



Australian Government
Department of Agriculture,
Fisheries and Forestry

Annual report

2024–25



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Acknowledgement of Country

We acknowledge the continuous connection of First Nations Traditional Owners and Custodians to the lands, seas and waters of Australia. We recognise their care for and cultivation of Country. We pay respect to Elders past and present, and recognise their knowledge and contribution to the productivity, innovation and sustainability of Australia's agriculture, fisheries and forestry industries.

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Letter of transmittal

The Hon Julie Collins MP
Minister for Agriculture, Fisheries and Forestry
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to present the annual report for the Department of Agriculture, Fisheries and Forestry for the financial year 2024–25.

This report has been prepared in accordance with all applicable obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) – including section 46, which requires that you table the report in parliament. The report reflects the matters dealt with and legislation administered by the department at 30 June 2025.

This report includes the department's audited annual financial statements as required by subsection 43(4) of the PGPA Act. It also includes the department's annual performance statements as required under paragraph 39(1)(b) of the PGPA Act.

In accordance with section 10 and as required by subsection 17AG(2) of the Public Governance, Performance and Accountability Rule 2014, I certify that:

- the department prepared fraud and corruption risk assessments and fraud and corruption control plans
- the department had appropriate mechanisms to prevent, detect, investigate, record and confidentially report suspected fraud and corruption
- I took all reasonable measures to appropriately deal with fraud relating to the department.

I am pleased to acknowledge the efforts of all staff from the Department of Agriculture, Fisheries and Forestry to safeguard and grow sustainable agriculture, fisheries and forestry industries and produce for all Australians.

Yours sincerely



Justine Saunders APM
Acting Secretary
29 September 2025

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Secretary's review

I am pleased to present our annual report for the year ended 30 June 2025.

In August 2024 we launched our [Statement of Strategic Intent](#), which accompanies our corporate plan in outlining our core purpose and strategic objectives, including supporting the growth of Australia's agricultural sector, increasing the resilience and sustainability of the sector and strengthening our national biosecurity system. We are delivery focused, with a large and diverse workforce of over 6,900 staff across Australia and overseas, working closely with our stakeholders and strategic partners to achieve our vision of a more sustainable and prosperous Australia through biosecurity, agricultural production and trade.

We are proud to have delivered a broad range of programs to achieve meaningful outcomes across the agricultural supply chain in line with our vision, purpose and strategic objectives.

Supporting the growth of the agricultural sector

The gross value of agricultural, fisheries and forestry production in 2024–25 reached \$100.5 billion – the second-highest value on record. This was mainly due to better crop and livestock production, supported by good seasonal conditions and strong livestock prices.

Australia's red meat industry reached record export levels, selling beef, lamb, mutton and goat meat to over 100 countries. High global demand, improved market access and steady production helped keep Australia a leading global supplier of high-quality red meat.

To support these strong conditions, we actively created and maintained export opportunities for Australian agricultural products, contributing to the country's economic gains.

Strengthening agricultural ties with key trading partners remained a priority in this respect. In December 2024, I led a delegation of senior officials to China to co-chair the 7th Sanitary and Phytosanitary High-Level Dialogue in Shanghai. The visit supported improved market access, including lifting remaining trade barriers on meat establishments and resuming live rock lobster exports. These outcomes could not have been achieved without collaboration across Australian Government agencies to take a whole-of-government approach. We also secured new market access for Australian apples and Chinese jujubes, and extended market access for our red meat, dairy and seafood industries.

Increasing the resilience and sustainability of the sector

We continued to work with state and territory governments under the National Drought Agreement and shared information through industry and advisory groups. We supported farmers and rural communities – especially in South Australia, Victoria and Western Australia, where dry conditions had more impact this year – through services like financial counselling, assistance packages (including financial support) and concessional loans. We also released the [Australian Government Drought Plan](#), outlining how we support farmers and communities to prepare for, manage and recover from drought.

Strengthening our national biosecurity system

This year in particular, we have proactively improved our biosecurity system and responded to a number of biosecurity risks to protect Australia’s agricultural industries, environment, animal health and way of life from pests and diseases.

Australia’s first [National Biosecurity Strategy Action Plan](#) was endorsed by ministers in late 2024. The plan sets out a shared approach to strengthen the national biosecurity system and guide planning, action and investment across the country.

In 2024–25, 4 outbreaks of high pathogenicity avian influenza (HPAI) H7 in Victoria, New South Wales (NSW) and the Australian Capital Territory (ACT) were successfully eradicated. In response to HPAI, over the past year we co-led the Australian Government HPAI Preparedness Taskforce using a One Health approach with health, environment and emergency management portfolios. Together, we oversaw a \$100 million investment to prepare for H5 HPAI, which is not present in Australia. This included a national simulation exercise (Exercise Volare), improved cost-sharing and governance for wildlife responses, and stronger communication and biosecurity systems.

Over the year, we detected more than 500 live exotic plant pests at or near our border, including 73 detections of brown marmorated stink bug – a serious pest we are working hard to keep out of Australia. Results such as these show the value of our dedicated frontline staff. Thanks to their efforts, potentially devastating impacts on our economy and environment have been avoided for another year with no pest establishments.

Our work doesn’t stop at the border – it includes inspection, quarantine and regulation across rural industries.

Our people: One DAFF

We can only perform our role and activities with the support of our people. As One DAFF, we work together as an integrated whole.

This year we continued progress on our Integrated Transformation Program, improving agility, cohesion and capability across governance, financial oversight and data management. A new collaboration framework was also introduced to build capability and strengthen policy, program and service delivery.

These are just some of the highlights of our achievements over the past financial year. Later in this document you’ll find our annual performance statements, which demonstrate our achievements against our strategic objectives and key activities as set out in our [Corporate Plan 2024–25](#).

Lastly, I’d like to touch on a few important milestones.

In 2025 our research arm, the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), celebrated 80 years as a research organisation. ABARES has shaped Australia’s agricultural policies since World War II and continues to provide science and economics research to inform decision-making. I’d like to thank the staff of ABARES for continuing to make it one of Australia’s most respected research bodies.

We simplified agricultural levies legislation using clearer, more modern laws to assist industry and government to keep investing in key areas such as research and development.

We also co-led the development of Australia’s first [National Statement on Animal Welfare](#) – an important step toward renewing the Australian Animal Welfare Strategy. The statement signals to Australians and international trading partners that all governments are committed to working together on national animal welfare priorities.

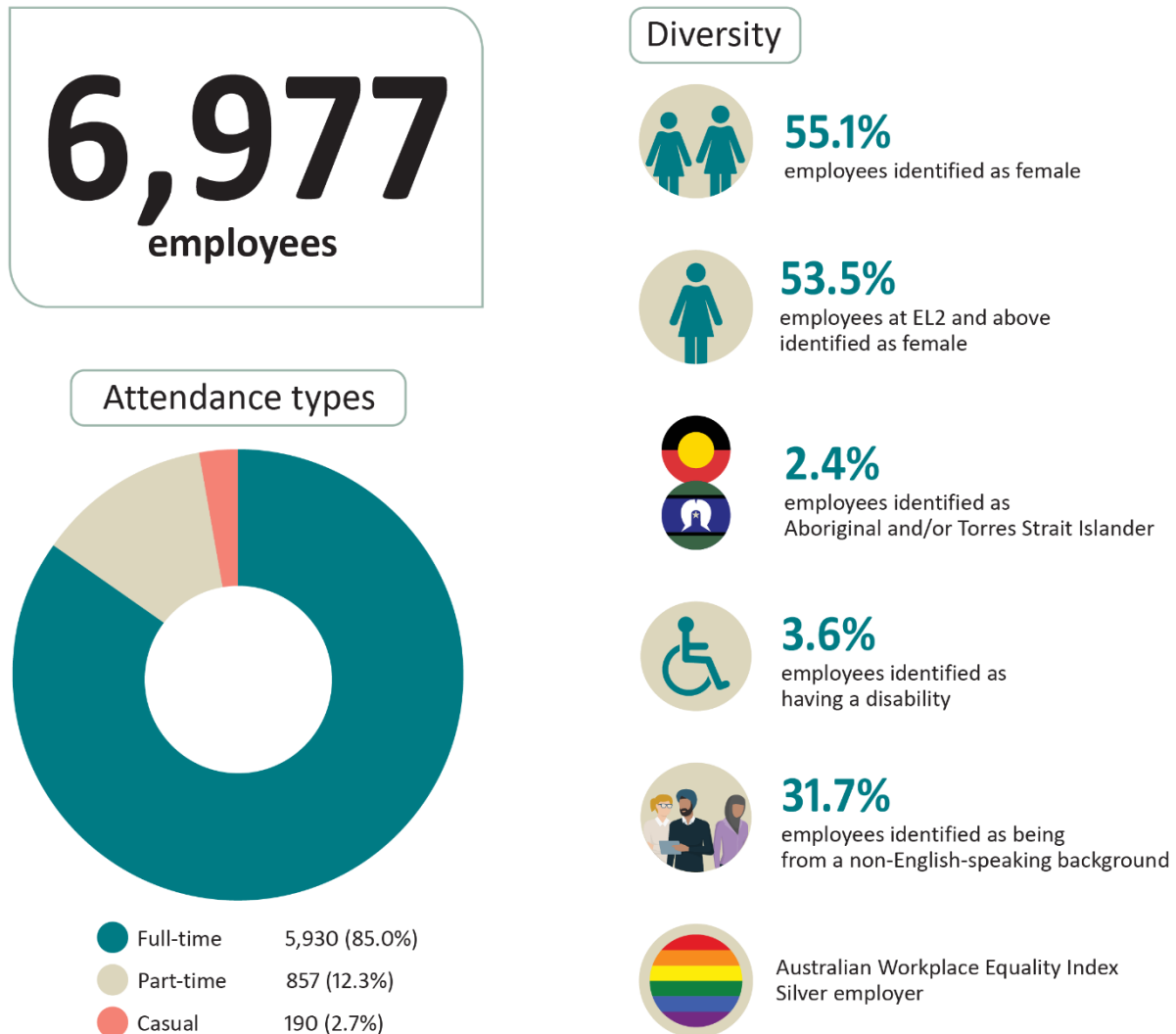
As we celebrate the end of another successful year, I want to express my gratitude to all staff for their tireless efforts and dedication. We will continue to work together as One DAFF to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

Justine Saunders APM
Acting Secretary
Department of Agriculture, Fisheries and Forestry
29 September 2025

Overview

Who we are

Figure 1 Our people, at 30 June 2025



Note: In 2024–25 we moved from reporting on NESB (employees from a non-English-speaking background) to the CALD (culturally and linguistic diversity) metric. The CALD metric represents the percentage of employees who reported their first language was not exclusively English and identified their main non-English language. The calculation excludes individuals who chose not to provide a response. The [Australian Workplace Equality Index](#) provides a national benchmark on lesbian, gay, bisexual, transgender and queer or questioning inclusion in the workplace in Australia.

Source: Aurion departmental system.

Our role

The Department of Agriculture, Fisheries and Forestry is the lead government agency for the agricultural sector (the agricultural, fisheries and forestry industries) in Australia.

Our work supports the health and prosperity of our nation. Our policies and services protect supply chains, helping to grow our economy and increasing the agricultural sector's sustainable production of high-quality products for consumption.

We are a national regulator with portfolio responsibilities that include biosecurity and trade. We work in partnership with all levels of government and with local communities. We have scientific and technical expertise, connections with a range of domestic and international stakeholders and important partnerships across the private sector, from small agricultural businesses to multinational enterprises.

Our vision

A more sustainable and prosperous Australia through biosecurity, production and trade.

Our purpose

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

Our strategic objectives

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

- 1) Sector growth – Support Australia’s agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.
- 2) Sector resilience and sustainability – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.
- 3) National biosecurity – Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia’s people, our environment and economy.

Our structure

We focused our programs of work through divisions organised into 4 groups, as shown in Figure 2. As One DAFF, our 6,977 strong workforce – diverse and spread across many locations – worked together with our stakeholders to achieve our purpose and strategic objectives. Together we delivered policy, regulation and operations across Australia and overseas, helping to maintain and grow our markets.

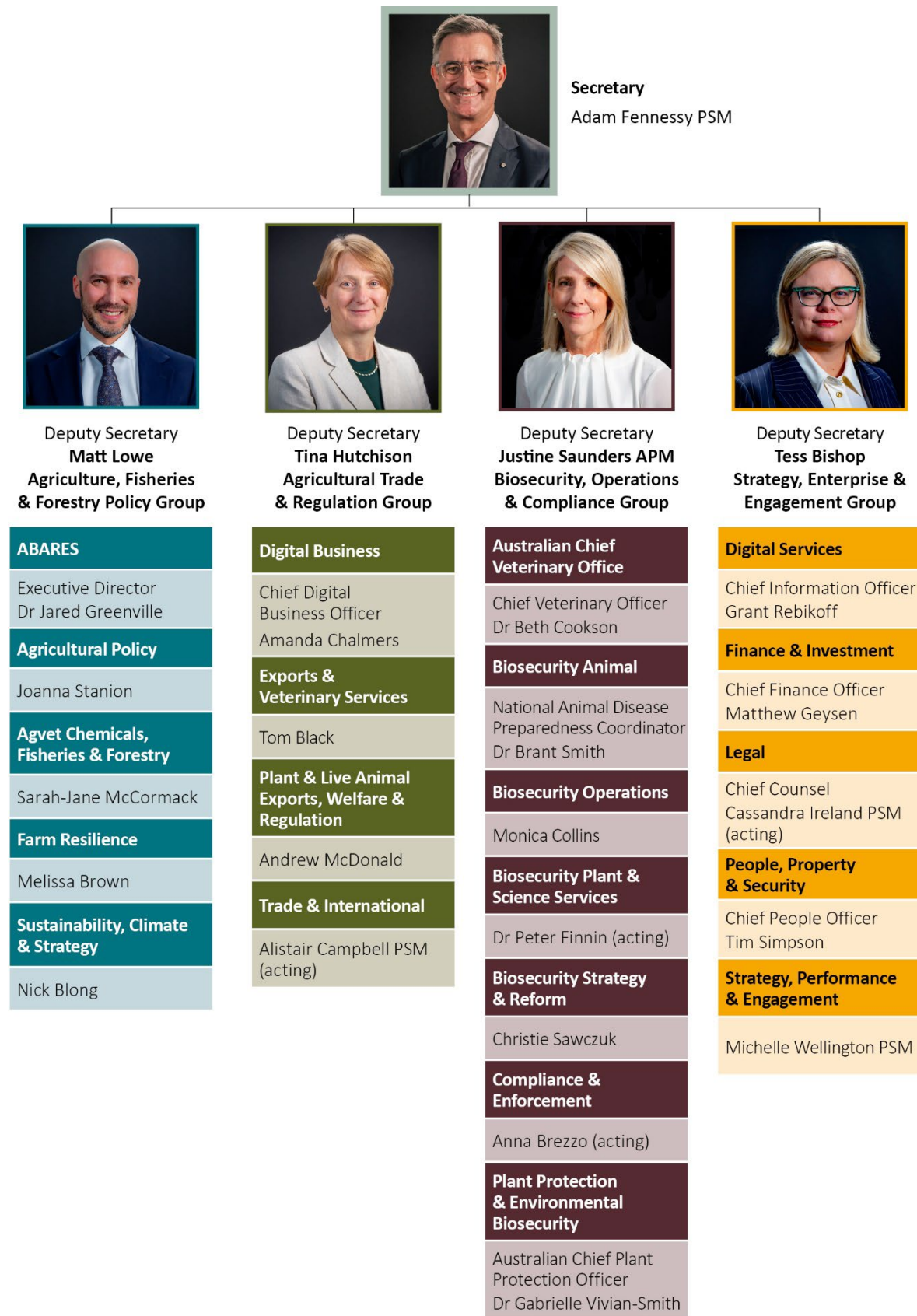
Our executive

Mr Adam Fennessy PSM was the Secretary of the Department of Agriculture, Fisheries and Forestry in 2024–25. Mr Fennessy was the department’s accountable authority and responsible for its efficient and effective operation, ensuring we maintain effective systems of risk oversight, management and controls in line with the PGPA Act. The secretary determines and communicates our risk appetite and tolerance, delegates responsibilities, allocates resources and reports on risk to the minister. The secretary’s other roles included chairing the:

- Agriculture Senior Officials Committee
- Executive Board
- National Management Group (the decision-making body for national emergency responses to pest and disease incursions).

