



Australian Government
Department of Agriculture,
Fisheries and Forestry

Corporate Plan 2023–24



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Cataloguing data

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This publication is available at agriculture.gov.au/about/reporting/corporate-plan.

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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.

Secretary's foreword

The agricultural, fisheries and forestry industries are key contributors to Australia's economy and to global and Australian food security. The Department of Agriculture, Fisheries and Forestry is the Australian Government agency responsible for enabling these industries to be more productive and sustainable, safeguarding them through effective biosecurity, and maintaining and extending their international trade opportunities. Our work directly or indirectly affects the lives of all Australians, particularly those living in regional and rural areas.

This *Corporate Plan 2023–24* is our primary planning document and forms part of our annual strategic planning process. It states our strategic direction and performance goals, and outlines how we intend to deliver against our purpose over the next 4 years (2023–24 to 2026–27).

Our vision, values and purpose set our strategic direction. They are supported by our objectives, key activities and priorities, which align our efforts with the government's priorities and expectations. We are committed to improving the sustainability of agriculture, fisheries and forestry, working with First Nations people, strengthening our capabilities and delivering forward-looking policy advice.

Our key activities and associated performance measures focus on major programs that will make a significant contribution to achieving our purpose and objectives. We undertake other activities that may attract more public interest, such as the phase-out of live sheep exports by sea and a renewed Australian animal welfare strategy. Some of these activities contribute to our key activities. For example, demonstrating to our international trading partners that Australia has robust animal welfare standards enables us to maintain market access for our agricultural producers.

We continue to mature and improve our performance framework to better evaluate the impact of our work. This corporate plan has been informed by guidance from the Department of Finance, the Australian National Audit Office, our Audit and Risk Committee, and other stakeholders.

As a major regulator, we have integrated regulator performance reporting into our corporate plan to demonstrate how those performance measures with a regulatory focus align with regulator best practice principles.

Each performance measure now includes a rationale that explains how it contributes to the associated key activity and objective. We have updated the wording of some of our key activities to align them more clearly with our purpose and objectives. This is particularly the case for the key activities under our resilience and sustainability objective. These reflect how our department can increase the contribution that agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.

In July, agriculture ministers at the Commonwealth, state and territory level came together to endorse the first [National Statement on Climate Change and Agriculture](#). This demonstrates a national commitment to work in partnership with our agricultural industry to ensure it achieves its full potential as a world-leading, climate-smart producer and exporter. A climate-smart, sustainable agricultural industry will help make Australian farming more productive and profitable, strengthen our rural communities, increase access to international markets and reduce the impact of the industry on our environment.

Our biosecurity system plays a critical role in protecting Australia from devastating pest and disease outbreaks and safeguarding our economy and unique environment. Biosecurity threats are constant and evolving – from African swine fever and foot-and-mouth disease to red imported fire ants. We need a biosecurity system that keeps pace with today’s needs and prepares for the threats of tomorrow. The Australian Government has committed to an important milestone this year: locking in increased, permanent, long-term funding for a strengthened biosecurity system.

Australia’s biosecurity is a shared responsibility. We are therefore introducing a new system to help pay for this vital service. The cost will be shared between taxpayers, importers, international travellers and producers through initiatives such as a biosecurity levy. These decisions ensure that we can continue to deliver biosecurity functions and services that safeguard against incursions that would impact trade, jobs, regional Australia, health and our environment.

We are committed to working with First Nations people, including Land Councils and Traditional Owners, to sustainably develop our agricultural, fisheries and forestry industries and create significant economic and job opportunities for Aboriginal and Torres Strait Islander peoples across Australia. Our First Nations Platform for Shared Benefits (First Nations Platform) will deliver on our commitment to realising shared benefits with First Nations people in the delivery of our objectives, priorities and what we do every day. It sets out a 2-year transformational program of working with First Nations people to activate the economic value of land, water and sea resource rights, and strengthen the crucial role of Indigenous Ranger groups in Australia’s biosecurity protection.

To ensure we can deliver on our objectives, we are strengthening our organisational capabilities to meet the expectations of government and align with the APS Reform agenda. This includes investing in IT, information and data management, as well as in the leadership, governance, risk, regulatory and financial management capabilities required to manage a complex operational agency.

I am proud to lead a diverse workforce, dedicated to making a difference and committed to achieving our vision of a more sustainable and prosperous Australia through biosecurity, agricultural production and trade.

Statement of preparation

As the accountable authority of the Department of Agriculture, Fisheries and Forestry, I present the *Corporate Plan 2023–24*. This plan covers the reporting periods from 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Cindy Briscoe
Acting Secretary
Department of Agriculture, Fisheries and Forestry

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About us

What we do

The Department of Agriculture, Fisheries and Forestry is the Australian Government agency responsible for supporting and enhancing Australia’s agricultural, fisheries and forestry industries, helping to make them more productive and sustainable.

Our responsibilities intersect with a range of nationally significant economic and social issues, and our work directly or indirectly impacts the lives of all Australians, particularly those living in regional and rural areas.

Our diverse roles and functions include biosecurity operations, trade and technical market access, world-class science and research, policy advice to government, program administration, client services to industry, and regulation.

We maintain and create agricultural export opportunities to provide gains for Australian agriculture, fisheries and forestry. We engage with international counterparts to reinforce Australia’s role in addressing food security, productivity, trade, sustainability and the impacts of climate change. We manage biosecurity risks to Australia to protect our multi-billion-dollar industries and our way of life. We support economic prosperity and jobs, while helping our industries build their sustainability and premium credentials.

Our vision

Our vision is a more sustainable and prosperous Australia through biosecurity, agricultural production and trade.

Our purpose

We will achieve our vision through our purpose: working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

Our purpose recognises that to continue growing the agricultural, fisheries and forestry industries, we must do so in a sustainable way. A changing climate and the shift to a net-zero economy will impact production and the number and intensity of biosecurity pest and disease threats.

Our objectives

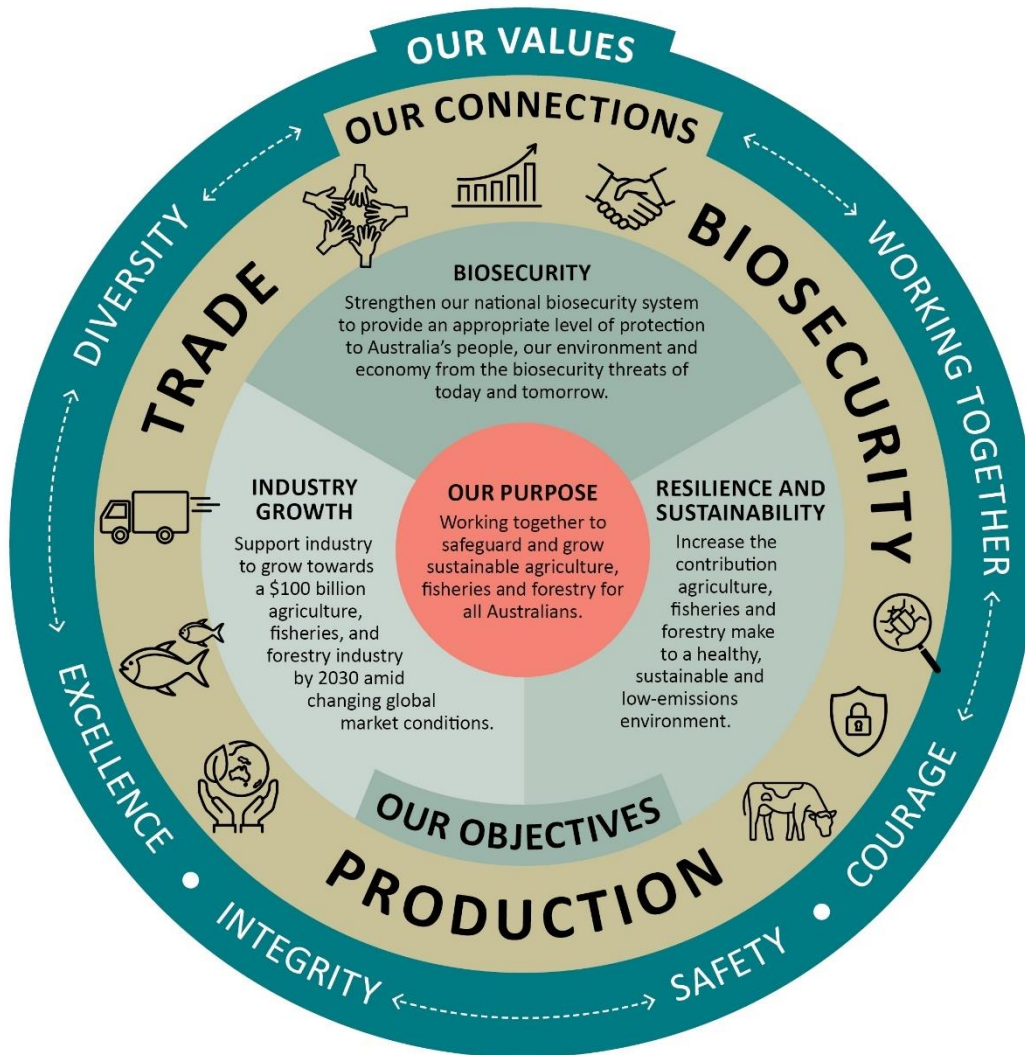
To achieve our purpose, we therefore focus on 3 objectives:

- 1) **Industry growth** – Support industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions.
- 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.
- 3) **Resilience and sustainability** – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.

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.

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

Figure 1 Our purpose, objectives, connections and values



Our Core 4 values

Our purpose, objectives, strategic priorities, vision and values 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 build on these through Our Core 4 values to ensure a shared understanding of how we work within the department and with our diverse stakeholders and partners to 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.

People are our most important asset. Our staff are highly specialised and dedicated. We are committed to the mental and physical wellbeing of our people and acknowledge this by putting safety at the centre of everything we do. Integrity is integral to Our Core 4 values and is central to building an integrated, inclusive and high-performing culture.

Our key activities

Each of our objectives is achieved through key activities that we have chosen to best represent our significant regulatory, program and policy responsibilities. Our key activities do not cover all our work. Instead, they demonstrate those activities that make a significant contribution to achieving our purpose and objectives.

Objective 1 Industry growth

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

We focus on 3 key activities to deliver on this objective:

- **Key activity 1.1** Support industry productivity and growth through science, policy and partnerships.
- **Key activity 1.2** Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access.
- **Key activity 1.3** Streamline export regulations and compliance arrangements.

These key activities recognise the importance of partnership and effective policy to support industry productivity, our technical and operational work, and international, regional and bilateral negotiations in creating and maintaining export market opportunities.

Our research arm, the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), forecasts the gross value of agricultural production to reach \$85 billion in 2023–24, with agriculture accounting for a forecast \$79 billion, fisheries \$4 billion and forestry \$2 billion. To ensure the greatest impact, we have therefore concentrated our key activities and performance measures for the industry growth objective on supporting agricultural production and access to international markets.

We support industry productivity and growth through our policy work and targeted programs. We help farmers build financial capacity and give them tools to navigate their financial risks. We support innovation in agriculture and agribusiness management through co-investment with industry in research and development corporations. We administer the agricultural levy system, a partnership with industry that funds research and development, marketing, residue testing and animal and plant health.

Our work is central to the efficiency and resilience of Australia’s supply chains. We are a major border agency, playing a key role in regulating exports and imports across different parts of the economy. Australia exports 70% of its agricultural production, accounting for 12% of the value of total exports. We provide opportunities for producers and exporters by enabling access to new markets and improving and maintaining existing markets. Market diversification will continue to help address the risks associated with relying on key markets. It provides us with equivalence if not a comparative advantage in global markets and generates broader benefits for the economy.

We regulate the export of all live animals and their reproductive material to ensure compliance with Australian legislative and importing country requirements. Our goal is to maintain and develop Australia’s reputation as a trusted source of high-quality live animals and reproductive material, while minimising barriers faced by industry participants. Because we regularly publish information and reports about our live animal export work on our website, we have not duplicated this work by creating a separate performance measure.

Partnering to support fisheries

The Australian Government works with state and territory governments to manage fisheries in consultation with the fishing industry, First Nations communities, recreational fishers, scientists, economists and the broader community. We are responsible for developing legislative procedures and policy to ensure sustainable fisheries. For international fisheries, the department leads Australia’s contributions to regional fisheries management organisations, the bodies that set management measures and monitor compliance for international fish stocks. We are also responsible for administering the farmed prawns levy and charge. [Performance measure IG-02](#) considers the efficiency of how we administer levies to support the agricultural, fisheries and forestry industries.

The Australian Fisheries Management Authority (AFMA) is responsible for the efficient management and sustainable use of Commonwealth fish resources on behalf of the Australian community (see page 7 of AFMA’s [2023–26 corporate plan](#)). Given our focus on longer-term strategic policy and the operational role of AFMA in managing fisheries, we do not have meaningful data to support annual performance measures directly relating to fisheries.

Sustainable forestry growth

We support the sustainability and growth of Australia’s forest industries by providing policy advice, delivering programs and supporting research and innovation. This includes administering Regional Forestry Agreements (RFAs) with the states and overseeing independent 5-yearly reviews. RFAs are long-term agreements that provide for the sustainable management and conservation of Australia’s native forests. State and territory governments have responsibility for land management, including the regulation and management of forests within the RFA areas. In an international context, we are responsible for combating illegal logging and representing Australia in international forestry forums.

We are responsible for implementing over \$300 million of program funding to support innovation and increase the capacity of the forestry industry to produce products for domestic consumption while remaining internationally competitive. These programs include \$73.8 million to support the establishment of new plantations to secure future domestic wood supply and contribute to Australia's carbon emissions reduction commitments. We are providing \$108.8 million in grants over the next 4 years for wood-processing businesses to adopt new or upgraded facilities to increase their output or product lines. The program supports the medium- to long-term sustainability of wood processors by stimulating investment in upgrades to existing manufacturing lines, as well as supporting innovation to diversify domestic products.

