. We profile mail articles, passengers and baggage based on risk assessment and threat likelihood. We use detector dogs, X-ray scanners, interaction and observation to screen mail articles in gateway facilities, passenger baggage and travellers. Where a threat to biosecurity is identified, our biosecurity officers direct or manage the risk through treatment, seizure, export or destruction.

Reference to specific pests and diseases in our performance measures, such as African swine fever (performance measure BI-03) and khapra beetle (performance measure BI-04) are representative of our overall approach. In the future and once relevant data is available, we will include performance information on other major biosecurity threats, such as foot-and-mouth disease and lumpy skin disease.

Measures and risks for each year will be determined by an appropriate level of protection (ALOP), which is a level of protection aimed at reducing biosecurity risks to a very low level, but not to zero. Importantly, the ALOP for a particular threat is not static and depends on the risk profile at the time of assessment.

Key activity 1

Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.

Performance measure BI-01

The 3 elements of this measure, which relate to reducing levels of non-compliance with regulations, apply to:

- high-value cargo (BI-01-01)
- approved arrangements (BI-01-02)
- international travellers (BI-01-03).



Performance measure BI-01-01

Reduced levels of non-compliance with regulations administered by the department (high-value cargo).

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Reduction in high-value cargo non-compliance rate.	Equal to or lower than the previous year.	As for 2023–24.	As for 2023–24.

Context

Compliance with regulation is subject to factors partly within the department’s control, including individuals or businesses being unaware of or not understanding their obligations, or taking actions that are not compliant with those obligations. We can influence these actions through advice, assurance and deterrence.

Methodology

We determine the non-compliance rate using:

- data from the Integrated Cargo System (ICS), which provides the volume of high-value cargo full import declarations
- data from the department’s Agriculture Import Management System (AIMS), which categorises biosecurity direction results as either compliant or non-compliant with import requirements
- data on detection of pests or diseases.

Data sources

Departmental and external sources, including:

- Agriculture Imports Management System (AIMS)
- commercial data from Airport Coordination Australia
- data from external agencies such as the Department of Home Affairs (e.g. movement records)
- Integrated Cargo System (ICS).



Performance measure BI-01-02

Reduced levels of non-compliance with regulations administered by the department (approved arrangements).

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Reduction in non-compliance rate for approved arrangements.	Equal to or lower than the previous year.	As for 2023–24.	As for 2023–24.

Context

We establish and maintain approved arrangements under the *Biosecurity Act 2015*. These arrangements help us manage biosecurity risks posed by goods imported into Australia. This enhances Australia's status as a trade partner of choice.

We work closely with industry stakeholders and individual biosecurity industry participants to manage the biosecurity risks posed by goods imported through approved arrangements.

Approved arrangement policy requires that biosecurity industry participants who hold approved arrangements are audited at least once per year to assess their compliance with arrangement conditions.

Methodology

During the year, we audit the approved arrangements for compliance with the conditions. We record the results in our Quarantine Premises Register system. This system automates the pass or fail decision based on the number and severity of non-conformities. This is in accordance with the audit policy for approved arrangements.

To calculate the results, we extract a report from the Quarantine Premises Register system. We filter for scheduled and probation audit types and arrangements with an approved class. We summarise the data into categories and then repeat the reports to ensure that filters have been correctly applied.

Data sources

- Quarantine Premises Register system.



Performance measure BI-01-03

Reduced levels of non-compliance with regulations administered by the department (international travellers).

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Reduction in post-intervention non-compliance rate for international travellers.	Equal to or lower than the previous year.	As for 2023–24.	As for 2023–24.

Context

We formulate, implement and maintain the operational policies for managing biosecurity risks posed by goods imported into Australia by travellers (known as ‘the traveller pathway’). This work directly benefits Australia’s agricultural, fisheries and forestry industries, exporters, communities and the environment. By maintaining Australia’s favourable biosecurity status, we ensure that Australia continues to be a trade partner of choice.