Our department had 4 substantive deputy secretaries. They assisted and supported the secretary to deliver our strategic objectives.

Figure 2 Executive leadership structure, at 30 June 2025



Our portfolio

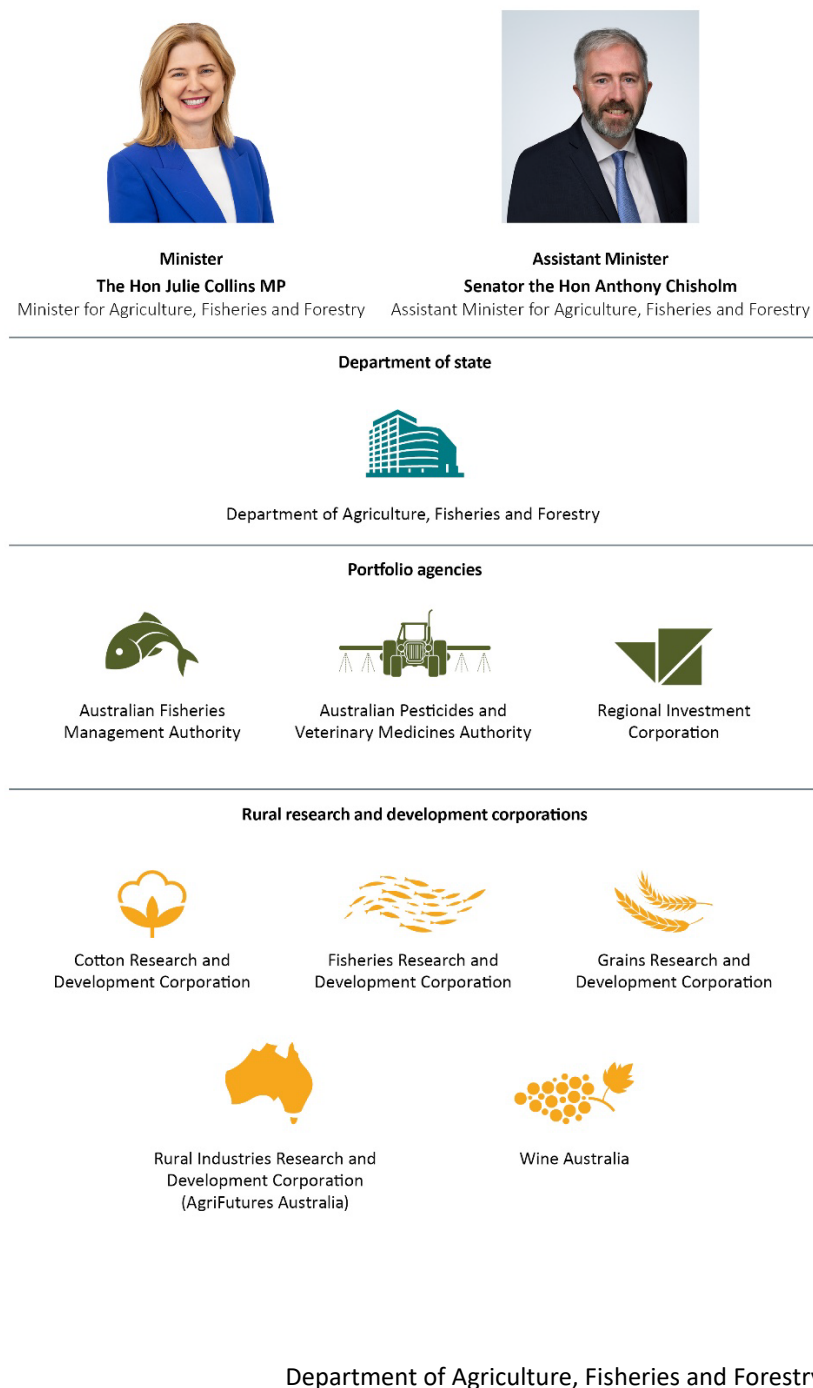
Minister

Senator the Hon Murray Watt was the Minister for Agriculture, Fisheries and Forestry until 28 July 2024.

The Hon Julie Collins MP was the Minister for Agriculture, Fisheries and Forestry from 29 July 2024. Senator the Hon Anthony Chisholm was the assistant minister from 29 July 2024.

During the year, one minister held the position of Acting Minister for Agriculture, Fisheries and Forestry. Senator the Hon Anthony Chisholm served as acting minister on 3 occasions. These were 24 August to 6 September, 13 to 16 November 2024 and 13 to 20 January 2025.

Figure 3 Our portfolio, at 30 June 2025



Part 1: Annual performance statements

Accountable authority statement

As the accountable authority for the Department of Agriculture, Fisheries and Forestry, I present the 2024–25 annual performance statements as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, these performance statements accurately present the department’s performance for the financial year ending 30 June 2025 and comply with subsection 39(2) of the PGPA Act (section 16F of the PGPA Rule).

The Australian National Audit Office (ANAO) is yet to finalise its audit of the 2024–25 annual performance statements. I am aware that the ANAO may also form a view that the performance statements for certain measures do not meet the requirements of the PGPA Act.

The department will continue to improve its performance reporting, including through consideration of the ANAO’s feedback.



Justine Saunders APM
Acting Secretary
Department of Agriculture, Fisheries and Forestry

29 September 2025

Performance overview

The Department of Agriculture, Fisheries and Forestry (DAFF) is the lead government agency for the agricultural sector (agricultural, fisheries and forestry industries) in Australia. Our purpose is working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

We deliver our role, vision and purpose through 3 strategic objectives:

- 1) Sector growth – Support Australia’s agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.
- 2) Sector resilience and sustainability – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.
- 3) National biosecurity – Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia’s people, our environment and economy.

Alignment with our Portfolio Budget Statements 2024–25

In 2024–25 we had 2 outcome statements across 15 programs in the [Portfolio Budget Statements \(PBS\) 2024–25](#). During the year, [we updated our key activities and performance measures](#) to more directly align to our purpose, strategic objectives and PBS outcomes. Our 3 strategic objectives aligned with these outcomes and programs as shown in [Table 1](#).

Table 1 Department PBS outcomes, strategic objectives, key activities and programs, 2024–25

PBS 2024–25 outcome	Corporate Plan 2024–25 strategic objectives	New key activities	PBS 2024–25 program
PBS Outcome 1: 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.	Strategic objective 1: Support Australia’s agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.	Key activity 1.1: Support sector productivity growth and innovation.	1.1 Agricultural Adaptation 1.3 Forestry Industry 1.4 Fishing Industry 1.5 Horticulture Industry 1.6 Wool Industry 1.7 Grains Industry 1.8 Dairy Industry 1.9 Meat and Livestock Industry 1.10 Agricultural Resources 1.12 Rural Programs
		Key activity 1.2: Regulate exports and enable, improve and protect access to international markets.	1.13 International Market Access
		Key activity 2.1: Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	1.2 Sustainable Management – Natural Resources 1.11 Drought Programs
	Strategic objective 2: Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.	Key activity 2.2: Support the agricultural sector to adopt emissions reduction activities that strengthen productivity and competitiveness.	1.2 Sustainable Management – Natural Resources 1.11 Drought Programs

PBS 2024–25 outcome	Corporate Plan 2024–25 strategic objectives	New key activities	PBS 2024–25 program
PBS Outcome 2: 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.	Strategic objective 3: Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia's people, our environment and economy.	Key activity 3.1: Effectively prepare for the management of biosecurity risks, imported food and human health through risk assessment, pre-border controls and assurance programs, inspection, treatment, certification and education.	2.1 Biosecurity and Export Services 2.2 Plant and Animal Health
		Key activity 3.2: Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.	2.1 Biosecurity and Export Services 2.2 Plant and Animal Health
		Key activity 3.3: Protect the economy and environment from the impact of exotic pests and diseases in Australia through appropriate post-border measures, including regulation and emergency management capabilities.	2.1 Biosecurity and Export Services
		Key activity 3.4: Manage non-compliance with biosecurity and other relevant portfolio legislation.	2.1 Biosecurity and Export Services

Performance summary

Our annual performance statements report on the period 1 July 2024 to 30 June 2025. The statements detail our performance against the 24 performance measures set out in our *Corporate Plan 2024–25* and *Portfolio Budget Statements 2024–25*.

Our *Corporate Plan 2024–25* included a mix of output, efficiency, effectiveness and proxy performance measures and associated targets. Where available, the 2023–24 performance results are provided alongside the 2024–25 results, to enable readers to compare our results over time.

Of the 24 performance measures, 14 were achieved, 7 were partially achieved and 3 were not achieved. Table 2 summarises these results.

Table 2 Results against performance measures, 2024–25

Performance measure	Measure type	2024–25 result
SG-01 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	Quantitative effectiveness.	Achieved.
SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	Quantitative efficiency regulatory.	Achieved.

Performance measure	Measure type	2024–25 result
SG-03 Proportion of farm businesses making new capital investments.	Quantitative effectiveness.	Not achieved.
SG-04 Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Qualitative output.	Achieved.
SG-05 Significant representation of Australian interests on multilateral standard-setting bodies.	Quantitative proxy.	Achieved.
SG-06 Effective delivery of regulatory responsibilities for relevant export applications under the <i>Export Control Act 2020</i> .	Quantitative effectiveness regulatory.	Achieved.
SG-07 Increase in the number of electronic certificates issued for export.	Quantitative efficiency regulatory.	Achieved.
SG-08 Encourage forestry industry investment in innovation.	Quantitative output.	Not achieved.
RS-01 Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	Quantitative output.	Partially achieved.
RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Quantitative output.	Partially achieved.
RS-03 Increased investment in activities to build economic, social and environmental resilience to drought.	Quantitative output.	Partially achieved.
RS-04 The proportion of Australian Government managed fish stocks that are sustainable.	Quantitative effectiveness.	Achieved.
BI-01 Proportion of biosecurity risk assessments completed within regulatory and target timeframes.	Quantitative output regulatory.	Achieved.
BI-02 The import permit service standard is met.	Quantitative output regulatory.	Achieved.
BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	Quantitative effectiveness regulatory.	Partially achieved.
BI-04 Targeted public communication and engagement activities.	Quantitative output.	Achieved.
BI-05 Strengthened emergency management capabilities.	Quantitative qualitative effectiveness.	Achieved.
BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	Quantitative effectiveness regulatory.	Partially achieved.
BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	Quantitative effectiveness regulatory.	Achieved.
BI-08 Reduced levels of non-compliance with biosecurity regulations that apply to high value cargo.	Quantitative effectiveness regulatory.	Achieved.
BI-09 Rates of non-compliance with regulations that apply to international travellers.	Quantitative effectiveness regulatory.	Partially achieved.
BI-10 Rates of non-compliance with regulations that apply to approved arrangements.	Quantitative effectiveness regulatory.	Not achieved.
BI-11 Biosecurity service standards conducted at the border are met.	Quantitative effectiveness regulatory.	Partially achieved.
BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	Quantitative output regulatory.	Achieved.

Changes to our key activities and performance measures

In 2024–25, we reviewed the key activities presented in our *Corporate Plan 2024–25* and consolidated them – from 21 to 8 – to more directly align to our purpose, strategic objectives and

PBS outcomes. The 2024–25 performance measures were updated and re-aligned to the new key activities. Further details on the changes to our performance measures can be found in [Performance results](#) and a summary of the changes are found in [Appendix A](#).

Our [8 key activities](#) collectively advance our 3 strategic objectives and directly support our 2 PBS outcomes by targeting agricultural sector productivity and sustainability, and national biosecurity.

Together, these key activities contributed to the success of the agricultural sector in 2024–25. Our support helped the sector to thrive financially, operate sustainably and remain protected from biosecurity threats in an increasingly complex global environment.

Regulator performance reporting

We administer regulatory functions across our portfolio legislation including the [Biosecurity Act 2015](#) (Biosecurity Act), [Export Control Act 2020](#) (Export Control Act), and [Imported Food Control Act 1992](#).

Our regulatory performance measures demonstrate achievements against each of the 3 principles of regulator best practice, as set out in the Australian Government’s Resource Management Guide – Regulator Performance ([RMG 128](#)). In 2024–25, we monitored our regulatory performance against 13 performance measures.

Performance results

Strategic objective 1 Sector growth

Support Australia’s agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.

Connecting our performance to sector growth

Australia’s agricultural sector is central to the nation’s prosperity, driving economic growth, supporting regional jobs and ensuring food and fibre security. Our 8 sector growth performance measures demonstrate how we strengthen productivity, improve market access, encourage innovation and increase trade to keep the sector competitive in the global market.

Productivity and capital investment lay the foundation for growth. We drive agricultural productivity growth (SG-01) through research and development, policy leadership and international collaboration. These efforts support the sector’s goal of reaching \$100 billion by 2030, and maintain Australia’s reputation as a supplier of safe, high-quality products.

Encouraging new capital investment in farm businesses (SG-03) supports producers to invest in the infrastructure, technology and capabilities needed to remain competitive. Our programs also help farmers to build financial resilience and to access tools that support them to manage climate risks.

Industry-led investment in research, marketing and biosecurity relies on a fair, transparent and efficient levies administration system. We administer levies cost-effectively (SG-02) and work closely with industry to strengthen compliance, improve understanding of levy benefits and maximise producers’ return on investment.

Australia’s economic prosperity relies on diverse and stable market access (SG-04). We negotiate and maintain trade requirements that enable exporters to access new markets while protecting existing

ones. We advocate for evidence-based rules that facilitate trade and protect the interests of Australian exporters through our representation on international standard-setting bodies (SG-05).

We invest in efficient, trusted export systems to remain agile and competitive. We ensure timely delivery of regulatory responsibilities under the Export Control Act (SG-06), enabling exporters to meet market requirements without unnecessary delay. We modernise trade processes through electronic certification (SG-07), which provides faster, more secure assurances to our international trading partners.

We encourage the forestry industry to invest in innovation (SG-08) by adopting new wood processing technologies to meet future timber demand and strengthen regional economies.

Key activity 1.1

Support sector productivity growth and innovation.

In 2024–25, we continued to support sector growth and innovation while also identifying areas for improvement to be addressed in 2025–26.

Agricultural productivity growth (SG-01) was sustained at a higher rate (0.80%) than the average annual market sector growth rate (0.19%). Levy administration costs (SG-02) were maintained at 1.10% ensuring efficient administration and compliance.

The proportion of farm businesses making new capital investments (SG-03) did not increase, suggesting a lack of confidence, difficult weather conditions or less positive expectations about the future. While only 21.14% of the 30% target of total funding for the Accelerate Adoption of Wood Processing Innovation Program (SG-08) was delivered, overall program delivery remained on track.

For more detail refer to the individual performance results.

Measure SG-01

SG-01	Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	
Measure type	Quantitative effectiveness.	
Target	Greater than or equal to 0% difference over the past 10 years.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.12.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Agricultural productivity growth was 0.11 percentage points higher than the market sector growth rate.	Agricultural productivity growth was 0.61 percentage points higher than the market sector growth rate.
Tolerances	Achieved: Average annual growth in agricultural productivity (climate-adjusted) exceeds average annual market sector productivity growth over the same period. Partially achieved: Not applicable. Not achieved: Average annual growth in agricultural productivity (climate adjusted) is lower than average annual market sector productivity growth over the same period.	