We are also responsible for administering the levies and charges on forestry industry products (measured by performance measure IG-02). The funds raised enable the Australian Government and forestry industry to co-invest to improve the profitability, productivity, competitiveness and long-term sustainability of the industry.

Government programs and policy focus on longer-term outcomes to ensure the supply or manufacture of forestry products. For example, [Performance measure IG-04](#) encourages the forestry industry to invest in innovation, supporting industry productivity and growth.

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.

We focus on 3 key activities to deliver on this objective:

- **Key activity 2.1** Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.
- **Key activity 2.2** Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.
- **Key activity 2.3** Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.

Biosecurity threats and risks are increasing. A significant biosecurity incursion would generate a range of negative impacts, including loss of international export markets, cost and availability of food, lost income, supply chain disruptions, and associated social, health and welfare impacts for farmers and the broader community.

We safeguard Australia's animal and plant health status by investing in a national biosecurity system to detect and minimise the impact of biosecurity incursions. We do this through risk assessment, regulation, inspection and certification, and the implementation of emergency response arrangements for Australia's agricultural, fisheries and forestry industries. These activities help maintain our access to overseas markets and protect the economy and environment from the impact of pests and diseases.

Australia's biosecurity system consists of 3 focus areas for preventing or responding to the incursion of pests and diseases: pre-border, at our border and post-border activities. Across these 3 focus

areas, we undertake a range of policy, operational and compliance functions, supported by a series of third-party agreements, authorisations and programs, together with research, intelligence and data analytics. We also implement a range of education, awareness and communication campaigns.

This work includes:

- **Overseas (pre-border) activities** – working with foreign governments and agencies, importers and other stakeholders to mitigate risk and reduce the number and frequency of pests and diseases that reach Australia. This includes developing international standards, assessing offshore risks and setting appropriate import conditions, educating stakeholders and building industry capability.
- **At our border activities** – screening and inspecting air and sea vessels, freight, mail and passengers for biosecurity threats, as well as undertaking verification, assurance and post-entry quarantine to prevent pests and diseases entering Australia.
- **Within Australia (post-border) activities** – working with the states, territories and industry partners to detect and respond to incursions, plan emergency responses, and contain and eradicate pests and diseases within Australia.

Objective 3 Resilience and sustainability

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

We focus on 3 key activities to deliver on this objective:

- **Key activity 3.1** Increase opportunities for industry to reduce emissions and contribute to Australia's net-zero goals.
- **Key activity 3.2** Support the increased adoption of sustainable management practices through funding partnerships and engagement activities.
- **Key activity 3.3** Strengthen the resilience of industry and its ability to adapt to the impacts of climate change.

Agriculture plays a significant role in supporting the shift to a net-zero economy. The agricultural industry accounts for 55% of Australia's land use, 24% of water extractions and 15% of Australia's carbon emissions. Increasing the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment will be critical to maintaining and growing export markets and helping industry achieve its \$100 billion market value target by 2030.

The Australian Government is committed to supporting the agricultural, fisheries and forestry industries to sustainably manage the impacts of climate change, including the challenge of increasing food production to meet global demand, while reducing the impact of agricultural production on the environment.

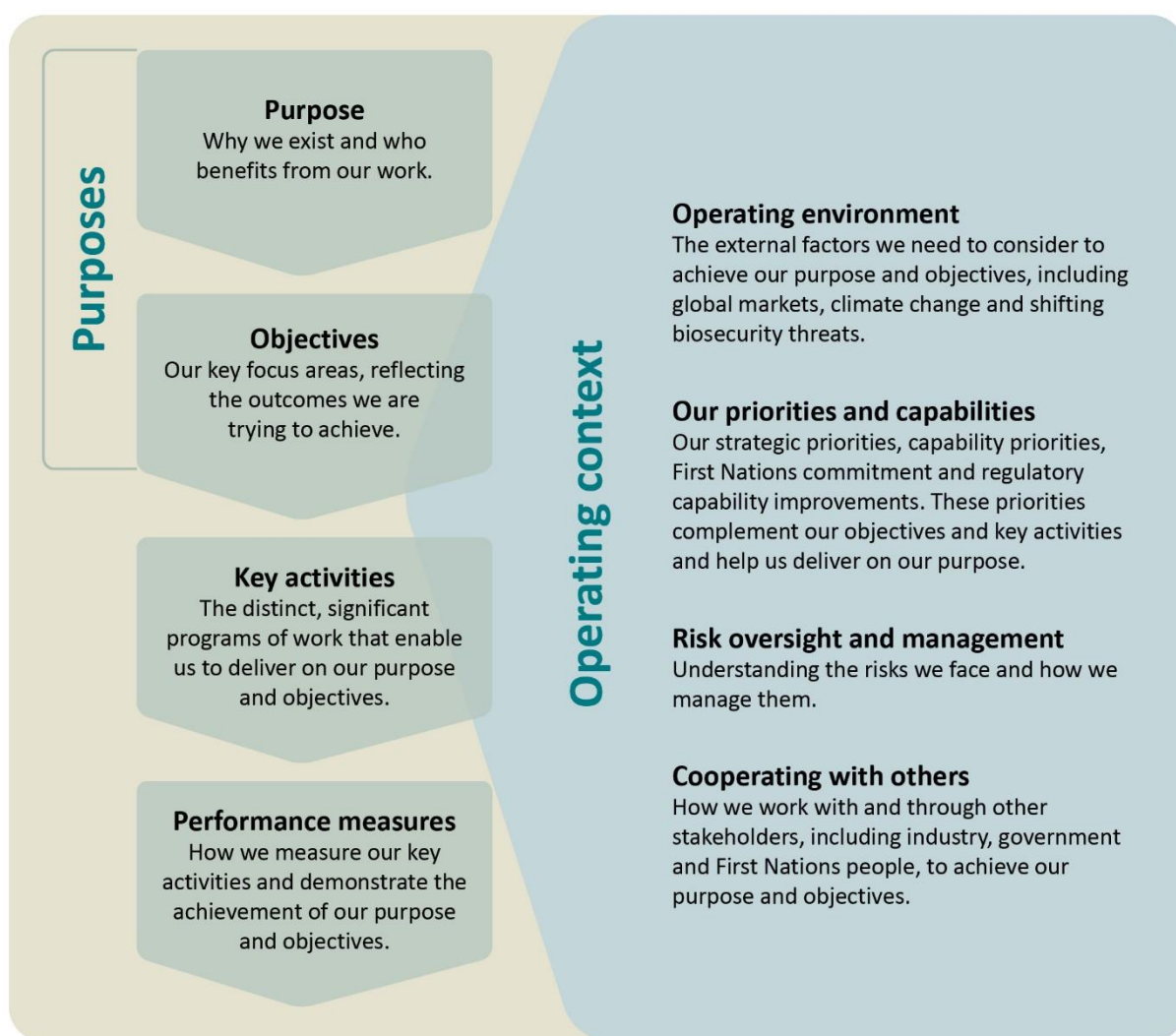
Australian farmers are adopting new practices to reduce emissions, build climate resilience and strengthen sustainability. They are responding to climate risks in order to secure their future and remain globally competitive.

Sustainable agriculture in Australia is an integrated approach to farming that considers our unique environment and responsibly manages natural resources and animals to support our food and fibre needs. Sustainable agriculture advances economic, environmental and social benefits for current and future generations. In the long term, sustainable farming practices support productive and resilient industries, enhanced environments, thriving communities and climate-smart production.

Increasingly, trading partners, retailers and consumers are seeking evidence that agricultural goods are meeting sustainability standards. We are working with partners to develop frameworks and standards to support Australia’s credentials.

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

Our operating environment is challenging and dynamic because the agricultural, fisheries and forestry industries are exposed to trade fluctuations and dependent on weather conditions, which are beyond our control. The nature of significant pests and diseases is constantly shifting (including a sharp increase in risk due to a foot-and-mouth disease outbreak in Indonesia). Trade and global supply chains heavily impacted by the COVID-19 pandemic continue to be affected by geopolitical shifts, and our stakeholders are on the frontline of climate change and the transition to a net-zero economy.

Slowing industry growth

Australia's agricultural, fisheries and forestry industries have benefited from 3 consecutive years of exceptional weather conditions and strong demand for Australian exports. Although the value of agricultural production is forecast to fall during 2023–24, it is likely to be the third highest on record. The fall will largely be driven by drier climatic conditions, which will reduce crop yields, and declines in global commodity prices.

Operating costs across Australia's agricultural, fisheries and forestry supply chain have increased because of higher interest rates and increased input costs for items such as fertiliser, fuel and freight. Input costs are expected to fall during 2023–24 but remain at relatively high levels.

Global economic growth is expected to slow during 2023–24. High inflation, increasing interest rates and tighter financial conditions are weighing on investment and household spending, particularly in advanced economies. In Australia, real household disposable incomes have declined, resulting in reductions in spending and changes in spending patterns.

Managing increased competition

Beyond 2023–24, long-term growth and business viability in the agrifood sector will continue to be underpinned by productivity and effective risk management. Global agricultural commodity prices are expected to continue to fall from the highs of the last 2 years as global supply rebounds, driven by improved growing conditions for other major exporters.

Consumption patterns are shifting. Consumers with rising incomes, particularly in Asia, will demand higher volumes of and higher-quality Australian food and fibre. This is an opportunity for agriculture to grow. However, increased demand raises expectations of food safety, traceability and sustainability.

Free trade agreements, sustainability, and social licence enable Australia to gain favourable trade conditions. However, Australia's agricultural industry and biosecurity system will have to adapt to a more contested international trading landscape and uncertain geopolitical and economic environment. Increased scrutiny of the quality, safety and sustainability of agricultural, fisheries and forestry products will mean a greater focus on strengthening multilateral and bilateral relationships to maintain and expand access to new markets. We must also continue to support technical market

access submissions and negotiations, and biosecurity and food safety risk assessments to open 2-way trade opportunities.

Food security

Australia is one of the most food-secure nations in the world, with a reputation as a modern, safe, reliable and sustainable producer of food.

Food security is multidimensional, associated with concepts of availability, accessibility, use and stability. It is subject to socio-economic, global and environmental factors that are beyond the control of any single entity.

Ensuring the food security of Australians is therefore a whole-of-government effort that interacts with policy on health, sanitation, social security, trade and the economy.

Our role in food security focuses primarily on agricultural production and availability and with ensuring the efficient and safe facilitation of imports through our biosecurity operations. Several of our performance measures support food security, including:

- annual productivity growth for agriculture, forestry and fisheries (Performance measure IG-01)
- export regulations and market access arrangements (performance measures IG-05 and IG-06)
- biosecurity preparedness (all the performance measures under Key activity 2.1).

We are responsible for policy and programs that support a globally competitive and sustainable Australian agrifood industry. We provide fit-for-purpose regulatory settings, support sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries, and provide national leadership and collaboration.

ABARES provides professional independent data, research, analysis and advice that informs Australia's position on food security.

Australia also plays a part in the food security of other countries. International trade – including Australian food exports – supports food security in other countries by providing physical access to food and making food more economically accessible. Australia contributes to food security in other countries through agricultural research, development assistance and the transfer of Australian agronomic knowledge and expertise. We engage with international counterparts to reinforce Australia's role in shaping how global agricultural and fibre industries address food security, productivity, trade, sustainability and the impacts of climate change.

Responding to biosecurity threats

We know our biosecurity operating environment will always face new and increasing challenges. These include biosecurity threats at our doorstep, fuelled by greater numbers of travellers, diversifying trade and cargo, and changes in climate. Increased biosecurity threats, especially to Australia's north, create a need for stronger prevention and surveillance in Australia and our international neighbourhood, and constant improvements to our joint preparedness and response ability.

Increasingly complex supply chains and the movement of goods bring elevated biosecurity risks. Engagement with international standard-setting organisations is essential if we are to improve biosecurity regulatory outcomes for the import of goods. Equally important is continual engagement with trading partners, particularly in Asia and the Pacific, to work together to enable biosecurity risk management capacity and capability improvements.

Data, strategic intelligence, technology and innovation will continue to play a part in how we manage biosecurity and demonstrate our maturity as a regulator. Changes enabled during the COVID-19 pandemic, such as shifting to remote inspections, are now a valuable addition to our regulatory toolkit. We will also increase our use of data analytics and intelligence to monitor trends and make more informed biosecurity risk management decisions. We will continue to engage with industry to manage biosecurity risks effectively and efficiently.

Supporting sustainable agriculture

Climate change is impacting agricultural production. ABARES estimates that changes in seasonal conditions from 2001 to 2020 have reduced annual average farm profits by 23%. Actively managing agricultural emissions and increasing sustainability will be critical to maintain competitive levels of production.

The Australian Government is responding to this strategic need by, for example, investing \$302.1 million in climate-smart and sustainable agriculture through the Natural Heritage Trust. This initiative will encourage farmers to adopt new sustainable agricultural practices that reduce emissions, build climate resilience and strengthen their ability to respond to climate risks.

Accelerated access to innovative technologies and sustainable farming practices will help Australian farmers strengthen productivity and competitiveness while they transition to a net-zero economy. The Future Drought Fund also provides \$100 million a year in government funding for programs and initiatives that improve drought resilience. We are developing the next 4-year funding plan for the Future Drought Fund and responding to the Productivity Commission review of the fund. We will also develop an agriculture and land plan, one of 6 plans to help reach Australia's net-zero goals.

We have worked closely with state and territory governments through the Climate Change Task Group and with agriculture ministers on a *National Statement on Climate Change and Agriculture*. The statement will help guide national conversations on agricultural sustainability as Australia moves towards a net-zero economy.

The transition to a net-zero economy will also mean changes in land use that will affect our stakeholders. Renewable energy technologies (particularly wind and solar) require the reallocation of land and sea areas that may currently be used for agriculture, fishing and forestry. Transforming Australia's electricity supply to run mainly on renewables over the next 25 years (from the current 30%) will have a significant impact on how agricultural land is used, requiring engagement with landowners and local communities.