Everyone who travels to Australia is subject to assessment for biosecurity risk. This commences prior to arrival and includes the completion of an incoming passenger card. A proportion of travellers are subject to one or more interventions on arrival in Australia. Our policy determines the type and rate of intervention applied to arriving travellers. Endpoint surveys are undertaken as verification of the intervention approach.

We use an endpoint survey to measure post-intervention compliance in the traveller pathway and the effectiveness of biosecurity screening and interventions applied at the border. We select a proportion of travellers who have passed through border control screening and/or partial or full inspection. Our officers re-screen for the individual’s compliance. This provides data on the approach rate of biosecurity risk material and enables us to measure the overall effectiveness of intervention measures. The level of effectiveness drives understanding of the need for change or reform.

Methodology

The result is calculated from the traveller and mail data model, which automatically updates with new data every 24 hours. The model draws data from our systems – including the Mail and Passenger System (MAPS) – and from systems owned by other entities such as Airport Coordination Australia, Australia Post and the Department of Home Affairs. Data used in the calculation of post-intervention compliance comes from the department’s systems.

Data sources

Departmental and external sources, including:

- commercial data from Airport Coordination Australia and Australia Post
- data from external government agencies such as the Department of Home Affairs
- the department’s Mail and Passenger System (MAPS).

Performance measure BI-02

Biosecurity service standards are met.

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Service standards are met or exceeded.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
When all service standards are met.	When one or more, but not all, service standards are met.	When no service standards are met.

Context

Our service standards ensure we deliver within agreed time frames. The standards describe how individuals and businesses can expect us to process requests for information or services. The service standards also outline obligations of individuals and businesses. These help us provide information and services in a timely way. Performance results may be affected by the ability of individuals and businesses to meet their obligations.

Methodology

For this measure, we extract data from multiple departmental information systems. Reports are peer reviewed. Where the results vary from expected findings, we validate the reporting methodology and potential reasons for variation.

Data sources

Departmental sources, including:

- Agriculture Import Management System (AIMS)
- Biosecurity Import Conditions system (BICON)
- Cargo Online Lodgement System (COLS)
- National Appointments System (NAS).



Key activity 2

Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.

Performance measure BI-03

Reduction in risk of African swine fever because of biosecurity measures implemented by the department.

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Assessment of reduced risk from risk-based interventions in mail and traveller pathways, including interception rates of pork products.	To be developed.	To be developed.	To be developed.

Tolerances

Achieved	Partially achieved	Not achieved
<p>Mail:</p> <ul style="list-style-type: none"> 50% or greater improvement in detection of non-letter class containing pork products compared to pre-ASF measures. <p>Traveller:</p> <ul style="list-style-type: none"> 50% or greater improvement in detection of travellers with pork products compared to pre-ASF measures. 	<p>Mail:</p> <ul style="list-style-type: none"> 1% to 49% improvement in detection of non-letter class containing pork products compared to pre-ASF measures. <p>Traveller:</p> <ul style="list-style-type: none"> 1% to 49% improvement in detection of travellers with pork products compared to pre-ASF measures. 	<p>Mail:</p> <ul style="list-style-type: none"> No improvement in detection of non-letter class containing pork products. <p>Traveller:</p> <ul style="list-style-type: none"> No improvement in the detection of travellers with pork products compared to pre-ASF measures.

Context

African swine fever (ASF) viral fragments have been detected in seized pork products at Australian mail gateway facilities and international airports.

In 2018 we first implemented risk mitigation activities to reduce the likelihood of ASF disease entering Australia via the international traveller and mail pathways. This included education and awareness campaigns and increased screening of incoming mail and travellers. We continue to monitor these measures to ensure risk remains at a level consistent with Australia’s appropriate level of protection.

We expect interception rates to increase before they reduce over the longer-term as education and awareness campaigns take effect. These campaigns have an increased focus on potential contaminated products.

Methodology

The primary data source is the department’s Mail and Passenger System (MAPS). Airport and mail biosecurity officers enter data daily into this system.

We will compare data that pre-dates implementation of ASF measures with post-implementation performance to assess the effectiveness of the measures. Analysis of the mail and traveller datasets will show whether we have achieved improvements in the interception of risk materials (in this case, pork products).