Context

We aim to support sector growth by expanding access to markets and strengthening Australia's reputation in those markets. We work to foster innovation by co-investing with industry in research and development, and we develop policies and manage programs that help primary producers maintain and grow productivity. Internationally, we collaborate with counterparts and share Australia's expertise in food security, productivity, trade, sustainability and climate resilience across the agricultural sector. We use agricultural productivity as a measure of our effectiveness at achieving sector growth and expanding market access. Over the long term, it measures the efficiency of production and indicates how technological advancements can impact on industry progress.

This measure tracks productivity over a 10-year period, offering insight into long-term trends. Productivity is best measured over long periods, as short-term fluctuations may reflect temporary factors such as changes in input and output prices rather than efficiency trends.

Analysis

In the 10 years to 2024–25, agricultural productivity growth (adjusted for climate and weather effects) averaged 0.80% per year. This was higher than market sector productivity growth with an average of 0.19% per year.

There are many factors that affect productivity growth, including global prices, supply chains, consumer demand and trading partner decisions.

Our work also contributes to agricultural productivity growth, although it is difficult to measure the exact influence we have on these results. For example, in 2024–25 we finalised delivery of the Support Regional Trade Events Program. These events promote innovation and investment in the agricultural sector by providing opportunities to attract overseas customers, showcase the industry and its products and services, and establish connections between businesses. Trials, new

technologies and techniques, and expanded trade avenues may contribute to increased profitability, sustainability and productivity outcomes and benefit agribusinesses across the supply chain.

We also streamlined and modernised the agricultural levies and charges legislation, providing contemporary, flexible and efficient legislation to underpin the levy system. The legislation is now easier to understand and administer; more consistent across industries, and research and development corporations (RDCs); and simplifies matching funding, providing more investment certainty to RDCs. The levy system supports industries in responding to opportunities and threats, to ensure ongoing and improved productivity.

In 2024–25, Australia chaired the World Wine Trade Group, a government–industry partnership. Chairing responsibilities were shared between our department and industry representative body Australian Grape & Wine. The World Wine Trade Group brings together government and industry representatives from key winemaking countries to simplify international trade in wine through information sharing, discussion and coordination on regulatory issues in wine markets, and joint actions for the removal of trade barriers. Being chair provided opportunities to advance our trade priorities, strengthen collaboration with other members and pursue other positive outcomes for Australian wine producers.

Methodology and data sources

We obtained climate-adjusted productivity estimates for the broadacre industry from ABARES, who publish climate-adjusted productivity statistics. The ABARES statistics are derived from model estimates under various climate scenarios, adjusting for climate and weather effects. The methodology for producing these statistics has been peer-reviewed and published in an [academic journal](#).

Climate-adjusted productivity estimates measure Australia’s broadacre industries, including farm businesses mainly involved in the production of crops for fodder or grain, beef, sheep or a mix of cropping and livestock.

We obtained our market sector productivity estimates from the Australian Bureau of Statistics’ (ABS’s) [estimates of industry multifactor productivity](#).

The market sector productivity measure included 16 market sector industries as defined by the Standard Economic Sector Classifications of Australia (SESCA) and the Australian and New Zealand Standard Industrial Classification (ANZSIC).

The 2024–25 forecasts for agricultural productivity and overall market sector productivity were based on historical growth rates and assume that productivity growth will be equal to the longer-term average.

We then compared the average annual growth rate of each series from 2015–16 to 2024–25 to compare average annual productivity growth rates.

Caveats and disclosures

The agricultural productivity result is for Australian broadacre industries only. Farm businesses engaged in other types of agricultural sector production were not included in this performance measure because climate-adjusted productivity data is not available. Broadacre industries account

for about two-thirds of Australia’s agricultural industry production by value and the majority of agricultural land use. As a result, broadacre industries are the primary driver of overall agricultural sector productivity.

Climate-adjusted productivity estimates largely remove the effects of climate and weather variability, revealing the underlying productivity trend. However, some residual climate and weather impacts, such as price changes, may be present in the estimates. Temporary effects such as higher prices caused by drought conditions tend to impact short-term measures of productivity. In the long term, these effects are likely to be small and difficult to measure.

Due to the time lag between measurement, data publication and the performance reporting deadline, we used a forecast for the most recent year. Consideration was not given as to whether the forecast constituted the ‘likely’ result but rather, ensured measurement consistency, transparency and impartiality.

Results were dependent on the accuracy of ABARES and ABS productivity statistics.

Change from corporate plan

The performance measure has been realigned under the new key activity.

Measure SG-02

SG-02	Equal or reduced cost of levies administration compared with levies disbursed.	
Measure type	Quantitative efficiency and regulatory.	
Target	Levies administration cost is less than or equal to 1.2% of levies disbursed.	
Sources	<i>Corporate Plan 2024–25</i>	
	<i>Portfolio Budget Statements 2024–25</i>	
	Programs: 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.12	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Cost was \$4.65 million or 0.77% of levies disbursed.	Cost was \$6.94 million or 1.10% of levies disbursed.
Tolerances	Achieved: Levies administration cost is less than or equal to 1.2% of levies disbursed.	
	Partially achieved: Not applicable.	
	Not achieved: Levies administration cost is more than 1.2% of levies disbursed.	

Context

We administer the agricultural levies system, a government–industry partnership. This partnership enables primary industries to collectively invest in research and development, marketing, biosecurity activities, residue testing and biosecurity responses. Our role is underpinned by our levies legislative framework.

We regularly liaise with key industry bodies to share insights on trends, developments and compliance matters. Through this engagement, we identify risks, develop targeted compliance projects and enhance stakeholder understanding of the levies national compliance program (NCP). The program increases staff awareness of industry-specific issues, risks and the benefits levies provide to levy payers.

This measure tracks whether levy administration costs remain at or below 1.2% of levies disbursed. We collect levies and levy return forms from collection agents, distribute funds to designated recipient bodies and conduct compliance inspections to ensure the integrity of the system. We recover the cost of these activities while striving for efficiency and maintaining optimal administration and compliance costs.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We use a business improvement program (BIP) to improve the capability and effectiveness of levy administration and regulation. Our operational procedures and guidelines are reviewed annually and updated under the BIP to support consistency across the country. We use inspection tip sheets as a reference for levies officers to perform record inspections and training. We conduct annual reviews of the NCP to assess its ongoing effectiveness and to inform future compliance activities. Our review helps to improve compliance outcomes through more tailored compliance measures. We improve business outcomes through the early identification of efficiency gains and optimal resource allocation, with the aim of reducing compliance costs for industry.
- 2) Risk-based and data-driven – We deliver a risk-based and data-driven NCP to support levy payers to comply with legislation and provide sufficient documentation. We undertake field visits and inspect transaction records of levy collection agents across the country. Levy collection agents are assigned a risk rating via our levies information management system which informs field visits. The NCP highlights levy collection agents who collect approximately 20% of levy revenue. Approximately 500 inspections are completed annually.
- 3) Collaboration and engagement – We regularly liaise with key industry representatives to share information on developments and compliance. These activities help identify industry-wide trends and risks, generating more informed strategic compliance projects. As a result, our projects are better able to target risk, inform industry on compliance and increase staff awareness of levy benefits. Our engagement with levy payers and collection agents provides real-time stakeholder feedback. This is used to inform our approach to helping levy agents understand their obligations and encourage compliance.

Analysis

In 2024–25, we disbursed \$628.67 million in levy revenue at a cost of \$6.94 million. The cost was 1.10% of levies disbursed.

In 2024–25 the NCP delivered positive outcomes against our operational compliance and targeted compliance assessment programs. We identified \$2.28 million in levy adjustments, including \$0.15 million received in 2024–25 from new participants identified in the 2023–24 NCP. The outcomes comprised \$1.02 million in levy overpayments and \$1.26 million in levy underpayments.

Employee expenses are the biggest cost driver for levies administration costs. These costs increased in 2024–25 to deliver the implementation of the new levies legislative framework, which commenced on 1 January 2025 and the recruitment of staff to fill several vacant positions.

Methodology and data sources

The performance result for 2024–25 was calculated by dividing the total levies administration cost by the total levies disbursed.

Administration costs were sourced from the Activity Based Costing system and our financial management system, TechnologyOne, while levy disbursement data was generated by our levies management information system, Phoenix.

Caveats and disclosures

Levy returns are submitted in arrears and not all participants pay on time. This results in time lags which may affect the levies disbursed amount.

Results are comparable year on year as the target is measured as a percentage rather than nominal dollars which can fluctuate. The effectiveness of levy collection – including the receipt of funds and necessary levy information from collection agents – may vary over time.

Change from corporate plan

The target review timeline has been updated from 2025–26 to 2026–27 to reflect that the review is to be undertaken after levies reform has been fully implemented by 2025–26. The performance measure has been realigned under the new key activity.

Measure SG-03

SG-03	Proportion of farm businesses making new capital investments.	
Measure type	Quantitative effectiveness.	
Target	Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.12.	
2024–25 outcome	Not achieved.	
Result	2023–24 result	2024–25 result
	In the 5 years to 2022–23, 53% of farm businesses made new capital investments. This was a 1.9% decrease from the 54% of farm businesses making new capital investments reported in the 5 years to 2021–22.	In the 5 years to 2023–24, 53% of farm businesses made new capital investments. This was unchanged from the 53% of farm businesses making new capital investments reported in the 5 years to 2022–23.
Tolerances	Achieved: If the proportion of farms making new capital investments increases (based on annual reporting of a 5-year moving average). Partially achieved: Not applicable. Not achieved: If the proportion of farms making new capital investments decreases or is the same (based on annual reporting of a 5-year moving average).	

Context

This performance measure assesses the impact of our work on farm businesses making capital investments, with a focus on building farmers' financial sustainability. Agricultural industry growth relies on farm businesses investing and taking advantage of new opportunities. While income and profitability affect investment decisions, government interventions that enhance farmers' confidence can also contribute.

Farmers are more likely to make capital investments when they are confident or have positive expectations about the future. Their confidence is influenced by access to suitable skills, tools and financial resources to manage drought and other climate-related risks. Our programs support this by building skills, providing tools and improving access to financial resources. These interventions help strengthen farm business confidence and, in turn, encourage capital investment.

The Farm Management Deposits Scheme supports farmers' capacity to plan for and undertake capital investment by encouraging them to set aside cash reserves to draw on in low-income years. It also aims to support business preparedness and financial risk management by helping primary producers manage their capital and fluctuating cash flow. The additional support creates a financial buffer for the agricultural industry, resulting in increased resilience to economic downturns, climate variability and natural disasters.

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.

Two programs, the Farm Household Allowance (FHA) program and the Rural Financial Counselling Service (RFCS), provide assistance to those in – or at risk of – financial hardship to manage their financial situation and build their financial stability.

The FHA program offers income support allowances and professional financial assessments for farm businesses. It also provides case management, funding for skill development, access to training and professional advice to help businesses plan for the future by making sustainable improvements, or by exiting the industry.

The RFCS program delivers free, independent financial counselling to build farmers' financial knowledge and skills, helping them navigate future challenges.

Analysis

In the 5 years to 2023–24, new capital investments remained at 53% for broadacre and dairy farms, resulting in this performance measure not being achieved. The percentage of farm businesses making capital investments in 2023–24 fell to 46% (down from 54% the previous year). The result reflected declines in broadacre farm incomes in 2023–24 due to lower commodity prices, particularly for beef cattle, sheep and lambs, as well as drier seasonal conditions in many regions.

The drier seasonal conditions continued throughout 2024–25, particularly in South Australia and Victoria. This has resulted in increased demand for our farm support and hardship programs in those regions.

In 2024–25, over 220 Commonwealth-funded concessional loans were delivered through the RIC, in comparison with 207 loans in 2023–24. The largest increase in the number of settled loans occurred in South Australia (103.7%) and Victoria (50%), compared with the previous year.

At 30 June 2025 the 10-year rolling average of farm management deposit account holdings increased in real terms by 1.4% to \$7.6 billion. In comparison, the annual increase in nominal terms to 2024–25 was 0.9%, with a decline in holdings in South Australia of 6.7% over the same period.

The RFCS and FHA programs are available to eligible farm businesses experiencing hardship.

To June 2025, the RFCS provided free and confidential financial counselling to over 6,950 eligible farmers, fishers, foresters and related small businesses. This is up from around 6,660 at 30 June 2024, and the number of clients supported in Victoria and South Australia increased in the same period by 12% and 97% respectively.

Nearly 4,150 farmers and their partners received support through the FHA program in 2024–25. While the total number of recipients is down from nearly 5,590 in 2023–24, the number of recipients supported in South Australia increased by over 38%.

Methodology and data sources

Data for this measure was sourced from the ABARES *Australian Agricultural and Grazing Industries Survey* (AAGIS) and the *Australian Dairy Industry Survey* (ADIS).

ABARES surveys are designed to be representative of the target population. For AAGIS and ADIS, the target populations are broadacre and dairy farms respectively, with an estimated value of agricultural operations (EVAO) greater than \$40,000. ABARES draws a random sample of farm businesses stratified by geographical location (region), industry (ANZSIC) and financial size.

The survey design samples a relatively higher proportion of larger farms than smaller farms. This is because larger farms are less homogeneous than smaller farms and account for a greater proportion of total farm production and variation in observed estimates. Resulting bias in the sample is corrected by calculating a weight for each sample farm. A weight is assigned to each sample unit and the set of variables used to calibrate weights varies according to farming practice in different regions.

The sample farm businesses are contacted and visited by ABARES field officers. Data is collected through face-to-face interviews and entered into the Survey Collection and Management Program (SCAMP). The data relevant to this measure is collected as part of measurement of the value of farm assets and additions or disposals to these assets during the financial year.

The electronic data collection tool has built-in edit checks that prompt field officers to correct errors at the time of data collection. Further quality assurance processes are conducted post-interview to ensure the data is recorded accurately, and to consider outliers or errors.

Data is stored in the Farm Survey Database, a secure and purpose-built database within the Databricks environment. Access to the database is restricted to individuals within ABARES Farm Analysis program.

Survey estimates are produced by calculating the weighted mean of data collected in the survey.

The percentage of farms making capital investments is derived from data collected on expenditure on capital items, specifically taking the percentage of farms where additions to capital items is greater than zero.

Caveats and disclosures

For this measure the proportion of farm businesses making new capital investments is used as a proxy for confidence, based on the premise that farmers are more likely to invest when they feel confident about the future.

The ABARES surveys cover broadacre and dairy businesses – these represent 63% of the total farm business population. Relevant data for the remaining farm businesses was unavailable at the time of reporting.

Survey data is collected with a one-year lag, meaning the data for any given financial year reflects the previous financial year. As a result, the measure for the year ending 30 June 2025 will be based on data from 2023–24.

There may be other external factors which will influence farm businesses' investment levels, such as interest rates and input prices; however, these factors are beyond our influence or control.

The use of a 5-year moving average reduces the impact of annual fluctuations from seasonal conditions and is reported as an annual result.

Change from corporate plan

Minor update to measure wording to align to the target wording. The performance measure has been realigned under the new key activity.

Measure SG-08

SG-08	Encourage forestry industry investment in innovation.	
Measure type	Quantitative output.	
Target	Deliver 30% of total committed grant funding for active grants at the end of the financial year.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.12.	
2024–25 outcome	Not achieved.	
Result	2023–24 result	2024–25 result
	Grant expenditure of \$30.54 million exceeded the target of 30% (\$30.22 million) of overall total grant program funding of \$100.7 million.	Grant expenditure of \$21.29 million did not achieve the target of 30% (\$30.22 million) of overall total committed grant funding for active grants of \$100.7 million.
Tolerances	Achieved: 70–100% of grants have met their milestone requirements to enable grant payments to be made in the year. Partially achieved: 50–69% of grants have met their milestone requirements to enable grant payments to be made in the year. Not achieved: 0–49% of grants have met their milestone requirements to enable grant payments to be made in the year.	