Our priorities

We have identified our organisational priorities. These include strategic and capability priorities, and a First Nations commitment. Our priorities complement our objectives and key activities and help us

deliver on our purpose. They are forward-looking and enable us to proactively respond to our changing operating context.

Our priorities will help us drive innovation and improvement activities to deliver on our significant policy, program and regulatory responsibilities. Our priorities will also contribute to whole-of-government policy priorities such as emissions reduction, improving productivity, empowering First Nations people, strengthening supply-chain resilience, delivering education and skills improvement, and contributing to APS reform.

Strategic priorities

Our strategic priorities focus on policy outcomes and 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.

Strengthening departmental capability

We are committed to improving our organisational capabilities to meet the expectations of government and align with the broader APS Reform agenda. This includes strengthening the effectiveness and efficiency of our regulatory and operational responsibilities such as asset management, information and data management, financial discipline and sustainability, and integrity and cybersecurity.

We are committed to strengthening our capability to improve agricultural production, trade and biosecurity policy and program outcomes, including through more inclusive collaboration with partners, industry, First Nations people, unions and communities. Underpinning all of this are the leadership, governance, risk and financial management capabilities required to manage a complex operational agency.

As part of the APS Reform agenda, the Australian Public Service Commission has undertaken a capability review of the department. The review has assessed our ability to meet future objectives and identify organisational capability gaps and opportunities to address them. In response to the review, we are preparing an action plan that will inform our organisational capability improvement program.

We are committed to incorporating the findings of reviews and the lessons and achievements of past work – including the former Department of Agriculture, Water and the Environment's *Being Future Ready: Our Future Department Blueprint* – to deliver our new organisational capability improvement program.

Our approach to capability improvement is based on an enduring set of principles. These include alignment with our purpose, strategic priorities, proactive performance management and evaluation, a focus on enterprise-wide benefits, shared ownership and consistency with Our Core 4 values. This unified approach will set us up for future success as a world-class public sector organisation.

Our people are our greatest asset. We will build on our skilled and dedicated workforce to ensure we have staff with the right mix of skills and capabilities, in the right locations where they can perform their work effectively, safely and to the highest standards.

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 with a shared purpose and values will enable us to build a future-ready workforce 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 *Work Health and Safety Strategic Plan 2021–2024* focuses on 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 this capability within the department.

We aim to provide our people with a flexible, modern and integrated employment experience through our working arrangements, technology and workspaces. We continue to support new ways of working, including flexibility and mobility practices for staff. Our working arrangements and workspaces reflect our unique and varied operating environments and individual circumstances. Our approach will adapt and evolve as we respond to change and new delivery priorities from government.

We will deliver a learning and development strategy, innovative leadership tools and communities of practice 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. Our Essentials mandatory training suite and departmental induction ensure our people understand their responsibilities and obligations as APS employees. All our training encompasses the principles of safety and integrity that underpin Our Core 4 values.

We are continuing to mature and enhance our workforce planning capabilities across the department. This helps us prepare for future challenges and opportunities to support our strategic direction and the APS Reform agenda. We have implemented a revised job family framework and use Microsoft Power BI to improve our workforce data reporting capability. We have developed surveys to attract and retain staff and we use tactical workforce plans to better align workforce planning with our strategic goals. Data is collected on workforce trends to identify critical roles and capabilities and inform workforce decisions. We track the effectiveness of initiatives and identify areas for improvement.

Integrity-based behaviour and decision-making are fundamental to the way we operate, particularly in our regulatory roles. We understand that what we do is connected to strengthening integrity

across the public sector. We are stewards of the APS Values, Employment Principles and Code of Conduct and demonstrate ethical behaviour in connection with our APS employment.

The establishment of the National Anti-Corruption Commission reinforces the importance of maintaining a robust integrity culture throughout the department and in all our interactions. Our integrity framework policy suite and security and integrity training packages support our people by giving them practical tools to fulfill their obligations as public office holders.

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 give our people tools to fulfill their security obligations. We take concerns about inappropriate conduct seriously, proactively detect adverse behaviours 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.

Our First Nations commitment

First Nations people have managed the lands and waters for thousands of generations and this connection is a source of identity, spirituality, culture, economy and wellbeing.

The department's First Nations Platform will aim to deliver on our commitment to realising shared benefits with First Nations people in the delivery of our objectives, priorities and what we do every day. This includes working with First Nations people 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 also work together in genuine partnership to support the achievement of the Priority Reforms and targets under the National Agreement on Closing the Gap, and promoting and encouraging First Nations voice. Our commitment to encouraging and promoting First Nations voice is concerned with the department's intent to include First Nations people in how we deliver on our purpose and is not a reference to the proposal for a Voice to Parliament 2023 referendum.

The First Nations Platform is designed to be the department's premier First Nations policy. It comprises 3 integrated elements:

- 1) A strategic framework that structures business thinking and guides the department in shaping its policies and strategies. It will provide a high-level view of our First Nations policy priorities and serve as a reference point for decision-making.
- 2) A roadmap with a detailed plan of the specific actions, steps and timelines required to achieve our First Nations shared benefits and inclusiveness objective. It will be a tactical planning tool.
- 3) A maturity model that enables us to evaluate our ability to deliver on our First Nations commitment and identify areas for improvement to achieve higher levels of maturity.

Indigenous Agricultural Product Framework

As part of our First Nations commitment, we are partnering with the Indigenous Land and Sea Corporation to develop an Indigenous Agricultural Product Framework. This will provide an evidence base to establish Indigenous agricultural product credentials that verify provenance, support prosperity for First Nations people, and secure economic benefit through value-added Indigenous

products destined for domestic and export markets. The framework will be developed by and for First Nations people. It will improve agricultural traceability, in line with the objectives of the *National Agricultural Traceability Strategy 2023 to 2033*.

Our Reconciliation Action Plan

We continue to progress initiatives under our *Reconciliation Action Plan 2021–24 (RAP)*, a 3-year plan that aligns with the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24* and the National Agreement on Closing the Gap Priority Reforms. These initiatives focus on cultural integrity, career pathways, career development and advancement for First Nations people. The RAP helps deliver our vision for reconciliation through a practical plan of actions and identifies how we support, maintain and build relationships with First Nations people.

Investing in regulatory maturity

We will improve our regulatory capability. Effective and efficient regulation enhances Australia’s economy, supports business and benefits the wider community.

As a regulator, we enforce laws relating to:

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

We are accountable to the public and we recognise the need to improve and streamline regulation to deliver good outcomes.

As required under the Australian Government’s *Resource Management Guide – Regulator Performance (RMG 128)*, our regulatory context is informed by the Ministerial Statement of Expectations and our responding Regulator Statement of Intent. These are being developed and will be available on our website.

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 3 principles of regulator best practice:

- **Principle 1 Continuous improvement and building trust** – regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia’s regulatory settings.
- **Principle 2 Risk based and data driven** – regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.

- **Principle 3 Collaboration and engagement** – regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

As our regulatory capability matures, we will ensure that the regulations we are responsible for remain relevant and effective and that future improvements are developed transparently and in consultation with staff and stakeholders.

Our Regulatory Practice Committee and regulatory leaders will drive improvements in regulatory capability. 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 initiatives to help department leaders understand how each regulatory system is performing and determine 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 capability.

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

Risk oversight and management

Another departmental capability priority is effective risk management. Every day, we face a diverse range of risks in the pursuit of our purpose, objectives and priorities. 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, and helps us manage threats, harness opportunities and empower our people to make informed, risk-based decisions.

At an enterprise level, we manage 9 strategic risks that may impact our ability to achieve our purpose, objectives and priorities. Table 1 outlines these risks and the key mitigation strategies we use to manage them. Our first 3 strategic risks align with achieving our objectives and priorities. These risks are mitigated by our ability to deliver on the key activities associated with each objective. The remaining 6 strategic risks relate to our organisational resources and capabilities. Managing these risks is critical to our ability to perform our core functions and responsibilities effectively, and they are mitigated by organisation-wide initiatives.

Table 1 Strategic risks

Strategic risks	Key activities and initiatives to mitigate these risks
1) Industry growth and market access: Inadequate support of productivity, growth, market access and workforce capability for Australia’s agricultural, fisheries and forestry industries.	Support industry productivity and growth through science, policy and partnerships. Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access. Streamline export regulations and compliance arrangements.
2) Biosecurity: Insufficient ability to adapt and protect Australia from biosecurity threats and respond effectively to biosecurity incursions.	Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness. Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods. Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.
3) Industry resilience and sustainability: Insufficient support of the agricultural, fisheries and forestry industries to enable them to increase their contribution to a healthy, sustainable and low-emissions environment.	Increase opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals. Support the increased adoption of sustainable management practices through funding partnerships and engagement activities. Strengthen the resilience of industry and its ability to adapt to the impacts of climate change.
4) Engagement and partnerships: Inadequate engagement and ability to maintain effective partnerships with stakeholders, including First Nations people.	Use policy and initiatives to improve access to international markets and engagement. Maintain effective partnerships with all stakeholders, including industry, primary producers, state and territory governments, First Nations people, not-for-profit organisations, the private sector and local communities to ensure industries are competitive and sustainable.

Strategic risks	Key activities and initiatives to mitigate these risks
5) Resources: Inadequate financial resources and management to achieve our objectives and priorities.	Manage expectations for level of external revenue required to deliver government requirements. Maximise department revenue through industry levies, interest, grants and royalties. Ensure expenses are managed to deliver optimal value for money.
6) Statutory obligations: Inadequate administration of statutory duties and failure to meet the purposes or requirements of the legislation.	Develop our regulatory capabilities, improve engagement with stakeholders and support reform efforts. Invest in regulatory maturity to advance the department’s regulatory systems.
7) Digital service-delivery capability: Ineffective departmental and industry digital service-delivery capabilities to achieve our objectives and priorities.	Invest in required level of digital architecture and systems to manage and deliver departmental and industry digital capability needs. Includes reforming system functionality for our stakeholders.
8) Critical infrastructure, capability and workforce: Ineffective management of critical infrastructure, capability and workforce, including staff wellbeing.	Invest in the department’s workforce by providing flexible employment arrangements and contemporary training to improve work health and safety proficiency and role-specific competency. Maintain and invest in fit-for-purpose infrastructure, systems and digital technology that is assured by proficient business continuity arrangements.
9) Security: Inadequate management of cyber, physical and personnel security and integrity.	Invest in required level of digital expertise and systems to manage the threat of cyber incidents. Maintain policy, systems and training, and enable and enforce appropriate physical and personnel security standards.

Cooperating with others

We work with other organisations to achieve our purpose and objectives. Maintaining and strengthening our ability to work with others is an important part of our capability development. Figure 3 shows that we work in partnership with primary producers, state and territory governments, First Nations people, not-for-profit organisations, academia, the private sector and local communities.

These partnerships are central to our efforts to ensure industries are competitive and sustainable. We work with regional natural resource management groups, 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 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.

Figure 3 Our stakeholders and partners



Examples of how we collaborate

Tripartite Agricultural Workforce Working Group

We are working with industry employers, relevant unions and peak bodies such as the National Farmers’ Federation to address workforce challenges that affect Australian agriculture. The tripartite Agricultural Workforce Working Group set up after the government’s Jobs and Skills Summit in September 2022 focuses on developing solutions to address workforce issues, including skilling, attracting, retaining and protecting workers.

Australian Forest and Wood Innovations

We are partnering with the University of Tasmania to establish an Australia-wide National Institute for Forest Products Innovation, under the operational name of Australian Forest and Wood Innovations (AFWI). The AFWI will receive over \$100 million in funding from the Australian Government from 2022–23 to 2026–27. AFWI will be based at the University of Tasmania in Launceston and supported by 3 research centres that will undertake forestry research and development. The AFWI will create opportunities for applied research, innovation and the commercialisation of new knowledge in the forest and wood products industries.

Climate Services for Agriculture

The [Climate Services for Agriculture](#) (CSA) online platform gives Australian farmers and communities climate information for their local area to help them prepare for climate variability and associated risks, build resilience and increase the viability of their businesses. Developed in collaboration with the Bureau of Meteorology and CSIRO, the CSA platform is funded by the Australian Government's Future Drought Fund, which we administer. The platform combines climate science and agricultural expertise and is being designed in collaboration with end users in 8 pilot regions across Australia.

CSA provides users with historical data (1961 to the present), seasonal forecasts (1 to 3 months) and future climate projections (2030, 2050 and 2070). It includes climate insights for business planning, such as rainfall and temperature thresholds that can be customised, and a temperature humidity index for beef, dairy and sheep.

Water

We work with other government departments to support decision-making on water matters, including those that affect agriculture, fisheries and forestry. For example, ABARES prepares modelling and analysis on water use in agriculture and its contribution to economic activity in the Murray–Darling Basin. The modelling is used to inform decisions that may have significant long-term industry, environmental and social impacts.

Indigenous Ranger Biosecurity Program

Northern Australia's vast, sparsely populated 10,000 km coastline is the frontline for many high-risk animal and plant pests and diseases. The northern islands of the Torres Strait, only a few kilometres from Papua New Guinea (PNG), are particularly vulnerable. Biosecurity risks can reach Australia through the movement of people and goods by sea and air, through traditional trade between PNG and the Torres Strait, and by natural pathways such as winds, tides and animal migration. Some serious pests and diseases that have not reached the Australian mainland are being managed by rangers in the Torres Strait.

The Indigenous Ranger Biosecurity Program targets northern Australia and supports our Northern Australia Quarantine Strategy. We partner with 65 Aboriginal and Torres Strait Islander ranger groups to deliver monitoring for pests and diseases. The rangers play a crucial role in enhancing biosecurity, protecting Australian agriculture and supporting northern development. Their work contributes to Australia's reputation as an exporter of safe and sustainable food.

Outbreak and Biosecurity websites

Working across all levels of government is essential to good biosecurity. We collaborated with Australia's state and territory governments, peak bodies and industry stakeholders to develop 2 websites:

- biosecurity.gov.au – highlights the role everyone can play to protect Australia from harmful pests, diseases and weeds
- outbreak.gov.au – highlights emerging biosecurity threats and provides information on how to respond to, prevent and prepare for animal and plant pest and disease outbreaks.