Data sources

- The department’s Mail and Passenger System (MAPS).

Performance measure BI-04

Number of consignments of imported goods arriving with khapra beetle reduced as a result of biosecurity measures implemented by the department.

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Assessment of reduced risk through a reduction in the number of consignments of imported goods where khapra beetle is detected.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
The number of khapra beetle interceptions falls across all import pathways.	The number of khapra beetle interceptions falls for at least one import pathway but not for all import pathways.	The number of khapra beetle interceptions does not fall in any import pathway.

Context

Khapra beetle is a serious and highly invasive pest that is not present in Australia. It is our second-highest National Priority Plant Pest and the highest ranked pest for the grain industry. The introduction and spread of khapra beetle in Australia would have severe economic consequences, particularly for agricultural and food production.

Our border detections of khapra beetle as a hitchhiker pest have increased, particularly in imported empty sea containers and sea containers of consignments that previously had no association with the pest. The pest is also entering Australia from countries not known to have khapra beetle. To minimise the risk of khapra beetle entering Australia, we introduced phased urgent actions from 2020–21. These actions included:

- banning imports of high-risk plant products within unaccompanied personal effects and low-value freight
- banning imports of high-risk plant products in accompanied baggage via international travellers or in mail articles
- offshore treatment of sea containers packed with high-risk plant products in khapra beetle target-risk countries
- offshore treatment of sea containers packed in a khapra beetle target-risk country that will be unpacked in a rural khapra-risk postcode in Australia
- offshore treatment of high-risk plant products exported from a khapra beetle target-risk country
- revised phytosanitary certification requirements for other listed goods such as seeds, nuts, green coffee beans and seeds for sowing.

Methodology

This performance measure assesses the effectiveness of urgent actions in reducing the khapra beetle risk in imported goods.

We established the baseline measure using 2020–21 consignments of imported goods where khapra beetle was intercepted (including empty sea containers and post-biosecurity detections). This preceded introduction of the urgent actions. The baseline supports future measurement of khapra beetle interceptions and assessment of urgent actions.

We source data for this measure from biosecurity pest and disease notifications, our incidents database and management systems. We curate the data to remove duplication and exclude out-of-scope detections such as detections of dead khapra beetle in treated goods.

Data sources

Departmental sources, including:

- Agriculture Import Management System (AIMS)
- biosecurity pest and disease notifications
- high-risk plant products list
- khapra beetle target-risk countries list
- other risk plant products list
- postcode classification search tool
- treatment certificates.

Key activity 3

Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.

Performance measure BI-05

Number and extent of biosecurity preparedness exercises completed.

Measure type

This is an effectiveness and a regulatory measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
One preparedness exercise.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
Quantity and complexity of exercise activities has increased.	Quantity or complexity of exercise activities has increased.	Quantity and complexity of exercise activities has not increased.

Context

We undertake preparedness exercises to ensure we can respond to biosecurity risks in the most efficient manner possible. We apply a wide range of measures to achieve an appropriate level of protection for Australia from biosecurity threats. It is impossible to prevent all incursions. It is an important part of our biosecurity objective to track the number of incursions in the post-biosecurity and post-border realms and ensure they are appropriately managed.

Methodology

Notification of biosecurity incursions can come from:

- accredited inspectors
- departmental detection at the border
- industry
- members of the public
- state and territory governments.

We record all notifications and act on each according to department policy. Records of notifications are stored electronically.

Data sources

- Departmental records for preparedness exercises.

Objective 3 Resilience and sustainability

Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.

This objective is new for the department. As part of the *Corporate Plan 2023–24*, we will undertake further work to refine the key activities and the performance measures associated with this objective.

This objective includes 2 key activities:

1. Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.
2. Increase the contribution that agriculture makes to a healthy, sustainable environment.

Key activity 1

Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.

Performance measure RS-01

The number of Australian Government managed fish stocks assessed as ‘subject to overfishing’ or ‘uncertain’ in the ABARES Fishery status report.