Context

Forestry and forest products play an important role in the Australian economy by supporting regional jobs and supplying timber for the construction industry. While forestry operations are regulated by state and territory or local government planning laws, we contribute through national policies, strategies and delivery of support programs.

This measure relates to our administration of the Accelerate Adoption of Wood Processing Innovation Program. The program supports wood processing businesses to adopt new or innovative technologies that enhance their medium- to long-term sustainability. By integrating innovative

technologies into production, wood processing facilities will be better positioned to meet Australia's timber needs into the future.

Our program offers grant funding of up to 40% of total project costs with the remaining 60% to be met by grantees. Grant funding of \$100.7 million has been allocated across 33 projects between 2022–23 and 2025–26. Grantees can use their funding to implement innovative technologies that diversify or improve efficiency in existing product lines or enhance carbon efficiency. They may also use it to carry out minor capital works necessary to support the installation of new technologies, such as upgrades to electrical systems or building infrastructure. Investment through this program aims to strengthen domestic supply of high-demand timber products, improve the use of existing timber resources and increase industry resilience to future supply chain disruptions.

Analysis

In the 2024–25 financial year grant payments totalling \$21.29 million were made, representing 21.14% of total program funding. The target for the year was \$30.22 million (30%) of total program funding. Therefore, the measure target was not achieved.

Although the target was not met in 2024–25, the overall program delivery remains on track. Slower than expected project implementation by grantees has resulted in some payments being adjusted or deferred in this financial year, impacting on the achievement of the target. This represents an appropriate and responsible approach to grant management by the department.

The continued slowing of the housing and construction markets has impacted the confidence of some grantees. This has seen several grantees delay some elements of their projects or defer receipt of grant funding until next financial year. Grantees have also communicated that ongoing supply chain delays and increased costs (resulting from inflation or changing exchange rates) have affected the delivery of equipment sourced from overseas. In response, and to maintain an appropriate and responsible approach to grant management, we have delayed the release of some grant payments to reflect the progress of grant activities.

Overall, current market conditions have resulted in a more cautious approach to project implementation. This has directly affected program expenditure, with both grant funding and grantee co-contribution expenditure being lower than anticipated. For 2024–25, grantees reported spending \$14.37 million of their grant funding and \$13.03 million of their co-contribution amounts, resulting in total project expenditure of \$27.39 million.

After the grant program is completed, an evaluation will be conducted to review the impact of the program on individual businesses and the sector more broadly.

Methodology and data sources

Grantees submitted an activity work plan and budget to us in June and December. Our program delegate reviewed milestones and determined funding approval. We notified the Community Grants Hub (CGH) to release payment for approved submissions, and recorded payment details provided by the CGH in our program master spreadsheet and milestone tracking sheet.

We sourced monthly Excel expenditure reports from the Department of Social Services (DSS) and verified their data against our records. Individual payments were cross-checked with grant agreements and approval minutes for assurance. Total grant expenditure was then compared to

targets to assess whether the measure was on track. Measure data is stored on our records management system Content Manager and shared network drive.

Analysis of our measure target included how much grant funding grantees have spent, along with project co-contributions. This data was sourced directly from grantees' accepted activity work plan reports and budgets. While the measure target relates to our grant expenditure and not to grantee spending, we have included both in the analysis to provide a more holistic overview of the implementation of the program and the challenges grantees are facing.

Caveats and disclosures

This performance measure reflects payments made to grantees once their milestone reports – due in June and December – are accepted. As reports often take 2 to 3 months to finalise at the required standard, payments may not occur in the same quarter the milestone is due.

This measure captures expenditure under the related grant program. Due to the nature of the program, we cannot assess the funding's impact on individual businesses or the broader sector until after the grant period.

Established in 2023–24, this measure includes targets through to the program's conclusion in 2025–26. It captures 80% of total grant payments, with the remaining 20% excluded as they were administered in 2022–23 prior to the measure's establishment.

Given current pressures in the housing and construction markets, many grantees have raised concerns about their ability to continue project delivery. We are currently working with a number of grantees who have opted to terminate their grant or reduce the value of their grant. This will reduce the target expenditure for 2025–26. This reduction is necessary to ensure the measure accurately reflects the program's overall financial position.

Our targets and tolerances are based on the requirement that milestone reports must be provided and accepted before payments can be made. If reports do not meet the required standards or are not submitted, payments cannot be made and this will impact our ability to meet the target.

Change from corporate plan

Target wording was updated for greater clarity. The performance measure has been realigned under the new key activity.

Key activity 1.2

Regulate exports and enable, improve and protect access to international markets.

In 2024–25, we achieved all 4 targets set to regulate our exports and strengthen international market access. Technical market access was either opened, improved, restored or maintained across 79 export pathways (SG-04). We attended 48 key multilateral trade and standard-setting bodies to represent Australia's trade interests (SG-05). We delivered export processes effectively, with 99.8% of applications finalised within legislated timeframes (SG-06). We also advanced our transition to paperless trade, with a 12.5% increase in electronic certificates issued across commodities and markets (SG-07).

Collectively, these results demonstrate the effectiveness of our processes and our commitment to enhancing Australia’s access to international markets.

For more detail refer to the individual performance results.

Measure SG-04

SG-04	Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	
Measure type	Qualitative output.	
Target	Each year, the department can qualitatively describe the impact of technical market access achievements and how these achievements grow access for Australian agricultural, fishery and forestry (AFF) producers. Achievements may include opening, improving, maintaining or restoring access. Examples need to be provided to demonstrate that different markets and commodities have had their technical access progressed.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 1.13.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024–25 reporting.	Examples of new, improved, maintained and restored market access have been achieved, with a clear beneficial impact for Australian producers. Examples cover a range of different markets and commodities.
Tolerances	Achieved: If the department provides examples of opening, improving, maintaining and restoring technical market access for different markets and different commodities. Examples of market access changes have been implemented and are available to AFF exporters. Partially achieved: If the department provides examples of opening, improving, maintaining or restoring access but not all 4. Alternatively, if the examples do not demonstrate that clear benefits have been achieved for different markets and commodities (i.e. examples are all focused on a single market or commodity, or the achievements are not of value to Australian exporters). Examples of market access changes have been implemented and are available to AFF exporters. Not achieved: If the department cannot provide any examples of opening, improving, maintaining or restoring access to any markets or commodities.	

Context

Australia’s agricultural sector must have access to international markets to achieve our objective of sector growth. Approximately 70% of agricultural, fisheries and forestry production is exported to overseas markets supporting food security around the world. In 2023–24 agriculture contributed 2.4% to Australia’s gross domestic product, according to ABARES data.

This measure reflects availability of access to international markets, facilitated by the department’s negotiation of protocols and assurances to meet importing country requirements. We create new and improved market access by establishing technical (non-tariff) requirements for trade. These include treatment and testing protocols for biosecurity and food safety, labelling and certification requirements. We also act to maintain and restore existing technical access in response to trade disruptions. Once technical requirements are agreed, implementation is regulated under the Export Control Act and associated legislation. Cumulatively, these efforts ensure Australian exporters have stable, reliable and economically viable access to international markets.

Analysis

In 2024–25 we:

- Opened 10 new export pathways, including gaining access for mixed meat products to Taiwan. Departmental officials corresponded with Taiwanese counterparts to negotiate technical requirements and develop supporting certification. For the first time, Australian exporters can send mixed meat products consisting of pig, cattle, sheep and goat to Taiwan. This expands industry's access to the Taiwanese meat market, which was worth \$457 million in the 2024 calendar year.
- Improved 44 export pathways, including improved treatment options for macadamias to India. Previously the heat-treatment schedule required to access this market affected nut quality, making it commercially unviable. Departmental officials engaged Indian counterparts, providing evidence that alternative heat-treatment protocols would address biosecurity risks without adversely affecting product quality. By leveraging scientific evidence, we were able to achieve improved trading conditions for Australian exporters. In 2022, industry estimated that this market could be worth \$50 million to the Australian macadamia industry, and this achievement makes this market viable.
- Maintained 17 export pathways; for example, we mitigated the expected impact of the European Union Deforestation Regulation (EUDR). Under the EUDR, a range of exports to the EU will have to meet new rules relating to deforestation. We liaised with the EU to ensure they considered accurate data when assessing Australia's risk ranking. As a result, the European Commission classified Australia as a low-risk country. The low-risk rating means that only 1% of Australian exporters sending regulated goods from Australia and other low-risk countries to the EU will be subject to annual checks. It also means that regulated goods originating from Australia will be subject to the simplified due diligence process set out in the EUDR.
- Restored 8 export pathways. For example, exports of Australian live rock lobsters to China were successfully restored in December 2024. This is the result of significant effort across the department, working with the Department of Foreign Affairs and Trade, to leverage engagements at all levels of government. Prior to trade being impeded in 2020, Australian live rock lobster exports to China were worth over \$700 million in 2019. This positive outcome reflects complex and sustained negotiations in a sensitive geopolitical context.

Methodology and data sources

We maintained internal registers of market access requests and the status of negotiations to identify finalised trade outcomes. Finalised outcomes are where conditions of trade have been agreed with overseas trading partners and made available to Australian exporters. These were reviewed internally and included in a central register of trade outcomes. This internal review ensured all achievements were relevant, accurate and within scope for this measure. In scope activities are grouped into 4 categories:

- 1) Opening new access – A commodity or product gains access to a market for the first time or regains access to a market after at least 5 years of no access.
- 2) Improved access – The conditions for a commodity or product entering a market are now more favourable to Australian exporters. This includes reducing the time, cost or requirements for exporters to access a given market.

- 3) Maintained access – Trade was threatened or ceased, but the disruption was avoided or resolved within 6 months due to our remedial actions.
- 4) Restored access – Trade ceased for between 6 months and 5 years due to concerns related to technical market access (including biosecurity and food safety concerns), but we were able to negotiate to restore access.

As part of the internal review, we selected qualitative examples that could demonstrate market access was progressed for a diverse range of markets and commodities. This was done by selecting examples that covered each of the categories (new, improved, maintained, restored) and which also maximised coverage of different markets and commodity types.

Caveats and disclosures

Results do not include overarching activities that promote open and free trade for agricultural sector products. Out of scope activities include contributions to bilateral and regional trading agreements and international forums that support open and free trade. Results do not incorporate market losses, which frequently occur due to international factors outside of our influence and which are complex to measure.

We may open, improve, maintain or restore market access through establishing agreed protocols for trade, but whether exporters access all available markets is a commercial decision made by each business. Factors outside of our control that influence such decisions include:

- global prices, exchange rates and market conditions (supply and demand) and other factors such as external shocks to the global supply chain
- Australia's domestic market conditions, including climate, yield and domestic demand, which determine how much product is available for export.

Unilateral decisions made by trading partners may also impact on our ability to negotiate technical market access. These may occur outside of our influence or remit (for example, punitive tariffs or non-tariff barriers implemented against a range of commodities including non-agricultural trade). In these instances, we would be unable to maintain access and could only work to restore trade.

Outcomes may be under-reported, due to a reliance on manual tracking and reporting on the progress of trade negotiations.

Change from corporate plan

The target wording was updated slightly for greater clarity. The measure type, target and tolerances were updated to reflect transition to a qualitative performance measure. The performance measure has been realigned under the new key activity.

Measure SG-05

SG-05	Significant representation of Australian interests on multilateral standard-setting bodies.	
Measure type	Quantitative proxy.	
Target	At least one meeting, with in-person attendance, to each of the multilateral trade standard-setting bodies (WTO, OECD, WOH, IPPC, and Codex).	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 1.13.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – new measure for 2024–25.	Representatives of the department attended 7 meetings with the WTO, 12 with the OECD, 8 with the WOH, 15 related to the IPPC and 6 with CODEX.
Tolerances	Achieved: There is evidence the department has represented in-person at each of the multilateral trade standard-setting bodies WTO, OECD, WOH, FAO (IPPC and Codex). Partially achieved: There is evidence the department has represented in-person at least one, but not all, of the WTO, OECD, WOH, FAO (IPPC and Codex). Not achieved: The department does not participate in-person at any of the WTO, OECD, WOH, FAO (IPPC and Codex).	

Context

Stable trade is underpinned by shared standards and shared mechanisms for resolving disputes. In agricultural trade specifically, alignment in food safety testing and biosecurity protocols allows food and agriculture products to transit smoothly between international markets. It is important that we proactively engage with international trading partners to ensure trading protocols and standards for agriculture, fishery and forestry products are evidence-based and achieve their objectives without unduly burdening Australian exporters.

This measure uses in-person attendance at 5 key multilateral, standard-setting forums as a proxy for our representation of Australia's interests internationally. The multilateral forums in scope have been chosen because academic modelling exists to quantify the benefits of these specific forums for enabling fair, open and stable trade. They are:

- the World Trade Organization (WTO), which provides shared trade rules and a process to settle disputes, promoting an open global trading system
- the Organisation for Economic Co-operation and Development (OECD), which sets standards and recommendations across a broad range of domains, including agriculture
- the Food and Agriculture Organization of the United Nations (FAO), which manages multiple initiatives to harmonise trade and international standards. Australia engages in various FAO forums, including:
 - the Codex Alimentarius Commission (or Codex) for food safety and quality standard setting
 - the International Plant Protection Convention (IPPC), which develops, adopts and promotes phytosanitary standards for trade in plants and plant products.

- the World Organisation for Animal Health (WOAH), which allows transparent assessment of global risks to animal health and publishes health standards for international trade in animals and animal products.

Over the long term, this engagement is expected to grow Australia’s status as a trusted trading partner with valued contributions to setting international standards for agriculture, fisheries and forestry trade.

Analysis

In 2024–25 we had in-person representation at each of the required forums including 7 meetings with the WTO, 12 with the OECD, 8 with the WOAH, 15 under the IPPC, and 6 with Codex.

Notable meetings and outcomes included:

- Meetings with the Committee on Technical barriers to trade (TBT) under the WTO, throughout 2024–25. In this forum, the department and other Australian delegates prosecuted industry and government concerns on the application of the EUDR, alongside 18 other WTO members. Australia also hosted information exchange sessions in the margins of the TBT committee with affected WTO members to enhance Australia’s understanding of how other countries were approaching the issue. Australia called for a delay in the implementation and a risk-based approach to the EUDR in the TBT committee and other WTO forums. Following intense pressure from multilateral stakeholders and EU member states, the EU has since formally approved the delay of the EUDR by one year. More recently, Australia has been designated a low-risk country under the EUDR, following the department’s bilateral engagements with the EU and our WTO advocacy.
- An OECD workshop ‘Environmental Impact of Agricultural Support: Current evidence and knowledge gaps’ in September 2024. This workshop was sponsored by Australia and is a topic of key interest for our agricultural exporters. Agricultural support policies provided by international governments to their producers (such as tariffs, price floors and payments) can distort international markets as well as cause negative environmental outcomes. The workshop was attended by key partner organisations and was designed to strengthen the collective understanding of the impact of harmful agricultural support policies.
- The 92nd General Session of the World Assembly of Delegates, which is WOAH’s key annual meeting. Delegates including departmental representatives voted on international standards on animal health and welfare, including standards for safe trade of animals and animal products. The meeting also discussed global animal disease control, organisational governance and provided an opportunity for bilateral meetings with key trading partners on technical market access issues.
- The 19th meeting of the Commission on Phytosanitary Measures (CPM), which governs the IPPC, held in March 2025. The CPM made decisions on the strategic direction of the IPPC’s work program and also adopted 2 International Standards for Phytosanitary Measures (ISPMs) relating to the trade of mangoes and wood. Our representatives attended, presented and contributed to this key annual meeting of the CPM.
- The 27th session of the Codex Committee on Food Import and Export Inspection and Certification Systems (CCFICS27) which Australia hosted and chaired in September 2024. CCFICS27 made

progress developing draft guidelines on food fraud, traceability and equivalence agreements. The committee also agreed to 4 new work proposals including guidance on information and data exchange to support import and export assurance. The CCFICS plays an important role in reducing barriers to trade through establishing international standards, providing consistency for exporters and importers.