Subsidiaries

The department does not have any subsidiaries.

Our performance framework

The *Corporate Plan 2023–24* is our primary planning document. We measure our performance against our purpose, objectives and key activities.

Since the publication of our last corporate plan, we have updated some of our key activities and performance measures to reflect what we do and demonstrate how we will achieve our purpose and objectives. Table A1, Table A2 and Table A3 explain these adjustments.

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

- updated several key activities to strengthen their connection to the associated objective and our purpose
- introduced 8 new performance measures to support our key activities and objectives
- replaced 2 performance measures with other measures that better demonstrate achievement of the relevant key activity and objective
- enhanced some of 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 sources and tolerance ranges where relevant.

All performance measures have been updated to explain the department’s contribution and how the measure supports the key activity and objective.

The key activities and performance measures underpinning achievement of the resilience and sustainability objective have been comprehensively reviewed, reflecting the department’s increased focus on this policy area.

The performance measures and targets for 2023–24 outlined in this corporate plan will be reviewed and updated during our annual planning cycle. Several performance measures establish a baseline. Our intention is to develop these measures over time to become more outcome focused. We will also seek to create a better balance of qualitative and quantitative measures.

The results of our performance will be published in the Annual Performance Statements 2023–24 section of our *Annual report 2023–24*.

Alignment with our Portfolio Budget Statements 2023–24

In accordance with the Finance Secretary’s Direction, the key activities and performance measures in our *Portfolio Budget Statements 2023–24* (PBS) reflect those in our *Corporate Plan 2022–23*, which was the current corporate plan when the PBS was published.

The key activities and performance measures in this corporate plan supersede those in the PBS 2023–24. Table A1, Table A2 and Table A3 explain the changes to key activities and performance measures. Table A4 shows the alignment with the PBS outcomes and programs and the updated key activities and performance measures for 2023–24.

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 address the 3 principles of regulator best practice listed in our [Investing in regulatory maturity](#) section. We indicate which performance measures have a regulatory element and the principles of regulator best practice that apply to those measures.

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. Table 2 shows the key activities and associated performance measures for this objective.

Table 2 Objective 1 Industry growth – performance measure overview

Key activity	Performance measure
1.1 Support industry productivity and growth through science, policy and partnerships.	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.
	IG-02 Equal or reduced cost of levies administration compared with levies disbursed.
	IG-03 Proportion of farm businesses making capital investments.
	IG-04 Encourage forestry industry investment in innovation.
1.2 Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access.	IG-05 Number of international markets opened or improved by the department.
	IG-06 Potential value of trade facilitated through the prevention and/or resolution of trade disruptions.
1.3 Streamline export regulations and compliance arrangements.	IG-07 Increase in the number of electronic certificates issued for export (moving to paperless trade).

Key activity 1.1

Support industry productivity and growth through science, policy and partnerships.

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, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Greater than 0% difference over past 10 years.	As for 2023–24.	As for 2023–24.	As for 2023–24.

Tolerances

Achieved	Partially achieved	Not achieved
Average annual growth in the agricultural productivity (climate-adjusted) 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.

Rationale

Productivity is a key measure of performance because it considers the efficiency of production. In the long term, agricultural productivity measures technological advancement and its impact on industry progress. Productivity growth is key to achieving a \$100 billion agricultural, fisheries and forestry industry by 2030.

Context

We develop policies and manage programs to ensure primary producers are well-positioned to maintain and increase their productivity. We support innovation in agriculture and agribusiness management through co-investment with industry in the research and development corporations to benefit industry and regional communities.

We support industry growth by expanding access to overseas markets and strengthening Australia's reputation in those markets. We implement arrangements to increase, improve and maintain our export market access over the short, medium and long term. We engage with international counterparts to reinforce the global rules-based system and the experience that Australia can offer in shaping how global agricultural, fisheries and forestry industries address food security, biosecurity, productivity, trade, sustainability and the impacts of climate change.

Productivity is also affected by global prices and supply chains, consumer demand and trading partner decisions. State and territory governments are responsible for many regulatory settings that affect industry performance. However, the Australian Government, through the department, is responsible for export and import regulations and technical trade negotiations.

Methodology and data sources

We obtain productivity data for this measure from the Australian Bureau of Statistics (ABS) and ABARES. We source climate-adjusted productivity estimates for the broadacre industry from ABARES, and the market sector productivity comparison measure from the ABS.

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

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 ABS data source *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.

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. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Cost is less than or equal to 1.2% of levies disbursed.	As for 2023–24.	As for 2023–24.	As for 2023–24.

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.

Rationale

By keeping our cost-recovery efforts efficient, more money will go to activities that help improve the productivity and sustainability of agricultural produce. This supports our industry growth objective.

Context

We are responsible for administering the agricultural levies system, which is a partnership between government and industry. It allows primary industries to collectively invest in research and development (R&D), marketing, biosecurity activities, residue testing and biosecurity emergency responses.

Our role is underpinned by the levies legislative framework. We receive levies and levy return forms from collection agents, disburse the levies to specified levy recipient bodies and conduct compliance inspections to ensure the integrity of the levy collection. We recover the cost of conducting these activities and strive to achieve efficiencies to lower the cost of our administration and compliance activities.

More than 110 levies and charges are collected on more than 70 commodities across the agricultural, fisheries and forestry industries. Each year, we disburse around \$800 million to 18 levy recipient

bodies. This comprises around \$500 million in levies and charges and \$300 million in Commonwealth matching payments for eligible R&D activities. The funds raised from the levies help industries drive growth, maintain competitiveness, manage risks and ensure their ongoing contribution to the Australian economy.

We regularly liaise with key industry representative bodies to share information on trends, developments and compliance issues. Through this engagement, we have identified areas of interest and potential risk, created strategic compliance projects that target specific risk factors, and increased stakeholder understanding of the levies compliance program. The program has increased staff awareness of industry-specific issues, risks and how levies are used to benefit levy payers. This work aligns with regulator best practice Principle 1 Continuous improvement and building trust, Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Our levies compliance team delivers a risk-based national compliance program that encourages and supports levy payers to voluntarily comply with legislation and provides assurance to the department and industry that levy collections are materially complete. These actions align with Principle 2 Risk based and data driven.

The program is reviewed annually to inform future compliance activities and assess its overall effectiveness. Levy officers undertake field visits and inspect transaction records of levy agents in each state and territory. Selection of the field visits is based on potential compliance risk, which is assessed on likelihood and consequence parameters. Under the program, we review agents who collectively contribute around 20% of revenue at the commodity level, and we conduct around 500 inspections each year.

The levies team undertakes business improvement programs and projects that increase the capability and efficiency of the levy system's administration and regulation. This aligns with regulator best practice Principle 1 Continuous improvement and building trust.

Methodology and data sources

Our departmental 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.

Performance measure IG-03

Proportion of farm businesses making capital investments.

Measure type

This is an effectiveness measure.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).	As for 2023–24.	As for 2023–24.	As for 2023–24.

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 the proportion of farms making new capital investments decreases or is the same (based on annual reporting of a 5-year moving average).

Rationale

Industry growth relies on farm businesses investing and taking advantage of new opportunities. Capital investment is affected by income and profitability, but government interventions that support growth in farmers' confidence are likely to contribute as well.

Context

For this measure, the proportion of farm businesses making new investments in farm capital is used as a proxy for confidence on the assumption that farmers are more likely to make such investments if they are confident about the future and their farm business is profitable. Farmers' confidence increases when they have the skills, tools and financial resources required to manage drought and other climate-related risks.

We are responsible for several policies and programs designed to support farmers' confidence and, in turn, affect their ability to make capital investments. Although our work contributes to building financial capacity in the sector, many of our programs focus on building farmers' confidence in their businesses – a contributor to the objective of industry growth. Providing farmers with tools to navigate their financial risks will increase their confidence in the future.

The Farm Management Deposits Scheme is a financial risk management program that creates a financial buffer for farm businesses in the agricultural industry. This can help primary producers manage their capital (including fluctuating cash flows) and prepare for downturns, prolonged negative climatic events and natural disasters. The scheme can support farmers' capacity to plan for and undertake capital investment.

The Regional Investment Corporation (RIC) administers the Australian Government's concessional loans for farmers and farm-related small businesses. The RIC offers loan programs to support the long-term strength, resilience and profitability of eligible Australian farm businesses. Loans provided through the RIC can contribute to primary producers' investment levels and financial capacity to undertake capital investments. We also manage historical concessional loan programs for loans issued before 1 July 2018.

The Farm Household Allowance program and the Rural Financial Counselling Service provide assistance for those experiencing, or at risk of, financial hardship to manage their situation and build their financial stability.

These policies and programs support profitability and, in turn, increase farmers' capacity to sustainably invest in their businesses. External factors such as interest rates and input prices will influence farm businesses' investment levels, but these factors are beyond our control.

We also provide whole-of-government coordination and advice on drought policy, strategic communication and promoting preparedness to build long-term resilience for farmers and wider communities affected by drought. A key initiative to support long-term drought resilience is the Future Drought Fund. Because the priorities of the fund are primarily concerned with strengthening resilience, its activities are captured in Performance measure RS-03, under the resilience and sustainability objective.

Methodology and data sources

We source data from ABARES *Australian Agricultural and Grazing Industries Survey* and the *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.

Performance measure IG-04

Encourage forestry industry investment in innovation.

Measure type

This is an output measure.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Deliver 30% of total grant program funding.	Deliver 30% of total grant program funding.	Deliver 20% of total grant program funding.	Not applicable (program funding ends in 2025–26).

Note: We administered 20% of program funding in 2022–23.

Tolerances

Achieved	Partially achieved	Not achieved
70 to 100% of grants funded in the year.	50 to 69% of grants funded in the year.	0 to 49% of grants funded in the year.

Rationale

Forestry and forest products are important for the Australian economy, providing jobs for regional Australians and timber products for the building industry. Establishing new forest plantations also helps Australia achieve its net-zero goals.

Australian forestry operations are regulated by state and territory governments or local government planning laws. Consequently, we support the forestry industry through the development of national policies and strategies and the delivery of support programs.

By providing grants that require industry co-contributions, this measure encourages the forestry industry to invest in innovation.

Context

The Australian Government's *A Future Grown in Australia: A Better Plan for Forestry and Forest Products* policy administers grants programs to strengthen and support a sustainable forestry industry now and into the future.

This measure covers our administration of one of the grant programs associated with this policy initiative. Announced in the October 2022 Budget, the *Accelerate Adoption of Wood Processing Innovation* program provides support for wood-processing businesses to adopt new or innovative technologies. We will provide grant funding of \$108.8 million over the next 4 years to encourage privately-owned wood processors to invest in new and upgraded wood-processing facilities. The program offers co-funding of up to 40% of total project costs, with the remaining 60% to be met by the applicant.

The grants will support the medium- to long-term sustainability of wood processors by helping them to:

- adopt innovative practices that improve their use of available wood supplies
- increase their production facilities
- add value to existing and new product lines – encouraging diversification
- reduce the industry's carbon footprint.

By supporting wood-processing facilities to use innovative technologies in their production, the Australian forestry industry will be able to supply more of Australia's wood demands into the future.

Methodology and data sources

Evidence of industry co-contribution investment is required during the grant application process and these contributions are set out within each grant agreement. As part of their contractual arrangements, successful grantees are required to report against their budgeted co-contribution.

We record co-contributions in a spreadsheet and verify them at the end of each 6-month reporting period for the life of each grant.

To measure progress, we have set a target to administer 30% of the available program funding in 2023–24 and 2024–25 and an additional 20% in 2025–26. We administered 20% of program funding in 2022–23. However, industry co-contributions can be provided at any time during the life of the grant agreement. Industry co-investment may vary across financial years but will be greater than or equal to Australian Government expenditure over the life of the program.

Key activity 1.2

Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access.

Performance measure IG-05

Number of international markets opened or improved by the department.

Measure type

This is an output and regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

We do not set a target for this measure because the number and value of market access achievements are partially driven by external factors such as seasonal and market conditions and actions by other governments. This means that a higher or lower value is not necessarily indicative of our performance.

Rationale

Access to international markets is essential for the growth and profitability of Australia’s export-focused agricultural, fisheries and forestry industries.

Context

This measure relates to actions by the department that open new markets for agricultural exporters or improve access to markets that already exist. This contrasts with Performance measure IG-06, which is about protecting existing trade arrangements.

Opening and improving access to international markets is a core function of the department, to help maintain and expand overseas trade opportunities for Australian agricultural producers.

We support the achievement of our industry growth objective by working with other Australian government agencies, trading partner governments, and Australian and international industry representatives to negotiate and amend trade protocols. This enables us to expand into new international markets and improve existing access.

We do this by:

- developing technical market access submissions, working with industry on measures to manage biosecurity or food safety requirements of the importing country, building a strong relationship with trading partners and identifying 2-way market access opportunities
- engaging in relevant multilateral and regional forums to shape global rules and norms consistent with Australia’s interests
- supporting free trade agreement negotiations, tackling non-tariff barriers to trade, leading high-level bilateral meetings with trading partners and mobilising our overseas counsellor network
- investing in the department’s culture and capability to deliver on our international interests.

Through these actions, we provide Australian industry with commercial opportunities in overseas markets. However, Australian industry is ultimately responsible for commercial decisions related to market use.

A robust regulatory system supports our reputation as a trusted trading partner, enabling Australia to enter and improve trade agreements that reduce trade barriers, provide preferential market access and create opportunities for Australian exporters.

Our export regulatory framework is designed to facilitate trade, providing a transparent and predictable environment for businesses involved in international trade. The regulatory framework aligns with the *Export Control Act 2020* and subordinate commodity rules, harmonising with international standards where possible. It provides guidelines and procedures for exporters to follow when preparing and submitting export documentation.