Measure type

This is an effectiveness measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Reduction in the 3-year average of the number of Australian Government managed fish stocks assessed as ‘subject to overfishing’ or ‘uncertain’ in the ABARES Fishery status report.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
The number of stocks assessed as ‘subject to overfishing’ decreases and the number of stocks assessed as ‘uncertain’ increases by the same amount.	Not applicable.	The number of stocks assessed as ‘subject to overfishing’ increases and the number of stocks assessed as ‘uncertain’ decreases by the same amount.

Context

We are responsible for developing legislative and policy settings to ensure sustainable fisheries for the benefit of the Australian community.

For international fisheries, we lead Australia’s contributions to regional fisheries management organisations, the bodies that set management measures and monitor compliance for international fish stocks.

ABARES provides independent reports on the status of fish stocks to help assess the performance of fisheries management.

Methodology

The 3-year average of the number of Australian Government managed fish stocks assessed as ‘subject to overfishing’ or ‘uncertain’ in the ABARES Fishery status reports will be determined separately for each category.

This data will be compared with the previous year’s 3-year average to determine whether there have been reductions in either or both categories.

Data sources

- ABARES Fishery status reports (annual).

Key activity 2

Increase the contribution that agriculture makes to a healthy, sustainable environment.

Performance measure RS-02

The percentage of farms using sustainable management practices.

Measure type

This is an effectiveness measure.

Targets, 2022–23 to 2025–26

2022–23	2023–24	2024–25	2025–26
Share of farms using sustainable management practices is maintained or increases by 2025.	As for 2022–23.	As for 2022–23.	As for 2022–23.

Context

We implement several programs to enhance the sustainable use of natural resources on farms, including under the National Soil Strategy and Natural Heritage Trust.

Other related programs are implemented under the Future Drought Fund and through the agricultural innovation systems supported by the Rural Research and Development Corporations.

Methodology

Results will be taken from the annual Grains Research and Development Corporation (GRDC) *Farm Practices Survey* report and selected ABARES natural resource management and drought resilience surveys.

According to the GRDC [Farm Practices Survey report 2021](#), 78% of cropping farms adopted fallow and stubble management in 2021.

The ABARES [Natural Resource Management and Drought Resilience survey 2021](#) found that 84% of farms retained stubble and 68% destocked early in low rainfall periods to preserve groundcover. This survey is undertaken periodically.

These data provide the baseline to be maintained or increased by 2025.

Data sources

- *Farm Practices Survey report 2021* (GRDC)
- ABARES data sources, including the *Natural Resource Management and Drought Resilience survey 2021*.

Appendix A: Alignment of performance measures

Table A1 Summary of changes to performance information

Relevant performance information from Department of Agriculture, Water and the Environment Annual report 2021–22	Performance information revisions in Corporate Plan 2022–23	Changes made	Rationale for changes
AG-01: Greater growth in average agriculture, forestry and fishing sector productivity for the past 10 years compared to average annual market sector productivity growth over the same period.	IG-01: Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared to average annual market sector productivity growth over the same period.	Amended.	Wording amended to reflect ‘true’ industry performance and the impact of the department’s policies and programs on industry performance.
AG-02: Equal or reduced cost of levy collection processes compared with levies disbursed.	IG-02: Equal or reduced cost of levies administration compared with levies disbursed.	Amended.	Minimal refinements made to improve measure wording.
AG-03: Commonwealth meets its obligations under the National Drought Agreement through satisfactory delivery of all Commonwealth and shared roles and responsibilities under the Agreement.	Not applicable.	Removed.	Measure is better demonstrated by overall resilience, which is addressed through measure IG-03.
AG-04: Value of potential trade achieved through new and improved market access arrangements.	Not applicable.	Removed.	Methodology for this measure is under review to strengthen reliable and verifiable information sources.
AG-05: Value of potential exports facilitated through the prevention and/or resolution of trade disruptions.	Not applicable.	Removed.	Methodology for this measure is under review to strengthen reliable and verifiable information sources.
AG-06: Decrease in number of point-of-entry failures from agricultural exports.	IG-04: Decrease in the number of point-of-entry failures of agricultural exports where the department’s actions have caused the failure.	Amended.	Methodology amended to ensure consistent definition of ‘point-of-entry failures’, including capturing those where our action or inaction is the known cause, and providing a central place for recording failures.
AG-07: Reduction of \$21.4 million in the department’s regulatory costs for agricultural exporters by 2024.	Not applicable.	Removed.	Measure removed given the significant financial and resourcing implications associated with performing formal baselining processes.