Methodology and data sources

We maintained internal records of international multilateral engagement activities. At the end of each quarter, activities that had been undertaken were summarised and submitted to a central register. We then undertook an internal review to ensure all activities were within scope for this measure and accompanied by:

- when the meeting occurred, where it occurred and who attended
- what the outcomes of the meeting were and a description of our role in the meeting
- supporting evidence, which may take the form of registration details, meeting minutes or similar documentation.

We then assessed whether the target of in-person meetings at each of the 5 selected forums had been achieved. Examples of key meetings and outcomes were selected to support this result and to qualitatively describe the value of this engagement for the Australian agricultural sector.

Caveats and disclosures

This measure uses engagement as a proxy for soft diplomacy outcomes that cannot be directly measured. ‘Significant representation’ is defined as in-person attendance and does not include virtual attendance or written submissions. We require evidence of this to qualify for inclusion against the target. Outcomes of the meetings attended cannot be wholly attributed to our influence and are also subject to the contributions and decisions of other trading partners.

Measurement is reliant upon line areas manually reporting and recording outcomes and may therefore be under-reported.

Change from corporate plan

The tolerances have been updated for greater clarity. The performance measure has been realigned under the new key activity.

Measure SG-06

SG-06	Effective delivery of regulatory responsibilities for relevant export applications under the <i>Export Control Act 2020</i> .	
Measure type	Quantitative, effectiveness and regulatory.	
Target	Establish a baseline.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 1.13.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – new measure for 2024–25.	99.83% of all relevant export applications were completed within the requisite consideration period. This sets the baseline.
Tolerances	Achieved: Over 95% of all relevant export applications are completed within the requisite consideration period specified by the <i>Export Control Act 2020</i> . Partially achieved: Over 85% of all relevant export applications are completed within the requisite consideration period specified by the <i>Export Control Act 2020</i> . Not achieved: Under 85% of all relevant export applications are completed within the requisite consideration period specified by the <i>Export Control Act 2020</i> .	

Context

Exporters must apply for, and progress through, requisite regulatory processes under the Export Control Act to become approved and licensed to conduct export operations.

The Export Control Act is administered so that successful regulatory decision-making by authorised officers occurs when they complete their assessment and approval of specified types of applications within the specified consideration period defined within the Export Control Act. Exporters will be delayed in getting to market unless they receive streamlined and effective regulatory services.

This measure is designed to capture how effective we are in delivering our administrative obligations as an export regulator under the Export Control Act. It tracks how quickly we assess 4 different types of export applications – prescribed goods under the Export Control Act – which are considered key indicators of our success. These are:

- applying for an establishment to be registered for exports
- applying for accreditation of a farm property to meet the requirements of the European Union Cattle Accreditation Scheme (EUCAS)
- requesting to vary an approved arrangement an occupier of a registered establishment holds
- obtaining a license to export meat and meat products from Australia.

Measuring the proportion of relevant export applications that were – and were not – processed within the appropriate timeframe will allow us to gauge our success in delivering streamlined regulation that enables industry to get their goods to market.

To facilitate trade, we demonstrate to our trading partners the integrity, safety and traceability of prescribed export agricultural commodities from Australia. We show that our regulated industry

complies with traceability, sanitary and phytosanitary standards through actions such as inspections, quarantine procedures, seals and certifications.

People seeking to export from Australia are required to obtain a minimum amount of approval and permission from the Australian Government.

We are the identified competent authority for the purposes of regulatory decision-making for exporter applications under the Export Control Act.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We have developed formal staff training resources (standard operating procedures) to actively build staff capability and encourage them to take a broad perspective of the regulatory environment. We have also created a culture that articulates the type of regulators we want our staff to be – transparent, accountable, fair and responsive. This required a holistic review of the way we manage export applications, improving the overall process across the Exports and Veterinary Services Division. We have also established a cross-commodity working group and are active members of the National Regulators Community of Practice where we share learnings and insights and take a broad perspective across agencies and jurisdictions of the regulatory environment.
- 2) Risk-based and data-driven – Before the development of this measure we were not making data-driven decisions about resource allocation for these types of export regulatory services. We can now identify our risk levels for export applications and use intelligence and data to inform a risk-based approach to our decisions. We have also become better at actively monitoring and planning for risks, such as changes in the market that may have flow-on effects for operations.
- 3) Collaboration and engagement – The export applications covered by this performance measure are handled by several separate teams across the division. Each application has gone through a co-design process with industry stakeholders, including regulated entities. For some applications, for instance the Export Establishment Workflow system, regulated entities are informed via a notice of intention prior to an adverse decision being taken, and have the ability provide feedback and/or further information.

Analysis

In 2024–25 this measure was introduced to assess our effectiveness in processing export applications that are subject to a consideration period under the Export Control Act. As this is the baseline year, no prior year target or comparative data exists.

The result for this measure is classified as achieved as we processed more than 99.83% of valid applications within the regulatory consideration period, exceeding the indicative baseline target of >95%. This provides strong evidence of effective regulatory service delivery across the regulated commodities.

This new measure has allowed us to consolidate and analyse performance data across multiple commodities and application types for the first time.

This strong baseline result supports the decision to revise the success thresholds for future years, with full success set at >99%, partial success between 95–99%, and failure at <95%.

Key factors contributing to the strong outcome included:

- process standardisation across commodities
- system improvements in export documentation platforms
- continued investment in staff capability and procedural guidance.

As this was the first year of measurement, no downward trend or problematic patterns were observed. Ongoing monitoring in future years will assess year-on-year consistency and inform further system or resourcing adjustments.

The overall result for 2024–25 supports our contribution to delivering efficient, modernised regulation and advancing Australia’s international market access objectives.

Methodology and data sources

The 2024–25 result is the baseline for relevant export applications.

The measure encompasses accreditation, registration, approved arrangements and meat export commodity licences completed by our authorised officers within the valid consideration period specified by the Export Control Act. The initial consideration period starts the day after we receive a complete and valid application.

Data is extracted each quarter from a number of systems, including the 3 distinct program areas of: the EUCAS, the export meat licensing data sets and the Export Establishment Workflow.

The result is calculated by taking the total number of applications assessed on time, dividing by the total number of valid applications received and multiplying by 100 to obtain the percent of success.

Each indicator follows its own unique pathway; however, the common elements are:

- The submitted application is reviewed – noting that the consideration period only starts when we receive a complete and valid application. This requires an initial rapid assessment to take place before the clock commences. When an application is deemed to be not valid or incomplete it will be returned to the applicant.
- The application undergoes a technical assessment.
- A fit and proper person assessment of the applicant is made, which includes a review of any debts and liabilities they may owe to the Commonwealth.
- The delegate makes their decision.

At each of these steps the assessing officer may need to ‘stop the clock’ on the consideration period and return the application to the applicant to request further details or to resolve an outstanding issue. The consideration period is paused until the issue is rectified.

This measure only captures valid applications which were eligible for assessment. Where an application was withdrawn, incomplete or lapsed due to actions of the applicant, it is considered out

of scope for inclusion in the measure. The performance measure only measures applications we failed to assess within the requisite considerations period when we should have.

Caveats and disclosures

The Export Control Act sets a 120-day initial consideration period for the 4 identified indicators. However, the total time from submission to assessment outcome can be protracted if the process is paused, for example, when applicants must amend their application or provide additional information. This measure uses the phrase ‘valid consideration period’ rather than referring to 120 days to avoid confusion.

Results are derived from the number of applications that we failed to assess within the valid consideration period. Applications that are withdrawn, incomplete or lapsed due to actions of the applicant are considered out of scope.

Benchmarking in the first year will enable us to determine how best to capture applications that are already in train when a year begins, and those that are yet to be completed when a year ends.

Change from corporate plan

The tolerances and methodology were updated for greater clarity. The performance measure has been realigned under the new key activity.

Measure SG-07

SG-07	Increase in the number of electronic certificates issued for export.	
Measure type	Quantitative efficiency and regulatory.	
Target	Plus 2% of what the final 2023–24 eCert number is.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 1.13.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	21.9% increase in the number of electronic certificates issued for export (74,661 in 2023–24 compared with 61,237 in 2022–23).	12.5% increase in the number of electronic certificates issued for export (84,180 in 2024–25 compared with 74,661 in 2023–24).
Tolerances	Achieved: 2% or more increase. Partially achieved: 1–1.99% increase. Not achieved: Less than 1% increase.	

Context

This measure tracks the uptake of electronic certification for exports via eCert – our initiative to modernise sanitary and phytosanitary (SPS) certification.

Electronic certification enables us to be more responsive and efficient to changes in agreed certification. These benefits are appealing to importers and may support increased exports to key destinations.

This measure also tracks Australia’s transition from a paper-based certification system – vulnerable to loss, damage and fraud – to a more modern secure digital system. This shift improves the integrity

of our certification process, provides faster assurance to overseas governments and enhances our reputation as a reliable and efficient trading partner. With Australia already known for high-quality goods, faster and more secure certification is likely to strengthen our position as a preferred export partner.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – This eCert measure is one that demonstrates our drive for continuous improvement in how we conduct cross-border trade. Direct exchange of certificate data helps to build trust and confidence with our trading partners.
- 2) Risk-based and data-driven – eCert provides a focus on how we use data to state that we are meeting the requirements set out by our trading partners.
- 3) Collaboration and engagement – eCert heavily encourages collaboration and engagement with trading partners. As part of the eCert process we are required to discuss how the eCert exchange will work, what commodities are included, as well as possible joint ventures to support further work in developing international standards.

Analysis

The percentage increase for the past 12 months was 12.5%, meaning we achieved the target set for this year. The success this year was helped by an increase in trade to those markets that are paperless. Targeting those markets helped to ensure that a number of our high-volume and high-value markets were covered by paperless certification. This meant that those markets and our exporters had the opportunity to maximise the benefits associated with paperless certification.

Another key aspect of the improvement has been the addition of 2 new paperless exchanges over the course of the year. Both fish meal to New Zealand and edible seafood to the Republic of Korea have both transitioned to paperless certification, helping to improve our paperless certification numbers.

Methodology and data sources

This measure tracks the number of eCerts for exports issued per financial year. This figure is then compared with the total number of all export certificates to calculate the proportion of eCerts issued over the period.

We compare this overall result against figures from the previous financial year to determine if there has been an increase.

The number of electronic certificates issued to exporters in 2024–25 is extracted from our internal Export Documentation System (EXDOC) and Next Export Documentation System (NEXDOC) databases.

These results are extracted, reviewed and collated by the eCert team to determine an overall result.

Caveats and disclosures

Only the number of eCerts issued to markets using electronic certification processes was within scope for this measure. It did not account for how certification was applied for, nor does it reflect the overall proportion of electronic certificates issued relative to all certification activity.

Change from corporate plan

The performance measure has been realigned under the new key activity.

Strategic objective 2 Sector resilience and sustainability

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

Connecting our performance to sector resilience and sustainability

A healthy, sustainable and low-emissions environment is a key factor in building a prosperous and competitive agricultural sector. By improving resource management, fostering sustainability and self-reliance, and encouraging the adoption of emissions reduction practices, we aim to help the agricultural sector balance environmental stewardship with economic growth. By embedding sustainability into routine operations, producers strengthen their resilience to climate and market volatility, meet consumer and trading partner expectations, and position themselves to capitalise on emerging low-emissions opportunities.

Our 4 resilience and sustainability performance measures support our objective of supporting a healthy, sustainable and lower-emitting agricultural sector.

We increase pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices (RS-01). We fund investments in sustainable practices that reduce environmental impacts while enhancing productivity, ensuring long-term viability for both producers and the environment (RS-02). Through the Future Drought Fund, we build the drought resilience of farming businesses by enabling preparedness, risk management and financial self-reliance (RS-03). We develop and review legislative and policy settings to ensure Commonwealth fisheries are sustainably managed (RS-04).

Together, these measures show how targeted support, innovation and encouraging emissions reduction activities can deliver lasting benefits for industry, communities and the environment, helping Australia remain a leader in sustainable food and fibre production.

Key activity 2.1

Promote better resource management practices, sustainability and self-reliance in the agricultural sector.

In 2024–25, we improved resource management, sustainability and self-reliance for the agricultural sector by progressing major initiatives. The Climate-Smart Agriculture Program funding (RS-02) was partially delivered with over \$55 million (80.0%) of allocated funding spent. While the Future Drought Fund issued a substantial investment of \$66.8 million to strengthen farmer and industry resilience to long-term drought conditions, only 55% of the 2024–25 funding allocation was spent (RS-03). Effective sustainable fisheries management contributed to an increase in the volume of fish stocks that were not subject to overfishing (RS-04), up from 74% in 2023 to 76% in 2024.

Collectively, these results demonstrate our progress and commitment to supporting adaptive, resilient and sustainable agricultural practices, safeguarding natural resources and building long-term sector self-reliance.

For more detail refer to the individual performance results.

Measure RS-02

RS-02	Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	
Measure type	Quantitative output.	
Target	Deliver 100% of 2024–25 funding profile according to agreed milestones for Climate-Smart Agriculture Program.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.2, 1.11.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	80.7% of 2023–24 funds for the Climate-Smart Agriculture Program delivered.	80.0% of 2024–25 funds for the Climate-Smart Agriculture Program delivered.
Tolerances	Achieved: 100% of relevant financial year funding profile for Climate-Smart Agriculture Program funding delivered. Partially achieved: 80–99% of relevant financial year funding profile for Climate-Smart Agriculture Program funding delivered. Not achieved: 0–79% of relevant financial year funding profile for Climate-Smart Agriculture Program funding delivered.	

Context

This measure monitors the rollout of the \$302.1 million Climate-Smart Agriculture Program under the Natural Heritage Trust (NHT). The program supports farmers to build climate resilience, increase market access and agricultural growth, and achieve sustainability outcomes.

NHT investments are governed by the [Natural Heritage Trust of Australia Act 1997](#). Each phase of the NHT is funded over a 5-year cycle. The current phase commenced in 2023–24 and will operate to 2027–28. The program is jointly managed between our department and the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

The program is being staged over the 5 years via a series of grant and procurement investments. It aims to contribute to building capacity and knowledge and accelerating the uptake of sustainable agricultural practices in the agriculture sector. Funding will support trials, on-farm demonstrations and practices that address local, regional and national natural resource management and sustainable agriculture priorities, with the aim of delivering long-term sustainable agriculture outcomes.

The program investments are being managed by the Australian Government and delivered by third parties, including regional natural resource management organisations, industry, research organisations and academia, non-government organisations (NGOs), community groups and First Nations organisations. On-ground challenges can influence the preferred timelines of programs and therefore the timing of funding commitments and delivery.

The program complements the Partnering to implement the National Soil Action Plan Budget measure, which is establishing Federation Funding Agreement schedules with states and territories. This will support projects that make a measurable impact on the priority actions of the *National Soil Action Plan 2023 to 2028*.

Analysis

During 2024–25 a total of \$55,387,996 was spent against the total allocation of \$69,245,728 (inclusive of an urgent ‘movement of funds’ submitted to the Department of Finance) for the NHT’s Climate-Smart Agriculture Program (Table 3). This represents 80.0% of allocated funding that was spent over the 2024–25 period, noting that this accounts for accrued expenses.

Results are expected to improve. Over 90% of investments have finalised agreements, with project payments being made according to agreed milestones, subject to unforeseen events like major natural disasters or economic disruptions that can slow progress of on-ground activities. The remaining uncommitted investment relates to a new grants round which was under evaluation by the end of the financial year.