We help exporters obtain authorisation, licenses and permits. We seek to ensure compliance with traceability, sanitary and phytosanitary standards through inspections, quarantine procedures, seals and certification for goods. Our work strengthens Australia's reputation as a supplier of safe and high-quality products that meet importing country requirements.

These guidelines and procedures reduce the administrative burden and facilitate the efficient movement of goods across borders. The regulatory framework demonstrates the collaboration and engagement that facilitate the development of fit-for-purpose regulation that enables trade. It highlights our commitment to continuous improvement in trade practices, builds trust with Australia's trading partners and in turn supports the maintenance of existing markets and, if suspended, the restoration of those markets.

Methodology and data sources

A market access achievement is when an action we have taken results in new, improved, maintained or restored access to overseas markets for Australian agricultural, fisheries and forestry exports. Market access achievements do not relate to domestic regulatory improvements. Market access achievements must be:

- related to market access conditions for portfolio industry exports
- the result of work undertaken by the department
- related to a completed achievement.

We record new, improved, maintained and restored market access achievements in the department's Market Access Achievements database.

We count the number of new and improved market access achievements entered in the database each year. We do not use an estimated monetary value because it is difficult to consistently estimate the value of future trade outcomes. This is especially the case where trade has not occurred in the past.

Departmental actions or effort and the number of achievements may not always correlate because achievements are usually partially dependent on the actions of trading partner governments.

Performance measure IG-06

Potential value of trade facilitated through the prevention and/or resolution of trade disruptions.

Measure type

This is an effectiveness and regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

We do not set a target for this measure because the number and value of market access achievements are partially driven by external factors such as seasonal and market conditions and actions by other governments. This means that a higher or lower value is not necessarily indicative of our performance.

Rationale

Maintaining access to international markets is essential for the profitability of Australia’s export-focused agricultural, fisheries and forestry industries. We work with other Australian Government agencies, trading partner governments, and Australian and international industry representatives to anticipate and prevent market access disruptions and to restore market access if it is lost. This helps to protect industry growth.

Context

The same considerations and context as Performance measure IG-05 apply to this measure, in terms of defining market access achievements and our work to deliver them. A robust regulatory system is also a core component of maintaining export market access. All elements of our export regulatory framework described under Performance measure IG-05 also apply to this measure.

This measure focuses on our activities to protect and maintain existing trade arrangements beneficial to Australia’s export-focused agricultural, fisheries and forestry industries. It estimates the potential value of trade facilitated through activities that maintain trade or restore it when it has been lost.

Methodology and data sources

We record new, improved, maintained and restored market access achievements in the department’s Market Access Achievements database, drawing on data from our export documentation systems.

We extract the most recent full year of trade data for maintained and restored achievements from the ABS export dataset (ABS cat. no. 9920.0). When aggregated, the data provide an estimate of the potential value of trade facilitated by the prevention or resolution of trade disputes. The methodology uses the past value of trade (last complete year) as an indicator of the value of the department’s actions. However, yearly variations caused by factors outside our control, such as seasonal or commercial decisions by traders and actions by trading partner governments, may also affect trade.

The value of maintained and restored market access achievements is also affected by the commodities and markets that are threatened with disruption each year. Due to these limitations, this is a measure of ‘potential value’ and may vary from actual trade outcomes.

Key activity 1.3

Streamline export regulations and compliance arrangements.

Performance measure IG-07

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

Measure type

This is an efficiency and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Greater than or equal to 2.5% increase from baseline.	Greater than or equal to 2% increase from 2023–24.	Greater than or equal to 2% increase from 2023–24.	Greater than or equal to 2% increase from 2023–24.

Tolerances

Achieved	Partially achieved	Not achieved
100%.	10% to 99%.	0% to 9%.

Rationale

This measure demonstrates our reform work to move to paperless trade, delivering on the key activity to streamline export regulations and compliance arrangements. This measure will also demonstrate growth in the number of paperless export certificates produced year-on-year. It demonstrates Australia’s continued growth as a modern trading partner.

Context

We oversee the regulations governing exports and provide export inspection and certification services to gain, improve or maintain market access for a wide range of goods.

Our export regulatory framework is designed to facilitate trade, providing a transparent and predictable environment for businesses involved in international trade. The regulatory framework aligns with the *Export Control Act 2020*, and subordinate commodity rules, harmonising with international standards where possible. It provides guidelines and procedures for exporters to follow when preparing and submitting export documentation.

We provide assurance to overseas countries that Australian agricultural products meet requirements. The certification process for this is largely manual, providing paper certificates to accompany the goods.

Moving to electronic certification (eCert) enables Australian goods to be cleared faster, making them available for sale sooner and avoiding costly border clearance delays and processes. Rather than a paper certificate being printed and sent to accompany the goods for export, electronic certification takes place at a government-to-government level, which also makes it more secure. This efficiency improvement helps make Australian goods more appealing to importers, supporting an increase in exports to key destinations and contributing to our industry growth objective.

Since the COVID-19 pandemic, we have been at the forefront of eCert development, encouraging our trading partners to use eCert paperless certification to modernise their border clearance processes, reduce the impact of trade disruptions and strengthen confidence around food security.

Our actions help regulated entities understand the benefits of paperless trade and the efforts we make in negotiating these outcomes with overseas markets. We are also engaging with regulated entities to assess the impacts on them of the transition from manual to digital processes and to identify their priorities for necessary reforms.

Methodology and data sources

In 2022 we entered into an agreement with the European Union to move to digital certification. This provided us with an unambiguous baseline to start this measure.

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

Table 3 shows the key activities and associated performance measures for this objective.

Table 3 Objective 2 Biosecurity – performance measure overview

Key activity	Performance measure
2.1 Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.	BI-01 Reduced levels of non-compliance with regulations that apply to: <ul style="list-style-type: none"> • BI-01-01 High-value cargo • BI-01-02 Approved arrangements • BI-01-03 International travellers. BI-02 Biosecurity service standards are met. BI-03 Number of risk assessments completed in the development, maintenance and revision of import regulations and assessment of plant goods. BI-04 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department. BI-05 Number and extent of biosecurity preparedness exercises completed.
2.2 Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.	BI-06 Expand offshore biosecurity arrangements. BI-07 Reduction in risk of African swine fever because of biosecurity measures implemented by the department.
2.3 Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.	BI-08 Undertake compliance and enforcement actions.

Reference to specific pests and diseases in our performance measures, such as African swine fever (Performance measure BI-07) and khapra beetle (Performance measure BI-04), are representative of our overall approach to threat management. 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 Australia’s appropriate level of protection, which aims to reduce biosecurity risks to a very low level, but not to zero.

Key activity 2.1

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

Performance measure BI-01

Reduced levels of non-compliance with regulations that apply to:

- **Performance measure BI-01-01** High-value cargo
- **Performance measure BI-01-02** Approved arrangements
- **Performance measure BI-01-03** International travellers.

Rationale

Performance measure B1-01 and its sub-measures focus on reducing levels of non-compliance with biosecurity regulations relating to the 3 main pathways through which pests and diseases enter Australia.

A reduction in non-compliance directly supports the achievement of our biosecurity objective and Key activity 2.1 by applying and enforcing fit-for-purpose regulations to maintain Australia’s favourable pest and disease status.

These measures demonstrate all 3 of the regulator best practice principles. We work with our stakeholders to understand the regulatory burden on individuals and businesses, increase confidence in the regulatory system and improve on our performance. This aligns with regulator best practice Principle 1 Continuous improvement and building trust.

The measures also align with regulator best practice Principle 2 Risk based and data driven. They demonstrate how we apply biosecurity risk expertise and intelligence to inform rates of intervention to target high-risk activity and impose the least burden on those that are regulated. They also demonstrate our approach to sharing responsibility with regulated entities to manage biosecurity risk.

These measures align with regulator best practice Principle 3 Collaboration and engagement. The success of these measures is supported by our consistent approach to collaboration and engagement with regulated entities to make our regulation transparent, understand what safeguards are fit for purpose and build understanding of our regulatory systems to influence higher levels of compliance.

BI-01-01 High-value cargo**Measure type**

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Reduction in high-value cargo non-compliance rate.	Equal to or lower than the previous year.	As for 2023–24.	As for 2023–24.

Tolerances

Achieved	Partially achieved	Not achieved
Reduction in high-value cargo non-compliance rate.	Baseline high-value cargo non-compliance rate.	Increase in cargo non-compliance rate.

Context

High-value cargo is cargo imported on a full import declaration. It includes goods being imported into Australia with a high monetary value such as cars, industrial equipment or pharmaceutical products.

We work with the Department of Home Affairs to review high-value cargo imports for biosecurity risks. For example, we might focus on goods being imported from a country known to harbour priority pests or diseases.

We ensure that appropriate and fit-for-purpose biosecurity safeguards exist by supporting policies, procedures, arrangements and regulatory processes. These safeguards are closely monitored and reviewed for any non-compliance, which is proportionately and appropriately responded to.

Compliance with regulation is subject to factors partly within the department’s control, including individuals or businesses either 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 and data sources

We determine the non-compliance rate using data:

- from the Department of Home Affairs’ Integrated Cargo System (ICS), which provides the volume of non-compliant high-value cargo full import declarations and total volume
- from the department’s Agriculture Import Management System (AIMS), which categorises biosecurity direction results into compliance and non-compliance with import requirements
- from our detection of pests or diseases.

Data used in the calculation of post-intervention compliance comes from the department’s systems and the Department of Home Affairs’ ICS.

BI-01-02 Approved arrangements**Measure type**

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Reduction in non-compliance rate for approved arrangements.	Equal to or lower than the previous year.	As for 2024–25.	As for 2024–25.

Tolerances

Achieved	Partially achieved	Not achieved
The result is lower than the previous period's non-compliance rate.	The result is the same as the previous period's non-compliance rate.	The result is higher than the previous period's non-compliance rate.

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.

Approved arrangements, previously known as quarantine approved premises and compliance agreements, allow operators such as ports and other companies associated with imported cargo to share the role of managing biosecurity risk. Companies are approved by us to perform biosecurity activities in accordance with an approved arrangement, using their own sites, facilities, equipment and people, without constant supervision by us.

We administer biosecurity approved arrangements through our approved arrangement program. These arrangements enable us to deliver against legislative and regulatory responsibilities. We develop policy, conditions, systems and processes that support risk and control settings. This enables biosecurity industry participants to perform biosecurity activities in response to increasing trade volumes and the changing global spread of pests and diseases and to pursue streamlined border clearance.

Our 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.

Maintaining a low level of non-compliance means that those facilities with approved arrangements continue to meet their obligations.

Methodology and data sources

During the year, we audit 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.

BI-01-03 International travellers

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 2 Risk based and data driven.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
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.

Tolerances

Achieved	Partially achieved	Not achieved
Reduction in post-intervention non-compliance rate for international travellers.	The result is the same as the previous period's non-compliance rate.	The result is higher than the previous period's non-compliance rate.

Context

Goods carried by travellers arriving in Australia are subject to biosecurity control and are assessed to mitigate any biosecurity risks. Anyone who travels to Australia is legally required to truthfully declare, on an incoming passenger card, the goods that they are carrying. Biosecurity officers will inspect declared goods to assess and manage any risks. Additional controls are in place to detect any non-compliance where travellers have failed to correctly declare what they are bringing into Australia. On arrival in Australia, a proportion of travellers are subject to one or more interventions that are designed to detect goods subject to biosecurity control. Our policy provides for the approach and rates of intervention applied to arriving travellers. We undertake endpoint surveys to verify the intervention approach.

This measure shows the effectiveness of biosecurity controls, including screening and interventions applied at the border. Traveller behaviour impacts the effectiveness measure. Increasingly elaborate, deliberate non-compliance by travellers requires additional controls and resources.

Methodology and data sources

We use an endpoint survey to measure post-intervention compliance – that is, the proportion of travellers cleared at the border who have no biosecurity risk goods, or their goods meet import conditions. Data is entered by biosecurity officers undertaking surveys at Australia's international airports. This activity is part of a traveller pathway officer's role and is included in officer training and verification.

To undertake the survey, we select a proportion of travellers who have already passed through border control screening and/or partial or full inspection. Our officers re-screen for the individual's

compliance. This provides data to determine the approach rate of biosecurity risk material, which enables measurement of the overall effectiveness of intervention measures. The level of effectiveness drives understanding of the need for change or reform.

The methodology for determining the post-intervention compliance rate was developed by the Centre of Excellence for Biosecurity Risk Analysis based at Melbourne University.

The model draws data from our Mail and Passenger System (on outcomes from the end-point survey) and from systems owned by the Department of Home Affairs (on traveller volume statistics). We also use commercial data from Airport Coordination Australia and Australia Post.

Performance measure BI-02

Biosecurity service standards are met.

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Service standards are partially achieved.	As for 2023–24.	As for 2023–24.	As for 2023–24.

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.

Rationale

This measure assesses our performance against 12 service standards associated with delivering our biosecurity regulatory responsibilities. Our efforts to meet these standards align with regulator best practice Principle 3 Collaboration and engagement. The measure demonstrates the degree to which we minimise the biosecurity regulatory burden by providing services in a timely manner. This reduces the costs to industry of delays and supports industry to meet their regulatory obligations through responsive communications – building industry confidence in our regulatory service delivery.

Context

Our client service standards provide targets for the timely delivery of regulatory services to the importing community. They are not legislated. The standards identify our clients' obligations and describe how individuals and businesses can expect us to process requests for information or services that we provide. Performance results may be affected by stakeholders' ability to meet their obligations, and the resources and technology available to the department. For these reasons, we set a realistic target of 'partially achieved' across all service standards, while striving to meet the full requirements under each individual service standard.

We regulate biosecurity activities nationally to ensure goods, conveyances and travellers meet Australia's import requirements. We develop and deliver operational policy and frontline regulatory controls to manage biosecurity risk, and deliver assessment, inspection, stakeholder engagement and

client contact activities. We work with regulated industries and participants to improve the delivery of biosecurity regulatory functions.