Table A1 Summary of changes to performance information (continued)

Relevant performance information from Department of Agriculture, Water and the Environment Annual report 2021–22	Performance information revisions in Corporate Plan 2022–23	Changes made	Rationale for changes
AG-08: Reduction in costs of compliance burden for agricultural exporters.	Not applicable.	Removed.	Measure removed given the significant financial and resourcing implications associated with performing formal baselining processes.
AG-09: Proportion of farm businesses making capital investments.	IG-03: Proportion of farm businesses making capital investments.	Amended.	Methodology and data sourcing has been improved.
Not applicable.	IG-05: Increase in the number of electronic certificates for export issued (moving to paperless trade).	New.	New performance measure that demonstrates our reform work to move to paperless trade.
BI-01-01 African swine fever: Reduction in risk of African swine fever because of biosecurity measures implemented by the department.	BI-03: Reduction in risk of African swine fever because of biosecurity measures implemented by the department.	Retained.	Not applicable.
BI-01-02: Brown marmorated stink bug: Reduction in risk from brown marmorated stink bug because of biosecurity measures implemented by the department.	Not applicable.	Removed.	Removed because we completed specific work on this measure during 2021–22.
BI-01-03: Hitchhiker pests including khapra beetle: Reduction in risk from khapra beetle because of biosecurity measures implemented by the department.	BI-04: Number of consignments of imported goods arriving with khapra beetle reduced as a result of biosecurity measures implemented by the department.	Amended.	Wording amended to focus on khapra beetle rather than broader group of pests that may be identified as hitchhiker pests.
BI-02: Increased public engagement with biosecurity information.	Not applicable.	Removed.	Measure removed because public engagement contributes to other measures, including BI-01-01 and BI-02 in this corporate plan.
BI-03-01 to BI-03-03: Reduced levels of non-compliance with regulations administered by the department that apply to: <ul style="list-style-type: none"> high-value cargo non-compliance rate approved arrangements non-compliance rate post-intervention non-compliance rate for international travellers. 	BI-01: Reduced levels of non-compliance with regulations that apply to: <ul style="list-style-type: none"> high-value cargo (BI-01-01) approved arrangements (BI-01-02) international travellers (BI-01-03). 	Retained.	Not applicable.

Table A1 Summary of changes to performance information (continued)

Relevant performance information from Department of Agriculture, Water and the Environment Annual report 2021–22	Performance information revisions in Corporate Plan 2022–23	Changes made	Rationale for changes
BI-04: Increased responsiveness to post-border detections.	Not applicable.	Removed.	Removed because the response time is not the responsibility of the department.
BI-05: Biosecurity service standards are delivered.	BI-02: Biosecurity service standards are met.	Retained.	Measure wording updated to clarify meaning.
BI-06: Number of arrangements in place with near neighbours in the Indo-Pacific region.	Not applicable.	Removed.	Removed because the outcome is improved international relations in the Pacific. This is a whole-of-government initiative and not a specific initiative of the department.
BI-07: Number and extent of biosecurity preparedness exercises completed.	BI-05: Number and extent of biosecurity preparedness exercises completed.	Amended.	Clearer methodology developed.
Not applicable.	RS-01: The number of Australian Government managed fish stocks assessed as ‘subject to overfishing’ or ‘uncertain’ in the ABARES Fishery status report.	New.	New measure demonstrates our role in overarching implementation and developing legislative and policy settings to ensure sustainable fisheries for the benefit of the Australian community.
Not applicable.	RS-02: The percentage of farms using sustainable management practices.	New.	New measure demonstrates our role in implementing programs to enhance the sustainable use of natural resources on farms.