Table 3 Climate-Smart Agriculture Program funding delivered, 2024–25

Measure	Profile (\$) ^a	Delivered (\$)
2024–25 Climate-Smart Agriculture Program funding	69,245,728	55,387,996
Total	69,245,728	55,387,996

^a Inclusive of an urgent movement of funds submitted to Department of Finance.

Methodology and data sources

Reporting against the measure comes from our financial management systems (FMS) with connections to the DCCEEW and the DSS CGH systems.

The program finance team draws reports from the FMS and compares expenditure to the financial year budget allocation.

Quality assurance involves preparing the calculation and approval of the result submission. Access to financial data is restricted to appropriate staff by system owners.

Records of financial commitments forecast and expended are held by program managers responsible for the delivery of budget measures and NHT funding. These are verified against the FMS. Files are stored in accordance with our Information Management Policy.

Program teams ensure that work orders and grant payments are created and reflected in the FMS with administrative support from the program finance team. The FMS tracks all work orders and grant agreements including the commitments, any variations and amounts expended.

Data about the budget appropriation comes from DCCEEW.

Caveats and disclosures

Program investments are delivered in partnership with regional natural resource management organisations, industry, research organisations, NGOs, community groups and First Nations organisations, through a variety of arrangements including grants and procurements. The capacity of delivery partners and unforeseen on-ground challenges can impact program timelines and the timing of funding commitments, and this is monitored by DAFF through reporting and regular management meetings.

The program is jointly managed with DCCEEW and with supporting services from DSS. Program reporting depends on the accurate and timely sharing of data between these agencies and DAFF.

Change from corporate plan

The performance measure has been realigned under the new key activity.

Measure RS-03

RS-03	Increased investment in activities to build economic, social and environmental resilience to drought.	
Measure type	Quantitative output.	
Target	\$52 million.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.2, 1.11.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	\$110.38 million was spent under the Future Drought Fund (FDF) in 2023–24.	\$66.8 million of an available \$100.1 million was spent under the FDF in 2024–25. \$29 million of an available \$52.9 million was spent under the FDF (Drought Resilience Funding Plan 2024 to 2028) Determination 2024. A further \$37.8 million of an available \$47.2 million was spent from 2023–24 unspent funds from the FDF (Drought Resilience Funding Plan 2020 to 2024) Determination 2020.
Tolerances	Achieved: 70–100%. Partially achieved: 50–69%. Not achieved: 0–49%.	

Context

The Future Drought Fund (FDF) provides secure, continuous funding for initiatives that support farmers and regional communities to prepare for and build resilience to drought and other climate impacts. The FDF is a long-term investment that demonstrates our ongoing commitment to enhancing drought preparedness and resilience in the agricultural sector. Our approach to the delivery of FDF programs is outlined in the *Australian Government Drought Plan* and the [National Drought Agreement](#).

FDF investments are governed by the [Future Drought Fund Act 2019](#) (Future Drought Fund Act) and the Drought Resilience Funding Plan which is renewed every 4 years. In 2024–25, the [Future Drought Fund Drought Resilience Funding Plan 2024–2028](#) was the governing document. The strategic objectives of the plan are to build economic, social and environmental resilience to drought.

Investments follow a 4-year funding plan, targeting an outlay of \$400 million over the period. A key objective is to strengthen the resilience of farming businesses by promoting preparedness, risk management and financial self-reliance. The FDF may allocate less funding in some years as programs are established and to maintain prudent financial management. In other years, greater investments may be made to align with the total funding available for the funding period.

Analysis

For the 2024–25 financial year, we transitioned from the [Future Drought Fund Drought Resilience Funding Plan 2020–2024](#) to the Future Drought Fund Drought Resilience Funding Plan 2024–2028.

The government allocated \$519.1 million over 8 years from 2024–25 from the FDF for initiatives that provide improved support to farmers and communities to manage drought and adapt to climate change. Throughout 2024–25 some programs from the previous determination continued.

In 2024–25 the FDF spent \$66.8 million which related mostly to continuing programs under the previous funding determination to meet existing contractual obligations. This funding was part of an FDF ‘movement of funds’ of \$47.2 million from 2023–24 to 2024–25. Reasons for the underspend generally relate to initial delays establishing the foundational programs under the previous Future Drought Fund Drought Resilience Funding Plan 2020–2024, including protracted contract negotiations and the resulting delay in planned activity. Any unspent funds are returned to or retained in the FDF special account. This is a requirement of the Future Drought Fund Act.

Of the \$52.9 million available under the current Future Drought Fund Drought Resilience Funding Plan 2024–2028, \$29 million or 55% was spent in 2024–25 (partially achieved). Delays in establishing programs and negotiating contracts contributed to underspends, which we will seek to move to the 2025–26 financial year to continue program implementation.

In 2024–25, the FDF invested in 5 broad themes to build drought resilience:

- 1) Partnering for local solutions – working with regions and communities to help them manage their own drought and climate risks.
- 2) Partnering for First Nations initiatives – recognising First Nations peoples' connection to Country and partnering with First Nations communities to manage drought and climate risks.
- 3) Building knowledge, skills and capability – supporting farmers and communities to make informed decisions about drought.
- 4) Innovating for transformation – trialling innovative solutions and driving transformational change, building on the sector’s long-term drought resilience.
- 5) Measuring progress and knowledge sharing – funding activities to show how, and to what extent, the fund contributes to its priorities.

A review of the Drought Resilience Adoption and Innovation Hubs was also completed with the final report submitted to government in March 2025.

Methodology and data sources

On 9 February 2024, the new Future Drought Fund Drought Resilience Funding Plan 2024–2028 came into effect. Our minister also issued an [FDF Investment Strategy](#) on 23 January 2025, which provides additional information regarding activities, ensuring that all funding decisions align with the funding plan. The investment strategy responds to a recommendation from the Productivity Commission 2023 inquiry. The Future Drought Fund Consultative Committee continued to advise the minister on consistency of the program arrangements and grants to be made under the FDF Drought Resilience Funding Plan 2024–2028, in accordance with Section 36E of the Future Drought Fund Act. Under the Future Drought Fund Act, \$100 million is made available each financial year. Australian Government approval for proposed spending on FDF programs was received through the 2024–25 budget process.

The Minister for Finance transfers \$100 million each financial year from the FDF Special Account to the Agriculture Future Drought Resilience Special Account. These funds are used to meet Australian

Government commitments for drought resilience initiatives and grants. We assessed each program, individual grant or arrangement for consistency with the FDF Drought Resilience Funding Plan (2024–2028) prior to approval. Financial management data was sourced from our financial management system (TechnologyOne) and the CGH for each grant or arrangement. We published payment information for each program on our website as required under section 27A of the Future Drought Fund Act.

We worked with our Financial and Investment Division to maintain current and accurate summary information on FDF administered funds. This included spreadsheets to track monthly forecast and actual expenditure by program for the financial year.

Standard operating procedures were also developed detailing how this information is maintained, serving as the foundation for reporting FDF administered expenditure and this performance measure.

Caveats and disclosures

FDF investments are delivered in partnership with industry, universities, non-government organisations, and state and territory governments through grants, procurement and Federation Funding Agreements. The capacity of delivery partners, on-ground conditions and challenges can impact program timelines and the timing of funding expenditure.

System limitations in TechnologyOne require a variety of spreadsheets to be maintained outside of the financial system to accurately manage forecasts and expenditure against the programs. These spreadsheets require manual updating by staff and this increases the chance of errors in transferring data.

Change from corporate plan

The target was updated to align with funding approved and announced as part of the 2024–25 Budget. The performance measure has been realigned under the new key activity.

Measure RS-04

RS-04	The proportion of Australian Government managed fish stocks that are sustainable.	
Measure type	Quantitative effectiveness.	
Target	The proportion of fish stocks assessed as ‘not subject to overfishing’ is maintained or increases year-on-year.	
Sources	<i>Corporate Plan 2024–25</i>	
	<i>Portfolio Budget Statements 2024–25</i>	
	Programs: 1.2, 1.11.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	The proportion of fish stocks assessed as ‘not subject to overfishing’ decreased from 80% in the previous year to 73% in 2022. This is a total of 75 out of 102 stocks not subject to overfishing, compared with 81 out of 101 in the previous year.	The proportion of fish stocks assessed as ‘not subject to overfishing’ increased from 74% in 2023 to 76% in 2024. This is a total of 78 out of 102 stocks not subject to overfishing, compared with 75 out of 102 in 2023, and 75 out of 102 in 2022.
Tolerances	Achieved: The proportion of Australian Government-managed fish stocks assessed as ‘not subject to overfishing’ is maintained or increases compared with the previous year. Partially achieved: Not applicable. Not achieved: If the proportion of Australian Government-managed fish stocks assessed as ‘not subject to overfishing’ decreases compared with the previous year.	

Context

We are responsible for ensuring that Commonwealth fisheries are sustainably managed. We do this by developing and reviewing legislative and policy settings that are designed to maximise the benefits to the Australian community from the management of these fisheries.

The Australian Fisheries Management Authority (AFMA) undertakes the day-to-day management of Commonwealth fisheries, including implementing licensing arrangements and harvest control measures. This must occur in accordance with relevant fisheries legislation and the policy settings established by us.

Our *Commonwealth Fisheries Harvest Strategy Policy* requires stocks to be managed within sustainable limits. This can be achieved by implementing total allowable catch limits, fishing gear restrictions and seasonal and spatial closures. AFMA selects the most appropriate control measures based on the specific needs of each fishery. The policy also articulates the Australian Government’s preferred approach for stocks managed jointly by a regional fisheries management organisation (RFMO) or other international arrangement.

We lead Australia’s engagement within RFMOs that manage fishery resources that migrate between the jurisdictional waters of different countries and the high seas. We work directly with the relevant RFMOs to set management measures, monitor compliance and ensure the sustainability of internationally shared fish stocks of importance to Australia. Through this engagement we help secure Australia’s access to its share of these resources while promoting long-term sustainability.

This performance measure tracks stock status trends in Australian Government-managed fisheries, providing an indicator of sustainable management. It is informed by an independent assessment of the biological status of fish stocks undertaken by ABARES.

Analysis

A total of 78 out of 102 stocks were ‘not subject to overfishing’ in 2024 according to the fishing mortality metrics in the *ABARES Fishery status reports 2025*, compared with 75 out of 102 in 2023. Six stocks were ‘subject to overfishing’ in 2024 compared with 7 in 2023. The remaining 18 stocks assessed in 2024 were categorised as ‘uncertain’, compared with 20 in 2023.

The total proportion of stocks assessed as ‘not subject to overfishing’ in 2024 was 76%, compared with 74% in 2023, 74% in 2022 and 80% in 2021. The proportion of fish stocks assessed as ‘not subject to overfishing’ has increased since 2022, after a decrease from 2021.

We will continue to monitor the ongoing effectiveness of fisheries policy and programs for maintaining the sustainability of Australian Government-managed fish stocks. We have nearly completed the 5-year review of the *Commonwealth Fisheries Harvest Strategy Policy* and the *Commonwealth Fisheries Bycatch Policy*. The reviews considered emerging issues that have impacted the success of rebuilding strategies for overfished stocks, and uncertainty in stock assessments. This includes the impact of climate change on productivity of fish stocks, difficulty accounting for all sources of mortality and loss of commercial catch data to support stock assessments when fisheries are closed to address stock decline. The review will identify actions to address these challenges.

Methodology and data sources

To establish the result, the proportion of fish stocks that are ‘not subject to overfishing’ in the reporting year (2024) has been compared with the proportion of fish stocks ‘not subject to overfishing’ in the previous year (2023) to identify whether there is a change (trending upwards or downwards).

The proportion of sustainable fish stocks is calculated by dividing the number of stocks assessed as ‘not subject to overfishing’ in the annual ABARES Fishery status reports by the total number of assessed stocks. The total number of assessed stocks included stocks classified as ‘not subject to overfishing’, ‘subject to overfishing’ and those with ‘uncertain’ stock levels.

Our data was sourced from the [Fishery status reports 2025](#) prepared by ABARES. The report assesses biological status for 2024.

Caveats and disclosures

The most recent information available is the *Fishery status reports 2025*. It is important to note that the Fishery status reports assess stock status using information that is available to ABARES at the time of preparation and assesses the previous year’s performance. In some instances, biological status is assessed using newly available data that was not available to AFMA to inform its management decision-making for the period being assessed.

The *Fishery status reports 2025* categorised 18% of stocks as ‘uncertain’. Reduced availability of fishery catch and effort data, the impact of climate change on productivity and declining quality of total mortality data (including commercial discards, recreational and Indigenous catch) is making it increasingly difficult to confidently classify stock status.

The publishing of the *Fishery status reports 2025* was brought forward to September, after historically being published in October each year. This means the previous annual performance statement was based on the *Fishery status reports 2023* because the 2024 report was not available at

the time. This year the performance result was calculated using data from the *Fishery status reports 2025* and compared with results from the *Fishery status reports 2024* and *Fishery status reports 2023*. The trend compared to previous years is provided in the *Fishery status reports 2025* overview chapter.

It is important to note there is variability in the reporting period for status across fisheries due to differing fishing seasons which impact when new data becomes available. The *Fishery status reports 2025* did not assess the Southern and Eastern Scalefish and Shark Fishery (SESSF) or the Small Pelagic Fishery (SPF) because its fishing season runs from 1 May to 30 April, and new data was not available in time to enable assessments to be completed for a September release of the report. The status of SESSF and SPF has therefore not changed since assessments were undertaken for the *Fishery status reports 2024*. However, as the 2023–24 annual performance statements were based on the *Fishery status reports 2023*, an assessment of the status of the SESSF and SPF has still occurred since the last reporting cycle. These fisheries have still been included in the performance measure results for 2024–25. From 2026, the assessment of status of SESSF and SPF will align with the reporting periods across all fisheries.

Change from corporate plan

The methodology was updated to reflect more timely access to data for reporting results over the period. The performance measure has been realigned under the new key activity.

Key activity 2.2

Support the agricultural sector to adopt emissions reduction activities that strengthen productivity and competitiveness.

In 2024–25, we made progress in supporting the agricultural sector to adopt emissions reduction activities (RS-01). As a composite measure, RS-01 had 4 targets set for the period of which half were achieved.

Over the period, we delivered several international engagement activities, including 2 with New Zealand relating to climate research in agriculture and agricultural emissions. Public consultation continued to inform the Agriculture and Land Sector Plan and the plan progressed in line with government expectations; however, it has not yet been delivered to government as planned. While emissions reduction activities progressed, timing of the delivery arrangements for these activities resulted in only 19.45% of administered funding being spent according to agreed milestones.

For more detail refer to the performance result.

Measure RS-01

RS-01	Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	
Measure type	Quantitative output.	
Target	- Targeted consultation to inform the Agriculture and Land Sector Plan. - Deliver the Agriculture and Land Sector Plan to government. - Deliver 100% of 2024–25 funding according to agreed milestones for Budget measures related to emissions reduction activities. - Undertake 2 engagement activities with another country.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.2, 1.11.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	Public consultations were held to inform the Agriculture and Land Sector Plan with funding announced for relevant measures in the 2024–25 Federal Budget, and Climate-Smart Agriculture Program round one grants opened. We held a technical research workshop with our New Zealand counterparts. Overall result: achieved.	Public consultation to inform the Agriculture and Land Sector Plan continued in 2024–25. The Agriculture and Land Sector Plan was progressed in line with government expectations but was not delivered to the government in 2024–25. The first annual partner payment for the Zero Net Emissions Agriculture Cooperative Research Centre was delivered, the Integrated Approaches to Building On-Farm Emissions Knowledge: Gap Analysis grants process resulted in the delivery of 19.54% of 2024–25 funding and the Improving Consistency of On-farm Emissions Estimates Program progressed through a two-stage grant process to identify a grantee. Engagement activities were delivered with New Zealand, Thailand, Taiwan, Singapore, Pacific Island nations and Ireland, and multilaterally through the Global Research Alliance on Agricultural Greenhouse Gases. Overall result: Partially achieved.
Tolerances	Achieved: - Stakeholders consulted to inform the Agriculture and Land Sector Plan. - Agriculture and Land Sector Plan is delivered to the government in 2024–25. 100% of relevant financial year funding for Budget measures delivered. - Planned engagement with other countries is delivered. Partially achieved: - Stakeholder consultation to inform the Agriculture and Land Sector Plan planned but not delivered. 80–99% of relevant financial year funding for Budget measures delivered. - Engagement with other countries is planned but not delivered. Not achieved: - Stakeholders not consulted to inform the Agriculture and Land Sector Plan. - Agriculture and Land Sector Plan not delivered in 2024–25. 0–79% of relevant financial year funding for Budget measures delivered. - No engagement with other countries is planned or delivered.	