Biosecurity risks to Australia and its external territories are managed across 4 operational pathways: conveyance, cargo, mail and traveller. These are supported by pathway policy and divisional support functions. Biosecurity officers are trained and authorised to perform their functions.

Their work is governed by legislation and guided by policy and instructional material that covers:

- assessing and screening international air and sea travellers, aircraft and sea vessels and inspecting baggage and other imported goods
- assessing mail and mail articles, screening and inspection
- detector dog screening at international mail facilities and airports
- operating the detection scanning and X-ray units
- managing hazardous goods, accidental or illegal import of animals, goods that need an import permit, and conditionally non-prohibited goods without an import permit
- exporting, treating or destroying goods with an unacceptable level of biosecurity risk
- responding appropriately to identified non-compliance, including issuing infringement notices, referring non-compliance for enforcement and to Australian Border Force for visa cancellation.

The service standards provide an indication of how well we are strengthening the operational performance of our biosecurity system – a strategic priority.

Methodology and data sources

This measure covers all our service standards. It aggregates performance against individual service standards. Reporting will be at both the aggregate and individual service standard level. The service standards are:

- Calls to our national contact number
- Online general enquiries form
- Goods inspection at an approved premises
- Non-commercial vessel inspection
- Treatments
- Import documents lodged via Cargo Online Lodgement System (COLS), urgent and non-urgent
- Import documents lodged by email
- Import permits
- Goods inspection at an export-registered establishment
- Goods inspection for airfreight exports
- Goods inspection for sea freight exports
- Bulk vessels for export inspection.

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.

These client service standards were part of this measure in the *Corporate Plan 2022–23* but have since been removed:

- Bookings by phone or email – this standard was measured against a system-generated automatic response to a client when submitting an emailed request for inspection. As part of updated system functionality, all bookings received will generate an auto-response. As a result, this service standard will always be met and has therefore been removed.
- Visiting our offices to provide import documentation for assessment – this service standard can no longer be measured for imports. During the COVID-19 pandemic, we ceased the small amount of remaining in-office, client-facing import document assessments and moved exclusively to electronic lodgement.

Performance measure BI-03

Number of risk assessments completed in the development, maintenance and revision of import regulations and assessment of plant goods.

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 2 Risk based and data driven.

Targets, 2023–24 to 2026–27

We do not set a target for this measure because the number of risk assessments undertaken is partially driven by external factors, such as demand for alternative import measures and goods, emergence of biosecurity risk on import pathways and actions by importing industries and other governments. This means that a higher or lower value is not necessarily indicative of our performance. Risk assessments cannot be driven by meeting a target number – they must be comprehensive but also pragmatic and fit for purpose, and they require time to complete.

Rationale

To reduce the likelihood of pests and diseases entering and becoming established or spreading in Australia, we undertake risk assessments of threats. These risk assessments inform the development, maintenance and revision of import conditions and the assessment of plant goods to facilitate safe trade and strengthen our biosecurity system. The completion of risk assessments demonstrates one of the ways we apply regulator best practice Principle 2 Risk based and data driven.

Context

We are responsible for developing risk-based legislative and policy settings for the importation of goods into the country to protect human, animal and plant health and the environment from pests and diseases. This new measure directly supports Key activity 2.1 by ensuring we develop pragmatic policy and fit-for-purpose regulation based on appropriate risk assessments that enable risk-based decisions.

Our assessments are based on country of origin, commodity, prevalence and the behaviour of the risk as it may manifest in an imported commodity or pathway. This enables us to determine the minimum biosecurity requirements or conditions for goods entering the country to achieve the appropriate level of protection.

We use import monitoring data to measure pest approach rates and border compliance in the cargo pathway. This provides data on the approach rate of biosecurity risk material and enables us to validate risk assessments and measure the effectiveness of import measures in managing biosecurity risk. Import data monitoring enables identification of anomalies, leading to updated risk assessments that drive improvements in risk-based regulatory settings.

Informing our business improvements and regulatory reform, and building trust that our systems work and are evolving to meet changing and emerging risks, align with regulator best practice Principle 1 Continuous improvement and building trust.

Methodology and data sources

We determine the risk assessment completion rate by identifying the total number of:

- pest risk analyses, reviews, technical assessments and advice via finalised cases in our Threat and Risk Management (TRM) system and Biosecurity Assessment Recording System (BARS) reported via our Biosecurity Integrated Information System (BIIS)
- Biosecurity Import Conditions system (BICON) cases established or updated to enhance effectiveness of import policy
- changes to intervention levels based on analyses of biosecurity risk reportable from our Agriculture Import Management System (AIMS)
- published risk assessments on our website.

We also identify the total number of:

- import permits with completed assessments that were reported via BICON
- entries released from post-entry quarantine that were reported via the Post Entry Biosecurity System (PEBS). This system is used to manage reservations for cats, dogs, horses and plants needing post-entry quarantine.

Performance measure BI-04

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

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Reduction in the number of consignments of imported goods where khapra beetle is detected compared with the 2020–21 baseline.	As for 2023–24.	As for 2023–24.	As for 2023–24.

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.

Rationale

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.

Context

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 onwards. 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.

These risk mitigation measures align with regulator best practice Principle 2 Risk based and data driven. They demonstrate our responsiveness to changing circumstances and our identification of and response to different magnitudes of risk across different biosecurity pathways.

To increase compliance and therefore reduce detections, we are educating international and domestic stakeholders on the risks of this pest.

Methodology and data sources

This performance measure assesses the effectiveness of urgent actions in detecting and 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.

Performance measure BI-05

Number and extent of biosecurity preparedness exercises completed.

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
One preparedness exercise.	As for 2023–24.	As for 2023–24.	As for 2023–24.

Tolerances

Achieved	Partially achieved	Not achieved
Exercises have been completed.	Exercises have commenced but not been completed.	Exercises have neither commenced nor been completed.

Rationale

We apply a range of measures to achieve an appropriate level of protection for Australia from biosecurity threats. This measure captures the work we undertake to prepare for biosecurity emergencies. We undertake exercises to ensure we can respond to biosecurity risks in the most effective manner possible. Exercises are an essential component of emergency preparedness that use controlled, objective-driven activities to practice, test and evaluate our capabilities.

Context

We manage policies and emergency management arrangements that aim to improve departmental and Australian Government capability to prepare for, respond to and recover from biosecurity emergencies. We develop and maintain strategic policy, national and whole-of-government response plans and arrangements. We collaborate and engage with other Australian, state and territory government agencies and industry organisations. We also deliver initiatives to enhance biosecurity emergency management capabilities by, for example, delivering training programs, facilitating exercises and applying lessons management and continual improvement processes.

Our work benefits all agricultural industry stakeholders and the wider community by ensuring we maintain effective emergency management capabilities to protect Australian agriculture, the environment and economy from biosecurity threats. This aligns with regulator best practice Principle 1 Continuous improvement and building trust.

Our capacity to undertake exercises may be limited by the need to respond to actual biosecurity emergencies. If this occurs, the resources and personnel allocated to exercises will typically be reallocated to engage in the actual response.

Exercises alone do not create new capability. They are used to practice, test and evaluate existing capabilities and contribute to continual improvement. Where a less developed capability is exercised, the extent (or level of complexity) to which it can be exercised will be less than that of a more developed capability.

Methodology and data sources

We record all exercise activities according to departmental policy. Records are stored electronically and comprise a suite of exercise documents, including:

- scoping documents
- concept documents
- plans
- instructions
- evaluations
- reports.

We count the number of approved exercises – drawing data from committee minutes, exercise documents and other relevant records. We then describe the extent of each exercise using Figure 3.1 Hierarchy of exercises on page 8 of the Australian Institute for Disaster Resilience 2012 *Australian Disaster Resilience Handbook 3: Managing Exercises*.

Key activity 2.2

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

Performance measure BI-06

Expand offshore biosecurity arrangements.

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 1 Continuous improvement and building trust, Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Perform joint systems reviews of government-to-government arrangements and treatment provider compliance management activities, in line with our offshore treatment assurance schemes.	As for 2023–24.	As for 2024–25.	As for 2025–26.

Tolerances

Achieved	Partially achieved	Not achieved
All joint systems reviews of government-to-government arrangements and treatment provider compliance management activities are completed, in line with our offshore treatment assurance schemes.	Half of joint systems reviews of government-to-government arrangements and treatment provider compliance management activities are completed, in line with our offshore treatment assurance schemes.	One-quarter of joint systems reviews of government-to-government arrangements and treatment provider compliance management activities are completed, in line with our offshore treatment assurance schemes.

Rationale

Expanding our offshore biosecurity arrangements contributes to effectively detecting biosecurity risks before they reach our shores, preventing incursions and minimising the scale and cost of border interventions. Increasing offshore understanding of our import requirements can also support faster clearance of commodities at our borders, if it is safe to do so.

Context

We build and maintain relationships with trading partners, strengthening regional and global biosecurity frameworks and practices. Collaboration and engagement help us manage biosecurity risks offshore and enhance Australia’s status as a trade partner of choice.

We establish and administer offshore arrangements, particularly for the performance of biosecurity treatments. Offshore biosecurity treatment assurance schemes are conducted in conjunction with treatment providers and the governments of overseas countries, who establish, apply and verify biosecurity treatments of goods being exported to Australia. The verification activity also supports our profiling and intelligence-led targeting activities, enabling targeted onshore cargo compliance verification activities where offshore verification has detected non-compliance.

We engage and partner with government and industry stakeholders both domestically and overseas. Offshore treatment assurance schemes involve government-to-government arrangements or direct industry engagement. Compliance with the schemes is subject to many factors, including complex international trading pathways, trading partner and treatment provider capacity, and commercial pressures. We can increase the effectiveness of these controls through joint systems reviews (JSRs), compliance management activities, education, advice, assurance and deterrence. This drives continuous improvement in our offshore regulatory schemes, reducing non-compliance and improving confidence in our regulatory settings. This aligns with regulator best practice Principle 1 Continuous improvement and building trust and Principle 3 Collaboration and engagement.

Methodology and data sources

We count final JSR reports and compare them with the number of government-to-government arrangements in place. If the number of JSRs completed is equal to the number required as per the arrangements in force, we consider that the target has been met.

The number of JSRs required to be completed for each government-to-government arrangement is stipulated in each arrangement. The data is verified by comparing the total number of JSRs conducted with the total number of JSRs required.

The number of treatment provider compliance management activities is determined by the requirements in each of the relevant schemes and dependant on the number of registered treatment providers. Each scheme stipulates the number of compliance management activities to be conducted. If all relevant compliance activities are completed as required, we consider that the target has been met.

We use a verification tool called Microsoft Power Apps. This records the number of treatment providers regulated and the verification of those treatment providers. The tool is a sophisticated workflow management system that enables us to perform concurrent compliance verification activities. It enables us to input substantial amounts of data (including treatment information). Using Microsoft Power BI, we can analyse this data to identify potential indicators of non-compliance.

The results derived from these verification activities are securely stored within the system, facilitating expedited reporting capabilities.

The consolidation of these outcomes, in conjunction with other relevant factors, contributes to the development of intelligence-led targeting strategies. By leveraging the rich data and insights derived from the Microsoft Power Apps verification tool, we can make informed decisions and prioritise our efforts based on identified patterns and risks, ultimately enhancing the effectiveness and efficiency of our targeting initiatives.

Performance measure BI-07

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. When reporting on this measure, we will reference regulator best practice Principle 2 Risk based and data driven, and Principle 3 Collaboration and engagement.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Assessment of reduced risk from risk-based interventions in mail and traveller pathways, including interception rates of pork products.	To be determined.	To be determined.	To be determined.

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 with pre-African swine fever (ASF) measures. <p>Traveller:</p> <ul style="list-style-type: none"> 50% or greater improvement in detection of travellers with pork products compared with 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 with pre-ASF measures. <p>Traveller:</p> <ul style="list-style-type: none"> 1% to 49% improvement in detection of travellers with pork products compared with 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 with pre-ASF measures.

Rationale

This measure focuses on African swine fever (ASF), a disease affecting pigs, because ongoing outbreaks of the disease in neighbouring countries are increasing the risk of incursion into Australia. The risk mitigation measures we have at the border to detect ASF are also designed and deployed to target and manage the risk of several other diseases such as foot-and-mouth disease and classic swine fever entering Australia via mail and traveller pathways. The measure is therefore a good indicator of the department's success in biosecurity risk reduction activities more generally.

Context

Australia maintains a list of notifiable animal diseases that pose a major threat to Australian livestock industries and Australia's access to overseas export markets. The entry and establishment of any of these exotic diseases will have a major impact on our economy and social fabric.

To maintain Australia's favourable animal health status, we have in place specific conditions for animals and animal-based products that enter the country either via an approved pathway into Australia (the cargo pathway for commercial imports) or via mail and traveller pathways. For mail and traveller pathways, we have developed specific measures and use several tools for improved interception of illegally imported meat and meat products that may carry diseases such as ASF, foot-and-mouth disease, porcine reproductive and respiratory syndrome, and porcine circovirus type 2.

Our approach aligns with regulator best practice Principle 2 Risk based and data driven. We direct risk mitigation measures to either manage the risk of entry into Australia of a specific disease (e.g. by testing all imported prawn consignments for white spot disease) or a host of diseases. Commodity-specific import conditions ensure that deadly diseases are appropriately managed. For example, conditions imposed on the commercial import of pork and pork products are based on the country of

origin and specify heat treatment, the provision of an animal health certificate and post-entry processing at approved premises.

Viral fragments of ASF have been detected in seized pork products at Australian mail gateway facilities and international airports. In 2018 we started implementing increased risk mitigation activities to reduce the likelihood of this disease entering Australia via those pathways. This included education and awareness campaigns and increased screening of incoming mail and travellers from countries affected by ASF.

Our efforts to communicate clearly and be transparent about our regulatory processes align with regulator best practice Principle 3 Collaboration and engagement. 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 and data sources

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

We will compare data that predates 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).

Reports are peer reviewed. Where the results vary from expected findings, we validate the reporting methodology and potential reasons for variation.