Table A2 Alignment between Portfolio Budget Statements 2022–23, objectives and key activities

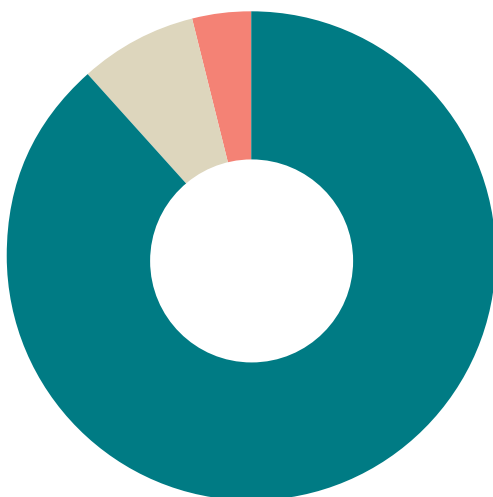
PBS outcome statements	PBS programs	Corporate plan objectives	Related key activities
More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.	<p>Program 1.1: Agricultural Adaptation</p> <p>Program 1.3: Forestry Industry</p> <p>Program 1.4: Fishing Industry</p> <p>Program 1.5: Horticulture Industry</p> <p>Program 1.6: Wool Industry</p> <p>Program 1.7: Grains Industry</p> <p>Program 1.8: Dairy Industry</p> <p>Program 1.9: Meat and Livestock Industry</p> <p>Program 1.10: Agricultural Resources</p> <p>Program 1.11: Drought Programs</p> <p>Program 1.12: Rural Programs</p>	<p>Industry growth: Support industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions.</p>	<p>Support sector productivity, resilience and growth through science, policy and partnership.</p>
	<p>Program 1.13: International Market Access</p>	<p>Industry growth.</p>	<p>Maintain and expand exports and access to international markets.</p> <p>Streamline export regulations and compliance arrangements.</p>
	<p>Program 1.2: Sustainable Management – Natural Resources</p>	<p>Resilience and sustainability: Increase the contribution agriculture, fisheries and forestry makes to a healthy, sustainable and low-emissions environment.</p>	<p>Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.</p> <p>Increase the contribution that agriculture makes to a healthy, sustainable environment.</p>
Safeguard Australia’s animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.	<p>Program 2.1: Biosecurity and Export Services</p> <p>Program 2.2: Plant and Animal Health</p>	<p>Biosecurity: Strengthen our national biosecurity system to provide an appropriate level of protection to Australia’s people, our environment and economy from the biosecurity threats of today and tomorrow.</p> <p>Biosecurity.</p>	<p>Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.</p> <p>Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.</p> <p>Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.</p>

Appendix B: Our people and locations

Figure B1 Snapshot of our people, at 31 December 2022

5,470
employees

Attendance types



- Ongoing 4,846 (88.6%)
- Non-ongoing 412 (7.5%)
- Casual 212 (3.9%)

Diversity



53.9%
employees self-identify as female



50.6%
EL2 and above self-identify as female



2.4%
employees self-identify as
Aboriginal and/or Torres Strait Islander



3.1%
employees self-identify as
having a disability



5.4%
employees self-identify as being
from a non-English-speaking background



Australian Workplace Equality Index
Silver employer

Note: An employee has a non-English-speaking background if they arrived in Australia after the age of 5 and their first language is a language other than English. The [Australian Workplace Equality Index](#) provides a national benchmark on lesbian, gay, bisexual, transgender and queer or questioning workplace inclusion in Australia. Attendance types: 'full-time' refers to employees engaged under section 22 (2)(a) of the *Public Service Act 1999*. These are permanent employees; 'part-time' refers to employees engaged under section 22 (2)(b) or (c) of the Act. These employees can be engaged for a specified term, or for the duration of a specified task; 'casual' refers to employees engaged under section 22 (2)(b) or (c) of the Act, for a specified term to perform duties that are irregular or intermittent.

Source: Aurion and SAP departmental systems

Map B1 Our locations, at 31 December 2022