Context

The agriculture sector accounted for 17.8% of Australia’s total net emissions in the year to December 2024, making it key in the nation’s efforts to mitigate the impacts of climate change and achieve net-zero goals. We are responsible for delivering on the Australian Government’s commitment to supporting the agriculture industry to sustainably reduce emissions and 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. Accelerated access to innovative technologies and farming practices will position farmers to increase productivity and competitiveness while contributing to Australia’s net-zero goals.

DCCEEW is the lead agency on the government’s climate policies. We deliver projects, programs and activities that support agriculture’s contribution to the government’s net-zero targets.

This performance measure demonstrates the extent of our contribution to assisting the agricultural sector to build an understanding of emissions reduction opportunities and adopt technologies and practices over time.

Analysis

The measure was partially achieved in 2024–25, with 2 targets fully achieved and 2 targets not achieved.

- Building on consultation in 2023–24 to inform the development of the Agriculture and Land Sector Plan, we engaged in targeted consultation and held 5 round tables to discuss opportunities to support on-farm practice change through the value chain and to provide stakeholders with an update on the development of the plan and an opportunity to discuss key priorities. The consultation helped identify opportunities for farmers and land managers to contribute to Australia’s net-zero goal, providing the certainty needed to underpin investments in Australia’s low-emissions future.
- Over 2024–25, the Agriculture and Land Sector Plan progressed in line with government expectations but was not delivered to government as planned. The plan is being finalised and will be released subject to whole-of-government timeframes and processes.
- We entered a formal partnership with the Zero Net Emissions Agriculture Cooperative Research Centre (ZNE-Ag CRC) in February 2025. The first annual partnership payment was made in May 2025. The ZNE-Ag CRC was established in July 2024 as a vehicle for the long-term research required to support emissions reduction from agriculture.

In 2024 we commenced the first stage of delivering the Improving Consistency of On-farm Emissions Estimates Program via a call for expressions of interest (EOI). The EOI process closed in December 2024 and following an assessment process, successful respondents were invited to apply for the grant of up to \$6.8 million by April 2025. The second assessment process was completed in mid-June 2025. Timing did not allow for a grantee to be selected and a funding agreement to be executed in time for funding to be delivered in 2024–25 as originally targeted.

In 2024–25 we commenced delivery of the Integrated Approaches to Building On-Farm Emissions Knowledge: Gap Analysis grants, through the Carbon Farming Outreach Program. Grants totalling \$1,504,601 (including GST) were provided to 12 RDCs – through a targeted grant round – to determine current gaps in publicly available and accessible commodity-specific information, and

appropriate information formats and delivery channels. This represents 19.54% of the 2024–25 funding.

- In December 2024 we undertook one technical exchange with New Zealand to develop deeper relationships between Australian and New Zealand researchers on climate in agriculture, and a policy exchange with New Zealand officials regarding agricultural emissions. We also supported policy exchanges with Thailand, Taiwan, Singapore, Pacific Island nations and Ireland, including a presentation on Australia’s climate policy settings at Thailand’s Sustainability Expo in October 2024. Australia also engaged multilaterally through representation at the annual meeting of the Global Research Alliance on Agricultural Greenhouse Gases in June 2025.

Methodology and data sources

This performance measure has 4 targets, each with a different methodology to obtain results.

- Following each engagement period, relevant information – such as event planning, stakeholder consultation, attendance lists and incurred costs – was collected and stored. A designated team member assessed progress by verifying evidence of targeted consultation, including the number of stakeholders consulted and records of relevant SES stakeholder meetings.
- Following each major draft development, relevant information – such as government agency feedback on exposure and final drafts and major communications relating to delivery of the plan – was collected and stored. A designated team member reviewed records to assess whether we were on track to meet the target, verifying evidence that major drafts were developed within relevant reporting periods and the timeframe set by the Net Zero Economy Committee.
- TechnologyOne reports were used to verify evidence of the relevant budget measure’s financial year-to-date administered expenditure and compare it against the forecasted funding.
- Following each international engagement, relevant records – such as emails confirming the engagement, meeting notes and travel arrangements – were collected and stored. A designated team member assessed progress by verifying evidence of engagement, such as meetings, workshops and conferences held.

To calculate the overall result, all 4 targets were equally weighted and a score was applied to establish if the measure was achieved (2 points), partially achieved (1 point) or not achieved (0 points). The end-of-year result was based on the thresholds:

- Overall achieved = total score across the 4 targets is 8 points
- Overall partially achieved = total score across the 4 targets is 3–7 points
- Overall not achieved = total score across the 4 targets is 0–2 points.

The overall score for the measure was 4 points giving a result of partially achieved.

Caveats and disclosures

Activities associated with the agricultural sector make up a significant part of Australia’s – and the world’s – greenhouse gas emissions. While the Australian Government does not directly regulate or have responsibility for on-farm emissions management practices, it is committed to supporting the agricultural sector to sustainably reduce emissions and manage the impacts of climate change. Many of the initiatives being delivered by our department that will support the sector to reduce its

emissions commenced in 2024–25. There are other variables that impact the pace and extent to which industry will adopt emissions reduction tools and techniques, and the consequential reduction in emissions achieved. This includes other government programs that directly or indirectly support upskilling of the agriculture industry and emissions reduction activities.

Change from corporate plan

The targets and tolerances were updated for greater clarity. The performance measure has been realigned under the new key activity. The measure type was updated for consistency.

Strategic objective 3 National biosecurity

Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia's people, our environment and economy.

Connecting our performance to national biosecurity

Australia depends on a strong, integrated biosecurity system. This system prevents, detects and responds to threats from pests and diseases to support safe trade, sustainable sector growth and the protection of our unique environment. Our 12 national biosecurity performance measures demonstrate how we provide a risk-based approach and an appropriate level of protection to Australia's people, our environment and economy.

Pre-border – Preventing risks before they arrive

Before goods or people approach our borders, proactive measures reduce the likelihood of threats reaching Australia. Through biosecurity risk analyses (BI-01), we develop import conditions, negotiate safe trade arrangements and set clear import requirements. The import permit service standard (BI-02) ensures permit applications are assessed promptly and consistently, balancing efficiency with risk controls. By expanding pre-border assurance arrangements (BI-03) with exporting countries, we strengthen offshore management of pests and diseases, enabling faster clearance and fewer border interventions. Public communication and engagement (BI-04) supports our efforts by fostering a shared responsibility for biosecurity across industry, travellers and the public.

At the border – Detecting and managing risks on arrival

Despite strong pre-border measures, some threats still arrive at our ports, airports and mail facilities. We safeguard against the arrival of these pest and disease threats (BI-06) through strict protocols for goods, mail and travellers, preventing incursions such as African swine fever (ASF) and foot-and-mouth disease (FMD). We target high-impact pests such as khapra beetle through tailored surveillance and treatments to reduce the risk of hitchhikers on imported goods (BI-07) and take a risk-based approach to reduce non-compliance in high-value cargo (BI-08). We focus on ensuring aircraft, sea vessels, containers, goods and packaging meet Australian standards. We target non-compliance by international travellers (BI-09) through education, inspection and enforcement. For approved arrangements (BI-10), we work with industry operators to share responsibility for managing biosecurity risks while supporting efficient trade. We minimise regulatory burdens and delays through our biosecurity service standards (BI-11) improving confidence in our processes.

Post-border – Responding to and containing risks

We respond to biosecurity breaches with rapid, coordinated action. As part of our emergency management capabilities (BI-05) we work in partnership with industry, non-government

organisations and government agencies to manage pest and disease outbreaks. We investigate and enforce compliance under relevant legislation, deterring future offences and maintaining Australia's reputation as a credible regulator (BI-12).

Key activity 3.1

Effectively prepare for the management of biosecurity risks, imported food and human health through risk assessment, pre-border controls and assurance programs, inspection, treatment, certification and education.

In 2024–25, we improved pre-border controls with the finalisation of 75% of non-regulated risk analyses (BI-01) and processing of standard (99%) and non-standard (89%) import permit applications (BI-02). Although growth in international biosecurity arrangements was only partially achieved (BI-03), we continued to demonstrate the effectiveness of our inspection and treatment measures as seen by the reduction in khapra beetle detections (BI-07). In addition, 4 biosecurity awareness campaigns (BI-04) were delivered which informed and engaged stakeholders and reinforced our shared responsibility for biosecurity management.

Collectively, our results demonstrated that the pre-border controls in place are effective at managing and safeguarding Australia's biosecurity, food safety and human health.

For more detail refer to the individual performance results.

Measure BI-01

BI-01	Proportion of biosecurity risk analyses completed within regulatory and target timeframes.	
Measure type	Qualitative, output and regulatory.	
Target	Risk analyses are completed within regulatory and target timeframes.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.1.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024–25 reporting.	Achieved – 75% of risk analyses finalised within regulated and target timeframes.
Tolerances	Achieved: • ≥75% of non-regulated risk analyses finalised within the target 24 months from announcement. • ≥75% of regulated risk analyses finalised within 30 months from announcement. Partially achieved: • 50–75% of non-regulated risk analyses finalised within the target 24 months from announcement. • 50–75% of regulated risk analyses finalised within 30 months from announcement Not achieved: • <50% of non-regulated risk analyses finalised within the target 24 months from announcement. • <50% of regulated risk analyses finalised within 30 months from announcement.	

Context

We undertake biosecurity risk analyses to shape import policies and regulations, negotiate risk management with trading partners and industry, and implement import conditions to ensure safe trade. This reduces the risk of pests and diseases entering, establishing or spreading in Australia. Risk analyses strengthen our biosecurity system and support reciprocal export market access. This measure directly supports key activity 3.1 by preparing for the management of biosecurity risks before they enter Australia.

This is a regulatory measure because the Biosecurity Act and Biosecurity Regulation 2016 mandate the process for conducting Biosecurity Import Risk Analysis (BIRA) including the timeframe for completion. Measuring the impact and effectiveness of risk analysis is challenging due to trade delays, complex and evolving biosecurity risks and long latency periods. The number of risk analyses performed is influenced by market demand, new or evolving biosecurity threats, and action by other importing industries and other governments. We use the proportion of analyses finalised within the financial year that have been completed within regulated and targeted time frames as the measure of our performance.

This is a composite measure with several targets and tolerances that define how we measure our performance.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We improve import regulations using import risk analysis to ensure import policies are fit-for-purpose, reflective of industry and pre-export risk management processes, and are science-based.
- 2) Risk-based and data-driven – We conduct risk analysis to determine the appropriate import conditions required to reduce the biosecurity risk of imported goods. Risk analysis considers biosecurity risks, relevant import trade data and appropriate mitigation and/or management options.
- 3) Collaboration and engagement – We engage with stakeholders during import risk analysis to ensure risk assessments reflect contemporary science and risk management practices.

Analysis

This measure was designed to assess our performance against 2 criteria: regulated and non-regulated risk analyses. The regulated BIRA process involves more steps as prescribed by the Biosecurity Regulation 2016. The department criteria for undertaking a BIRA include when relevant risk management measures have not been established or there is a significant variation in risk from similar goods previously assessed. Over the 2024–25 period, there were no regulated analyses (or BIRAs) required or conducted. Consequently, our results this year focus only on our performance against the non-regulated risk analyses conducted.

In 2024–25, 75% of risk analyses were finalised within regulated and target timeframes.

We completed 4 non-regulated risk analyses, of which:

- 3 risk analyses were finalised within the target 24 months
- 1 risk analysis was finalised outside the target 24 months, taking an additional 781 days to complete.

The analysis finalised outside of the target timeframe reviewed dairy products for human consumption. The delay was the result of consideration of draft submissions and new scientific research that resulted in significant changes to the final document to ensure a contemporary and fit-for-purpose risk analysis. This additional body of work was supported by the dairy industry, who have upheld it as an example of science-based policy development with a clear focus on trade facilitation. We released a second draft report for consultation for these changes to be considered by stakeholders.

In addition to finalised analyses, we completed supporting milestones that contribute to future finalisation of risk analyses. These were:

- 4 draft non-regulated risk analyses were published on our website for formal comment
- 47 stakeholder submissions were received, considered and addressed in the risk analysis finalisation process.

Methodology and data sources

Our performance in delivering risk analyses was measured by the proportion of analyses finalised within 2024–25 that met the targeted timeframes.

For non-regulated analyses the target is a 24-month completion timeframe as published on our website. Non-regulated import risk analyses were progressed following our import risk [analysis and trade implementation steps](#). For BIRA, the Biosecurity Regulation 2016 mandates a 30-month completion timeframe.

The BIRA process was not required in 2024–25 as no risk analysis met the department criteria for a BIRA.

Our risk analysis methods were consistent with international standards and codes and included a range of assessment tools and a risk estimation matrix. Risk analyses are announced as commenced on our public website, and this includes determination of risk analysis type – fulfilment of BIRA criteria or non-regulated analysis – based on preliminary assessment of pests and risk management methods. Key risk analysis milestones are the publication of draft reports and formal stakeholder engagement sessions prior to finalisation.

The quality of our analysis is measured using supporting data of the number of submissions received via a public consultation period as an indicator of the appropriateness, trust and satisfaction with the analysis and proposed policy conditions.

All feedback is assessed, where relevant incorporated, and responded to as demonstrated through publication of feedback in a summary form on the department's website or within the final import risk analysis document.

Caveats and disclosures

The regulated BIRA process is only used when risk management measures have not been established or there is a significant variation in risk from similar goods previously assessed. There were no risk analysis targets that met the departmental criteria for a BIRA process during 2024–25.

Our supporting data is reliant on the quality of stakeholder input submitted through our Have Your Say survey.

We used Biosecurity Advice publication dates as the commencement date to measure delivery timeframe for this performance measure. Separate published announcements were not made for 2 risk analysis finalised during 2024–25. Release of the draft report was used as commencement date for these analyses as it was not possible to identify an equivalent announcement date. Going forward, improvements are planned for the risk analysis planning process that include a public announcement informing commencement of analysis.

Change from corporate plan

The performance measure wording, target and tolerances were revised to focus on import risk analyses. The performance measure has been realigned under the new key activity.

Measure BI-02

BI-02	The import permit service standard is met.	
Measure type	Quantitative output and regulatory.	
Target	50% or more of Category 1 (standard goods) permit applications are processed and finalised within 20 business days. 50% or more of Category 2–5 (non-standard goods) permit applications are processed and finalised within 40 business days.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.1.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	49% of import permit applications processed with a decision made within 20 business days.	99% of import permit applications processed for standard goods, with a decision made within 20 business days. 89% of import permit applications processed for non-standard goods, with a decision made within 40 business days.
Tolerances	Achieved: (if both criteria are met): - Standard goods: Target % of Category 1 permit applications are processed and finalised within 20 business days. - Non-standard goods: Target % of Category 2–5 applications are processed and finalised within 40 business days. Partially achieved: If only one of the target criteria are met, but not both. Not achieved: If neither of the target criteria are met.	