At the end of 2023–24 we will review this measure to determine whether it is still appropriate.

Key activity 2.3

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

Performance measure BI-08

Undertake compliance and enforcement actions.

Measure type

This is an effectiveness and a regulatory measure. When reporting on this measure, we will reference regulator best practice Principle 2 Risk based and data driven.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Appropriately action 100% of all matters referred to Investigations Branch by the Operations Coordination Committee.	Equal to the previous year.	As for 2024–25.	As for 2024–25.

Tolerances

Achieved	Partially achieved	Not achieved
All matters referred to Investigations Branch by the Operations Coordination Committee have been appropriately actioned.	Some matters referred to Investigations Branch by the Operations Coordination Committee have been appropriately actioned.	No matters referred to Investigations Branch by the Operations Coordination Committee have been appropriately actioned.

Rationale

This new measure highlights the work we undertake when responding to serious non-compliance with biosecurity requirements and breaches of biosecurity legislation. By ensuring that all matters are actioned appropriately, we undertake enforcement activities that protect our reputation as a regulator and strengthen our national biosecurity system.

Context

The Investigations Branch within the Compliance and Enforcement Division supports our regulatory responsibilities by investigating serious non-compliance with portfolio legislation. We employ the full suite of regulatory sanctions available, including criminal prosecution, civil sanctions and administrative actions. The Investigations Branch conducts proactive and reactive investigations across our regulatory functions to disable high-risk biosecurity threat networks and lone actors.

This measure supports the biosecurity objective to strengthen our national biosecurity system and provide an appropriate level of protection through the application of timely, proportionate and legislatively mandated sanctions. These sanctions serve as serious consequences for unlawful activity and as significant deterrents to those who pose risks to the integrity of Australia's biosecurity controls.

This measure supports Key activity 2.3 through the application of proportionate, defensible regulatory consequences in response to breaches of biosecurity legislation. Breaches can result in the removal of permits, approvals and arrangements, the application of pecuniary fines, issuing of enforceable undertakings and court-imposed custodial sentences. Our focus on compliance and enforcement activity where risks and impact of harm are greatest aligns with regulator best practice Principle 2 Risk based and data driven.

Methodology and data sources

We measure the percentage of matters referred to the department's Investigations Branch by its Operations Coordination Committee that are actioned appropriately by the branch. We also report on whether matters have been actioned in a timely manner and by the correct area, involved appropriate consultation and have been undertaken in accordance with relevant legislative requirements.

We reference departmental systems, including our Compliance Case Management System (CCMS) and investigations case management system, Jade.

Objective 3 Resilience and sustainability

Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment. Table 4 shows the key activities and associated performance measures for this objective.

Table 4 Objective 3 Resilience and sustainability – performance measure overview

Key activity	Performance measure
3.1 Increase opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals.	RS-01 Funding is committed to projects, programs and activities that aim to reduce emissions and help the agricultural industry transition to a net-zero economy.
3.2 Support the increased adoption of sustainable management practices through funding partnerships and engagement activities.	RS-02 The percentage of farms using sustainable management practices.
3.3 Strengthen the resilience of industry and its ability to adapt to the impacts of climate change.	RS-03 Each year, the Australian Government commits \$100 million to impactful programs and initiatives to drive drought-resilience outcomes.

Key activity 3.1

Increase opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals.

Performance measure RS-01

Funding is committed to projects, programs and activities that aim to reduce emissions and help the agricultural industry transition to a net-zero economy.

Measure type

This is an output measure.

Targets, 2023–24 to 2026–27

The Natural Heritage Trust (NHT) is the Australian Government’s key investment platform for achieving its natural resource management, sustainable agriculture and environmental protection outcomes. Each phase of the NHT is funded over a 5-year cycle. The next phase will commence in 2023–24 and operate until 2027–28. We have not set targets for this measure because the funding allocated to climate change projects from the NHT’s Climate-Smart Agriculture package will be determined by the outcome of funding rounds.

Rationale

We are facilitating opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals by developing climate policy for the agricultural industry and implementing programs that support it to reduce emissions. Projects and activities with a specific emissions reduction purpose funded under the NHT will align with the government’s objectives to enable the agricultural industry to reduce emissions and contribute to Australia’s net-zero target.

Context

The Australian Government's \$302.1 million Climate-Smart Agriculture package will support investments in sustainable agriculture and natural resource management administered through the NHT.

Funding will help farmers:

- adopt climate-smart practices that reduce emissions and build resilience to climate change
- understand and benefit from participation in carbon and biodiversity markets
- apply natural resource management practices that improve soil health, protect natural capital and biodiversity resources and deliver long-term sustainable agriculture outcomes.

NHT investments are governed by the *Natural Heritage Trust of Australia Act 1997*. At July 2023, the Climate-Smart Agriculture package was in the design phase and projects had not yet been awarded, so we cannot specify the amount of funding that will flow to emissions reductions projects for this performance measure or sustainable agriculture projects under Performance measure RS-02.

Funding will be broadly allocated as follows:

- \$158.6 million to drive impactful on-the-ground projects that will accelerate emissions reduction, carbon sequestration and adaptation, and effective natural resource management. These are expected to include research and development trials of emissions-reduction technologies and on-farm demonstrations of climate-smart, sustainable agricultural practices.
- \$40.7 million to support a network of Sustainable Agriculture Facilitators. This will ensure farmers have access to trusted advice on climate-smart agricultural practices and carbon and biodiversity markets to inform critical investment decisions for their future sustainability.
- \$36 million to focus on supporting soil health. Empowering farmers to prioritise the health of their soil and strengthen their soil knowledge and capability will increase stewardship of their land and give them the tools to restore, improve and maintain soil health. Healthy and fertile soil underpins sustainability, improving the productivity and profitability of farmed land.

NHT investments are expected to be delivered by the Australian Government and third parties (including regional natural resource management organisations, industry, research organisations and academia, NGOs and community groups) through a variety of arrangements, including grants and procurements. The capacity of our delivery partners and on-ground challenges may affect program timelines and therefore the timing of funding commitments.

Projects and activities with a specific emissions-reduction purpose funded under the NHT will seek to build on or complement activities implemented by the states and territories, Rural Research and Development Corporations, universities and others. This includes alignment with the *National Statement on Climate Change and Agriculture* that we have developed in partnership with the states and territories.

We expect to modify this measure over time, to ensure relevance to emerging issues, emissions-reduction innovations and technologies.

Methodology and data sources

The NHT program management team is responsible for recording the trust’s financial commitments. These are verified through invoices, contractual arrangements and data held in the department’s financial management system, TechnologyOne. At the close of each month, the expenditure will be verified and the spreadsheet updated, based on data in the financial management system. The team will maintain a database that will record this information.

Over the next 5 years, our reporting will focus on the number and value of projects that focus on supporting farmers to be climate smart and reduce their emissions. Overall national emissions from the agricultural industry will not be assessed by the program, but a monitoring and evaluation system will be established to capture emissions-reduction benefits at the level of participating farming enterprises.

Key activity 3.2

Support the increased adoption of sustainable management practices through funding partnerships and engagement activities.

Performance measure RS-02

The percentage of farms using sustainable management practices.

Measure type

This is an effectiveness measure.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
Share of farms using sustainable management practices is maintained or increases by 2025.	As for 2023–24.	To be developed.	To be developed.

Tolerances

On track	Not on track
The share of farms using sustainable management practices is on track to be maintained or increase by 2025.	The share of farms using sustainable management practices is not on track to be maintained or increase by 2025.

Rationale

Sustainable farming practices provide environmental benefits and support productive and resilient industries, thriving communities and climate-smart production. Demonstrating agriculture’s sustainability credentials also helps maintain and increase Australia’s export markets and meet consumer demand.

Context

The Australian Government does not directly regulate or have responsibility for on-farm practices. However, the government is committed to supporting the agricultural industry to increase its sustainability and secure its long-term future. We implement several programs to support the sustainable use of natural resources on farms. This includes projects funded under the NHT’s Climate-Smart Agriculture Package and the National Soil Action Plan. Other related programs are

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

As with Performance measure RS-01, we cannot specify the amount of funding that will flow to sustainable agriculture projects, and we expect that the capacity of our delivery partners may influence program timelines and therefore the timing of funding commitments.

The Australian Government is committing \$56 million for soil measures to drive outcomes under the National Soil Action Plan. Healthy and fertile soil underpins sustainability, improving the productivity and profitability of the agricultural industry and delivering wider community and environmental benefits. Empowering farmers to prioritise their soil health and strengthen their soil knowledge and capability will increase stewardship of their land and provide the tools to restore, improve and maintain soil health.

We will negotiate federation funding agreement schedules with state and territory governments to support projects that make a measurable impact on the priority actions of the National Soil Action Plan.

This work complements the 5-year, \$36 million investment in the next phase of the NHT. This includes funding to design and deliver a new National Soil Monitoring Program. Data collection will be standardised and made publicly available on the Australian National Soil Information System, which will also be improved as part of this funding. The data will support stakeholders to make evidence-based decisions to improve soil health at a range of scales.

We will continue to support the Regional Soil Coordinators program and the National Soil Community of Practice. These initiatives will facilitate soil extension services and promote soil knowledge sharing and innovation, encouraging more effective and sustainable land management practices.

The investment in sustainable agriculture projects supported by the NHT will also contribute to building capacity and knowledge and accelerate the uptake of sustainable agricultural practices. This will contribute to the percentage of farms using sustainable management practices. Funded projects will support trials, on-farm demonstrations and the implementation of practices that address local and regional natural resource management priorities to deliver long-term sustainable agricultural outcomes.

We expect to modify this measure over time, to ensure relevance to emerging issues, emissions-reduction innovations and technologies.

Methodology and data sources

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 used fallow and stubble management practices in 2021. Stubble management in fallow is an aspect of sustainable agriculture for improving soil water capture and storage and reducing the risk of erosion and nutrient loss.

The ABARES 2021 *Natural Resource Management and Drought Resilience survey of farm practices* found that 84% of farms retained stubble and 68% destocked early in low rainfall periods to preserve groundcover.

These data established the 2021 baseline for the target to maintain or increase the share of farms using sustainable management practices by 2025.

This survey is undertaken periodically. The timing of the next survey has not been determined.

Over the next 5 years, NHT reporting will focus on the number of projects (and their value) that improve and maintain on-farm sustainable agricultural practices. The scope of these projects may also be quantifiable, using metrics such as the number of farming groups involved in delivery and the number of hectares covered by funded activities.

Key activity 3.3

Strengthen the resilience of industry and its ability to adapt to the impacts of climate change.

Performance measure RS-03

Each year, the Australian Government commits \$100 million to impactful programs and initiatives to drive drought-resilience outcomes.

Measure type

This is an output measure.

Targets, 2023–24 to 2026–27

2023–24	2024–25	2025–26	2026–27
\$100 million.	As for 2023–24.	As for 2023–24.	As for 2023–24.

Tolerances

Achieved	Partially achieved	Not achieved
70 to 100%.	50 to 69%.	0 to 49%.

Rationale

This measure covers drought policy and programs under the Future Drought Fund (FDF). This is an investment by the Australian Government to build drought resilience in Australia’s agricultural industry, landscapes and communities. The FDF is a \$5 billion initiative, from which \$100 million is made available each year to build long-term drought resilience.

Context

We provide whole-of-government coordination and advice on drought policy and promote the importance of preparedness to build long-term resilience for farmers and communities affected by drought.

Drought is an enduring feature of the Australian landscape that has significant economic, social and environmental impacts. Australia’s changing climate is likely to mean more frequent, longer-lasting and intense droughts.

The FDF programs are currently structured around 4 themes:

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

FDF investments are governed by the *Future Drought Fund Act 2019* and the Drought Resilience Funding Plan. The plan is renewed every 4 years and addresses FDF investment objectives.

Each year, \$100 million is made available and investments are aligned with FDF-specific priorities. To allow sufficient time to identify needs and establish relevant programs, the FDF may commit less funding in some years, but \$400 million will be committed at the conclusion of the 4-year funding period. This ensures programs are underpinned by foundation knowledge, are well-designed and fit for purpose, and they contribute to the strategic objectives of economic, environmental and social resilience to drought.

FDF investments are delivered by the Australian Government, third parties (including industry, universities and NGOs) and state and territory governments through a variety of arrangements, including grants, procurement and federation funding agreements. The capacity of our delivery partners and on-ground challenges can affect program timelines and therefore the timing of funding commitments.

We may modify this measure over time. As the FDF matures and more data becomes available, we will consider reclassifying Performance measure RS-03 as an effectiveness measure.

Methodology and data sources

The FDF's financial commitments are verified through invoices, contractual arrangements and data held in the department's financial management system.

The FDF Program Management Office records the fund's financial commitments in a spreadsheet. At the close of each month, the expenditure is verified and the spreadsheet updated, based on data in the department's financial management system.

Appendix A: Alignment of performance measures

Table A1 Objective 1 Industry growth – changes to performance information

Key activities and performance measures in the <i>Corporate Plan 2022–23</i>	Performance information revisions in the <i>Corporate Plan 2023–24</i>	Changes made	Reason for changes
Key activity 1 Support sector productivity, resilience and growth through science, policy and partnership.	Key activity 1.1 Support industry productivity and growth through science, policy and partnerships.	Amended.	Numbering logic improved. Minimal refinements made to better align measure wording with objective and purpose.
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.	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.	None.	Not applicable.
IG-02 Equal or reduced cost of levies administration compared with levies disbursed.	IG-02 Equal or reduced cost of levies administration compared with levies disbursed.	None.	Not applicable.
IG-03 Proportion of farm businesses making capital investments.	IG-03 Proportion of farm businesses making capital investments.	None.	Not applicable.
Not applicable.	IG-04 Encourage forestry industry investment in innovation.	New.	This new output-based measure demonstrates how we are encouraging innovation in the forestry industry.
Key activity 2 Maintain and expand exports and access to international markets.	Key activity 1.2 Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access.	Amended.	Numbering logic improved. Language updated to define the department's role more clearly.
IG-04 Decrease in the number of point-of-entry failures of agricultural exports where the department's actions have caused the failure.	Not applicable.	Removed.	This measure has been removed because we are unable to consistently define a point-of-entry failure across all commodities, meaning our data sources are not reliable or verifiable. The new IG-05 and IG-06 performance measures replace this measure in demonstrating how we achieve Key activity 1.2. Next year, we will consider the development of a new measure that directly relates to how we administer the <i>Export Control Act 2020</i> and the export of agricultural goods from Australia.

Key activities and performance measures in the Corporate Plan 2022–23	Performance information revisions in the Corporate Plan 2023–24	Changes made	Reason for changes
Not applicable.	IG-05 Number of international markets opened or improved by the department.	New.	Opening and improving access to international markets is a core function of the department, to help maintain and expand overseas trade opportunities for Australian agricultural producers.
Not applicable.	IG-06 Potential value of trade facilitated through the prevention and/or resolution of trade disruptions.	New.	This measure focuses on our activities to protect and maintain existing trade arrangements beneficial to Australia’s export-focused agricultural, fisheries and forestry industries.
Key activity 3 Streamline export regulations and compliance arrangements.	Key activity 1.3 Streamline export regulations and compliance arrangements.	Numbering.	Numbering logic improved.
IG-05 Increase in the number of electronic certificates for export issued (moving to paperless trade).	IG-07 Increase in the number of electronic certificates issued for export (moving to paperless trade).	Amended.	Targets and tolerances updated to reflect establishment of baseline. Numbering updated to reflect inclusion of new measures. Wording amended for clarity.

Table A2 Objective 2 Biosecurity – changes to performance information

Key activities and performance measures in the Corporate Plan 2022–23	Performance information revisions in the Corporate Plan 2023–24	Changes made	Reason for changes
Key activity 1 Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.	Key activity 2.1 Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.	Numbering.	Numbering logic improved.
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). 	BI-01 Reduced levels of non-compliance with regulations that apply to: <ul style="list-style-type: none"> • BI-01-01 High-value cargo • BI-01-02 Approved arrangements • BI-01-03 International travellers. 	Numbering.	Numbering logic improved.
BI-02 Biosecurity service standards are met.	BI-02 Biosecurity service standards are met.	Amended.	Target updated to be more realistic. Minor edits to remove 2 service standards.

Corporate Plan 2023–24

Key activities and performance measures in the Corporate Plan 2022–23	Performance information revisions in the Corporate Plan 2023–24	Changes made	Reason for changes
Not applicable.	BI-03 Number of risk assessments completed in the development, maintenance and revision of import regulations and assessment of plant goods.	New.	New regulatory measure that demonstrates value of developing risk-based legislative and policy settings for the importation of goods to protect human, animal and plant health and the environment from pests and diseases.
Not applicable under this key activity.	BI-04 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	Alignment.	BI-04 measure from 2022–23 moved from Key activity 2 to Key activity 2.1 to reflect its focus on fit-for-purpose regulations to address an emerging risk. Wording updated for clarity.
Not applicable under this key activity.	BI-05 Number and extent of biosecurity preparedness exercises completed.	Alignment.	BI-05 measure from 2022–23 moved to Key activity 2.1 because it is primarily concerned with preparedness.
Key activity 2 Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.	Key activity 2.2 Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.	Numbering.	Numbering logic improved.
Not applicable.	BI-06 Expand offshore biosecurity arrangements.	New.	This new measure captures offshore biosecurity work conducted in conjunction with treatment providers and governments of overseas countries that establish, apply and verify biosecurity treatments of goods being exported to Australia.
BI-03 Reduction in risk of African swine fever because of biosecurity measures implemented by the department.	BI-07 Reduction in risk of African swine fever because of biosecurity measures implemented by the department.	Numbering.	Numbering updated to reflect inclusion of new measures.
BI-04 Number of consignments of imported goods arriving with khapra beetle reduced as a result of biosecurity measures implemented by the department.	BI-04 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	Alignment.	BI-04 measure from 2022–23 moved from Key activity 2 to Key activity 2.1 to reflect its focus on fit-for-purpose regulations to address an emerging risk. Wording updated for clarity.
Key activity 3 Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.	Key activity 2.3 Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.	Numbering.	Numbering logic improved.
BI-05 Number and extent of biosecurity preparedness exercises completed.	Moved to Key activity 2.1	Alignment.	BI-05 measure from 2022–23 moved to Key activity 2.1 because it is primarily concerned with preparedness.

Key activities and performance measures in the <i>Corporate Plan 2022–23</i>	Performance information revisions in the <i>Corporate Plan 2023–24</i>	Changes made	Reason for changes
Not applicable.	BI-08 Undertake compliance and enforcement actions.	New.	This new measure highlights the work we undertake responding to serious non-compliance with biosecurity requirements and breaches of biosecurity legislation.

Table A3 Objective 3 Resilience and sustainability – changes to performance information

Key activities and performance measures in the <i>Corporate Plan 2022–23</i>	Performance information revisions in the <i>Corporate Plan 2023–24</i>	Changes made	Reason for changes
Key activity 1 Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.	Not applicable.	Removed.	This key activity has been removed because it was too narrowly focused to meaningfully contribute to the achievement of our purpose.
RS-01 The number of Australian Government managed fish stocks assessed as ‘subject to overfishing’ or ‘uncertain’ in the ABARES Fishery status report.	Not applicable.	Removed.	This measure has been removed because it duplicated the operational work of the Australian Fisheries Management Authority. The measure did not reflect that we are responsible for developing longer-term strategic policy.
Not applicable.	Key activity 3.1 Increase opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals.	New.	This key activity has been added to focus our efforts on supporting the agricultural industry to reduce emissions and contribute to Australia’s net-zero target.
Not applicable.	RS-01 Funding is committed to projects, programs and activities that aim to reduce emissions and help the agricultural industry transition to a net-zero economy.	New.	This new measure will capture projects and activities with a specific emissions-reduction purpose funded under the Climate-Smart Agriculture package through the Natural Heritage Trust.
Key activity 2 Increase the contribution that agriculture makes to a healthy, sustainable environment.	Key activity 3.2 Support the increased adoption of sustainable management practices through funding partnerships and engagement activities.	Amended.	Refinements made to better align wording with objective and purpose, and more explicitly focus on encouraging the adoption of sustainable agricultural management practices.
RS-02 The percentage of farms using sustainable management practices.	RS-02 The percentage of farms using sustainable management practices.	Amended.	Provides more detail on the programs that contribute to achieving this measure. Tolerances updated.
Not applicable.	Key activity 3.3 Strengthen the resilience of industry and its ability to adapt to the impacts of climate change.	New.	New key activity directly relating to drought resilience and climate adaptation.
Not applicable.	RS-03 Each year, the Australian Government commits \$100 million to impactful programs and initiatives to drive drought-resilience outcomes.	New.	This measure covers drought policy and programs, under the Future Drought Fund, which is a \$5 billion initiative to support long-term drought resilience.

Table A4 Alignment between Portfolio Budget Statements 2023–24 and Corporate Plan 2023–24

PBS outcome statements	PBS programs	Corporate plan objectives	Updated key activities	Updated performance measures
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.	Program 1.1 Agricultural Adaptation	Industry growth: Support industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions.	1.1 Support industry productivity and growth through science, policy and partnerships. ^a	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. IG-02 Equal or reduced cost of levies administration compared with levies disbursed. IG-03 Proportion of farm businesses making capital investments. IG-04 Encourage forestry industry investment in innovation. ^a
	Program 1.3 Forestry Industry			
	Program 1.4 Fishing Industry			
	Program 1.5 Horticulture Industry			
	Program 1.6 Wool Industry			
	Program 1.7 Grains Industry			
	Program 1.8 Dairy Industry			
	Program 1.9 Meat and Livestock Industry			
	Program 1.10 Agricultural Resources			
	Program 1.12 Rural Programs			
	Program 1.13 International Market Access	Industry growth objective.	1.2 Maintain and expand international markets by certifying and regulating exports and negotiating new and improved market access. ^a 1.3 Streamline export regulations and compliance arrangements.	IG-05 Number of international markets opened or improved by the department. ^a IG-06 Potential value of trade facilitated through the prevention and/or resolution of trade disruptions. ^a IG-07 Increase in the number of electronic certificates issued for export (moving to paperless trade).

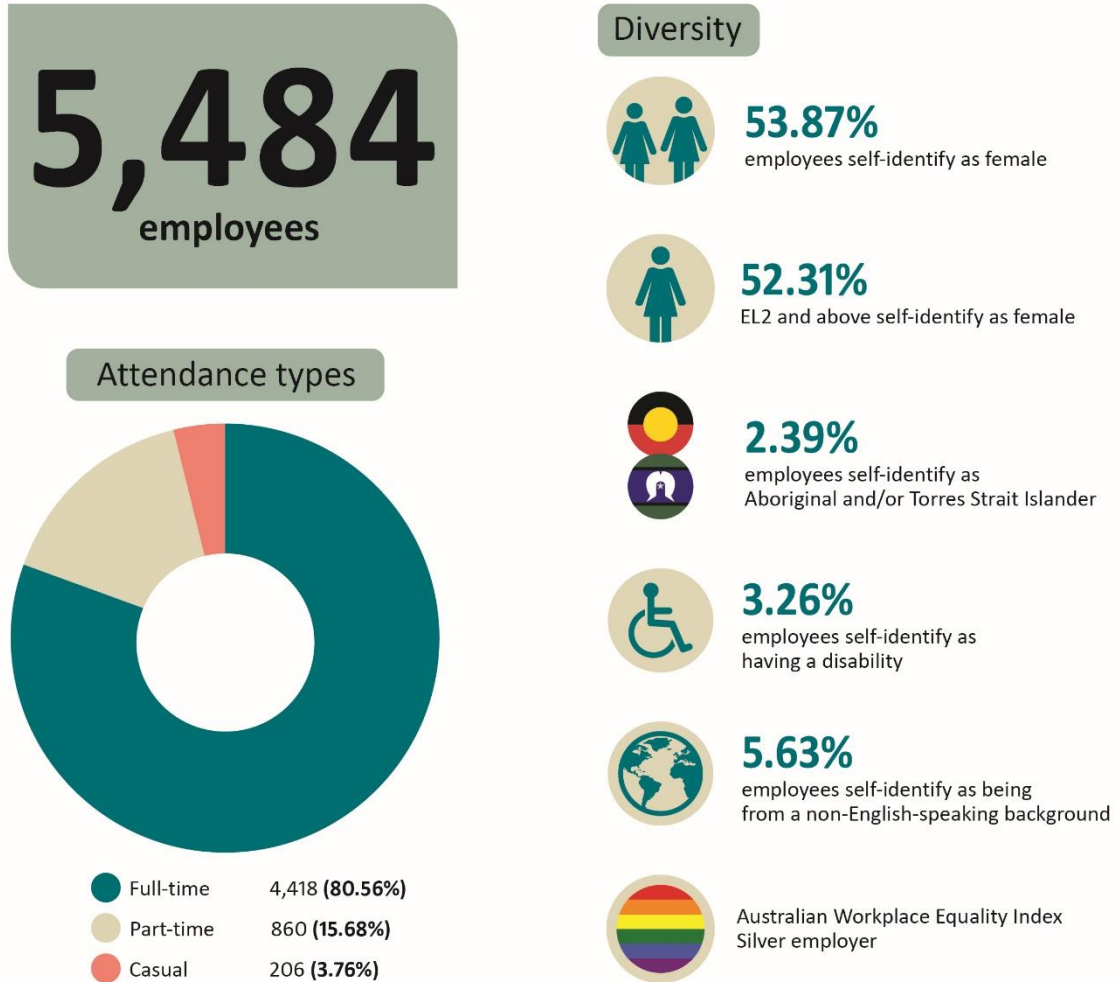
PBS outcome statements	PBS programs	Corporate plan objectives	Updated key activities	Updated performance measures
	<p>Program 1.11 Drought Programs</p> <p>Program 1.2 Sustainable Management – Natural Resources</p>	<p>Resilience and sustainability: Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.</p>	<p>3.1 Increase opportunities for industry to reduce emissions and contribute to Australia’s net-zero goals. ^a</p> <p>3.2 Support the increased adoption of sustainable management practices through funding partnerships and engagement activities. ^a</p> <p>3.3 Strengthen the resilience of industry and its ability to adapt to the impacts of climate change. ^a</p>	<p>RS-01 Funding is committed to projects, programs and activities that aim to reduce emissions and help the agricultural industry transition to a net-zero economy. ^a</p> <p>RS-02 The percentage of farms using sustainable management practices.</p> <p>RS-03 Each year, the Australian Government commits \$100 million to impactful programs and initiatives to drive drought-resilience outcomes. ^a</p>
<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>	<p>Program 2.1 Biosecurity and Export Services</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>2.1 Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.</p> <p>2.3 Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.</p>	<p>BI-01 Reduced levels of non-compliance with regulations that apply to:</p> <ul style="list-style-type: none"> • BI-01-01 High-value cargo • BI-01-02 Approved arrangements • BI-01-03 International travellers. <p>BI-02 Biosecurity service standards are met.</p> <p>BI-03 Number of risk assessments completed in the development, maintenance and revision of import regulations and assessment of plant goods. ^a</p> <p>BI-04 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.</p> <p>BI-05 Number and extent of biosecurity preparedness exercises completed.</p> <p>BI-08 Undertake compliance and enforcement actions. ^a</p>

PBS outcome statements	PBS programs	Corporate plan objectives	Updated key activities	Updated performance measures
	Program 2.2 Plant and Animal Health	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.	2.2 Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.	BI-06 Expand offshore biosecurity arrangements. ^a BI-07 Reduction in risk of African swine fever because of biosecurity measures implemented by the department.

^a New or updated key activity or performance measure. See Table A1, Table A2 and Table A3 for details of these changes.

Appendix B: Our people and locations

Figure B1 Snapshot of our people, at 30 June 2023



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 30 June 2023