Context

We safeguard Australia’s animal and plant health to protect Australian agriculture, trade, the economy, environment and our way of life. A critical part of biosecurity involves assessing and managing import permit applications to ensure goods are effectively regulated.

Timely and efficient permit assessments reduce regulatory burden, support industry compliance and build trust through sensible governance for evolving needs of safe trade. Predictable timeframes allow businesses and the community to plan import trade with confidence. Goods can be imported in a timely manner yet are safe and trusted, with the Australian economy and environment remaining protected from exotic pests and diseases.

Under the Biosecurity Act, we have up to 123 business days to assess permit applications and decide whether to grant an import permit. However, we aim to deliver timely and reliable service through an import permit service standard:

- Category 1 standard applications processed and finalised within 20 business days
- Category 2–5 non-standard applications within 40 business days.

In 2024–25 the timeframe for category 2–5 non-standard permit applications was extended to more accurately reflect that complex applications require longer to complete. We also allocated more regulatory officers into our permit processing areas.

The 2024–25 target of 50% or more within timeframe was set to reflect the time required to train regulatory officers, as they need both scientific knowledge and understanding of regulatory processes and procedures. The long-term target is to achieve 90% of applications within the timeframe. We will continue to monitor performance and adjust operational strategies as needed to maintain a timely and reliable regulatory service.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – During 2023–24 we identified the need for more regulatory officers for permit processing, hiring an additional 29 full-time equivalent (FTE) staff. This represented a 45.7% increase for the relevant permit processing areas. Targets for 2024–25 were set to reflect the time required to recruit and train, as well as meet import permit service standards. In addition, we also conducted a quality assurance activity to investigate the accuracy of the pause functionality in the Biosecurity Import Conditions (BICON) system, with improvements planned for 2025–26.
- 2) Risk-based and data driven – We continue to apply risk-based decision-making throughout the permit application process while improving our overall processing timeframes. In 2024–25 BICON remained the primary system for biosecurity risk management, processing over 20,000 permit applications and operating as the data source for this measure.
- 3) Collaboration and engagement – BICON continues to support effective communication and engagement with businesses and the community. During 2024–25 our biosecurity import requirements have been continuously maintained and updated as necessary to provide accessible step-by-step guidance and support around the permit application process.

Analysis

In 2024–25, 99% of category 1 import permit applications were processed and finalised within 20 business days (compared to the target of 50% or more) and 89% of category 2–5 applications were processed and finalised within 40 business days (compared to the target of 50% or more).

Therefore, the performance measure target was achieved for this reporting period.

Table 4 Biosecurity import permit service standard results, 2024–25

Target 2024–25	Total number finalised	Total finalised within timeframe	2024–25 final result
50% or more of category 1 permit applications are processed and finalised within 20 business days.	4,969	4,943	99% (Achieved)
50% or more of category 2–5 applications are processed and finalised within 40 business days.	21,414	19,086	89% (Achieved)

A total of 26,383 permit item assessments were completed. This is a 47.5% increase on the previous year when 17,857 assessments were completed.

Previously, all import permit applications were measured and reported as a single group, regardless of complexity. This approach did not account for the variation in processing time between category 1 applications for standard goods and category 2–5 applications for non-standard goods. In 2023–24 only 49% of all applications were processed within the 20-business day target.

In 2024–25 we separated timeframes and targets for standard and non-standard assessments, aligning with more realistic import service standards. Category 1 standard permit applications retain the 20-business day timeframe as they take less time to complete. Category 2–5 non-standard permit applications are now subject to a 40-business day timeframe reflecting their complexity.

The additional 29 FTE hired were a strategic investment aimed at addressing the underperformance and following through on our commitment to streamline policy requirements, improve processes and identify efficiencies, so we could meet the import permit service standard.

In 2025, Germany, Hungary and Slovakia notified the WOA of FMD outbreaks. We responded rapidly to manage the biosecurity risks. This included the risk assessment and processing of a significant number of import permit variation applications to implement new risk management measures.

We also acted swiftly when Germany was declared free from FMD on 16 June 2025. This event involved processing import permit variation applications to enable safe resumption of trade. Of these:

- 6,140 import permit applications were processed and finalised in response to FMD outbreaks
 - 100% of 1,430 category 1 standard applications met the service standard
 - 100% of 4,710 category 2–5 non-standard applications met the service standard
- 20,243 related to other import permit applications
 - 99% of 3,539 category 1 standard applications met the service standard
 - 86% of 16,704 category 2–5 non-standard applications met the service standard.

These results demonstrate our agility and commitment to meeting our national biosecurity strategic objective by responding quickly and effectively to emerging biosecurity risks.

The results and key events in 2024–25 will not change the import permit service standard or performance measure targets for our *Corporate Plan 2025–26* as they remain appropriate and achievable under normal resourcing and operating conditions.

Methodology and data sources

BICON is the system we use to communicate import conditions and management of biosecurity risk for goods imported into Australia. Australian businesses and individuals can submit permit applications in BICON for higher biosecurity risk goods that require an import permit.

The permit application timeframe begins once an application is submitted and the relevant fees are paid. The timeframe may be paused under certain circumstances, such as when additional information is needed to support the application. Following assessment, recommendations are made to an independent authorised delegate of the director of biosecurity. The timeframe ends when a final decision is made by the delegate on the application.

Timeframes are logged by BICON to the closest minute. Data from BICON is extracted into a data warehouse for analysis and reporting and is used to calculate whether the processing timeframes met the service standards. Results are based on a standard 8-hour business day and exclude weekends and ACT public holidays.

Caveats and disclosures

The timeframes recorded in BICON are critical to obtaining results on whether we achieved the target. Permit application timeframes may pause under certain circumstances, such as when additional information is needed to support the application.

A quality assurance activity conducted on applications received in 2023-24, identified up to a 6.7% inaccuracy due to manual pause timer usage, resulting in additional permits being reported as meeting the import permit service standard. After applying this adjustment to 2024–25 results, the performance measure target remains achieved:

- 93% of category 1 standard applications met the 20-business day service standard.
- 83% of category 2–5 non-standard applications met the 40-business day service standard.

System functionality of the BICON pause timer was also identified as an issue and has since been resolved via a system fix.

Change from corporate plan

The target and tolerances were updated for greater clarity. The performance measure has been realigned under the new key activity.

Measure BI-03

BI-03	Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Government-to-government and/or government-to-industry arrangements are in at least 22.5% of countries in the world.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.2.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024–25 reporting.	17.0% or 34 countries.
Tolerances	Achieved: A 1% or more increase on the prior year (2023–24 figure was 21.5%). Partially achieved: Between a 0.25% and a 0.99% increase on the prior year. Not achieved: Less than a 0.249% increase on the prior year.	

Context

This measure demonstrates our commitment to safeguarding against biosecurity risks. Establishing and maintaining pre-border biosecurity arrangements helps reduce biosecurity risks before they reach Australia, preventing incursions and minimising the scale and cost of border interventions. These arrangements include both government-to-government and government-to-industry agreements. Expanding the number of countries with pre-border arrangements leads to greater assurance that biosecurity risks are being comprehensively managed.

Offshore arrangements increase understanding of Australia’s import requirements and support faster clearance of commodities at our borders. This helps minimise the risk of pests and diseases

reaching Australia, protecting the economy, agricultural production and our preferred partner trading status.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – by being subject to regular internal and external reviews that confirm compliance with regulatory requirements. During the reporting period, 6 countries expressed interest in joining biosecurity assurance arrangements, with several progressing through active negotiations. These active negotiations involve scoping of the countries' regulatory controls, and training and extension activities.
- 2) Risk based and data driven – by applying regulatory focus where required, based on the global and transnational biosecurity risks identified by the data. By partnering with international and domestic stakeholders, we reinforce strong and effective relationships based on mutual trust to address biosecurity risks. Enhancements to the treatment certificate portal have improved our data capture and assessment process. For example, in the 2023–24 and 2024–25 brown marmorated stink bug (BMSB) risk seasons, we managed 76,565 and 62,033 treatment certificates in the respective seasons. Of these, approximately 1,534 treatment certificates were identified as non-compliant prior to arrival in Australia.
- 3) Collaboration and engagement – by establishing relationships with domestic and international authorities including government-to-government-level and state and local authorities domestically. We delivered the Quarantine Regulators Meeting (QRM) in the Philippines, attended by representatives from 38 countries. The QRM fosters collaboration, innovation and regulatory agility in response to shared biosecurity challenges.

Analysis

Despite progress in strengthening offshore biosecurity risk management, we were unable to meet the targeted increase in the number of countries with pre-border assurance arrangements during the reporting period. Planned expansion to address khapra beetle risk pathways could not proceed due to delays in the delivery of key interdependent projects. In addition, international negotiations with partner agencies progressed more slowly than anticipated.

However, we partially met the tolerances set for this measure, due to a 0.5% increase in the number of countries under an arrangement (representing one additional country). However, we did not meet the target as an incorrect baseline of 22.5% was established (representing 43 countries).

This figure was based on companies from all the countries that were registered under the offshore BMSB treatment providers scheme (BMSB scheme), the [Offshore Irradiation Treatment Providers Scheme](#), the [Ethylene Oxide Offshore Treatment Providers Scheme](#) and the [Australian Fumigation Accreditation Scheme](#) (AFAS). During 2024–25, the BMSB scheme was replaced by AusTreat (a new offshore treatment assurance scheme) and several inactive treatment providers that were counted in the baseline were purged from the system. This meant the total number of countries with a registered treatment provider at the start of 2024–25 (33 countries) was lower than the original baseline. As a result of the incorrect baseline, and a 0.5% increase in the number of countries under an arrangement, a revised baseline for 2025–26 has been established.

Methodology and data sources

All pre-border biosecurity arrangements are published on our [Treating cargo outside Australia](#) webpage.

All government-to-government arrangements are published under the AFAS. A government-to-government arrangement is deemed to be in place when a formal partnership between our department and the government of the exporting country has been established. Treatment providers that are registered under these arrangements are published on our department's [List of treatment providers](#).

All companies with a government-to-industry arrangement are published on our List of treatment providers. A government-to-industry arrangement is deemed to be in place when an agreement between our department and the respective treatment provider within the exporting country has been formalised.

To determine the result, a report of all countries that currently have pre-border arrangements in place is generated from the underlying data source of the list of treatment providers and divided by the total number of countries in the world (determined by the United Nations declaration at the time of compiling the data – 195 currently) and multiplied by 100. Treatment providers with a status of 'approved', 'under review', 'suspended' or 'withdrawn' on the list of treatment providers are included in this count.

Caveats and disclosures

If the total number of countries in the world changes from the previous year, the baseline percentage will be affected, making it appear as though the number of arrangements in place has changed.

Change from corporate plan

The tolerances were updated to compare performance with the prior year. The performance measure has been realigned under the new key activity.

Measure BI-04

BI-04	Targeted public communication and engagement activities.	
Measure type	Quantitative output.	
Target	Conduct at least 2 targeted biosecurity awareness campaigns per financial year.	
Sources	<i>Corporate Plan 2024–25</i>	
	<i>Portfolio Budget Statements 2024–25</i> Program: 2.1.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Two biosecurity awareness campaigns were completed – international travellers and online shopping.	Four biosecurity awareness campaigns were completed – international travellers and biosecurity, hitchhiker pest awareness, pork products biosecurity awareness and H5 avian influenza (bird flu) awareness.
Tolerances	Achieved: At least 2 targeted campaigns (paid or unpaid) are conducted per year. Partially achieved: One targeted campaign (paid or unpaid) is conducted per year. Not achieved: No targeted campaigns are conducted.	

Context

Everyone – whether living in Australia, travelling to the country or sending goods by post or cargo – plays a role in managing biosecurity risk. Communication and engagement activities are an important element in helping Australians understand what biosecurity risk is, their role in helping to minimise exotic pests and diseases, and what to do if they suspect a biosecurity risk.

The most effective way of managing biosecurity risk in Australia is to prevent its arrival. Well-informed audiences are a key contributor to a shared biosecurity culture where everyone plays their part to support a strong national biosecurity system.

This measure tracks the number of public awareness campaigns (communication and engagement activities as defined in the methodology) conducted to improve public compliance with biosecurity regulations. These align to the National Biosecurity Strategy and our DAFF Biosecurity 2030 Roadmap.

Analysis

In 2024–25 we conducted 4 targeted biosecurity awareness campaigns:

- International travellers and biosecurity (advertising ran from 1 December 2024 to 9 February 2025)
- Hitchhiker pest awareness (advertising ran from 2 September 2024 to 14 October 2024)
- Pork products biosecurity awareness (advertising ran from 23 March 2025 to 27 April 2025)
- H5 avian influenza (bird flu) awareness (advertising ran from 13 December 2024 to 28 June 2025).

The international travellers and biosecurity campaign was designed to raise awareness of Australia's biosecurity requirements, promote compliance among travellers arriving in Australia and to reduce the risk of biosecurity risk material entering the country through the traveller pathway. The target

audience included Australian travellers, international passengers travelling to Australia and culturally and linguistically diverse audiences.

The hitchhiker pest awareness campaign was developed to highlight the biosecurity risks posed by hitchhiker pests, to encourage reporting of any suspected detections via our 'See. Secure. Report' hotline or online form, and to support ongoing efforts to reduce the risk of these pests entering and establishing in the country via the sea container pathway. Target audiences included stakeholders involved in handling imported sea containers and goods, such as those in the shipping, logistics and transport industries, as well as warehouse and retail workers. The campaign prompted these audiences to stay alert to the presence or signs of hitchhiker pests in workplace settings and to report anything unusual. It also directed traffic to our dedicated hitchhiker pest awareness website.

The pork products biosecurity awareness campaign focused on increasing awareness of the risks associated with bringing or sending pork products to Australia. ASF is a significant exotic disease of porcine animals and the economic consequences of an outbreak of ASF in Australia would be significant. The target audience included returning Australian travellers, Australian online shoppers and Australian recipients of international mail. The campaign directed traffic to our website and educated the audience about Australia's biosecurity requirements.

A national information campaign was also delivered to raise awareness of the H5 avian influenza (bird flu) threat and support understanding of Australia's preparedness actions. It was developed through a coordinated whole-of-government approach, incorporating the One Health concept, which recognises the interconnection between the health of people, animals and the environment. It was also delivered in collaboration with state and territory governments. Communication products included a new website (birdflu.gov.au), social media assets, digital public notices, posters, postcards and a fact sheet. The target audience included the public, industry and key stakeholders.

The performance measure target was exceeded as additional public awareness campaigns were required to address emerging biosecurity risks. An annual campaign is usually conducted to support the peak Christmas holiday period for international travellers. Three additional campaigns – hitchhiker pests, pork products and H5 avian influenza – were conducted to address emerging and existing high biosecurity risk issues. The hitchhiker pest campaign was also a deliverable of the broader Hitchhiker Pest Program.

Methodology and data sources

We consider any communication activity a 'campaign' if it was a time-limited, targeted program designed to inform and educate a specific audience.

The goal of a campaign is to influence behaviour or behavioural intentions. Unpaid campaigns use our existing channels and resources while paid campaigns are funded by our department but developed externally. All campaigns must align with the [Australian Government Guidelines on Information and Advertising Campaigns by non-corporate Commonwealth entities](#).

Records relating to our communication campaigns are held on internal records management software. Data relating to our unpaid campaigns was sourced from our social media management software and public website. For paid advertising campaigns, data including performance against industry benchmarks was provided by Universal McCann.

Caveats and disclosures

The definition of a campaign outlined in the methodology varies from that in the *Australian Government Guidelines on Information and Advertising Campaigns* by non-corporate Commonwealth entities. This includes broader advertising activities.

Change from corporate plan

The performance measure has been realigned under the new key activity.

Measure BI-07

BI-07	Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Reduction in the number of consignments of imported goods where khapra beetle is detected compared to the 2020–21 baseline.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.1	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	A reduction in or no interceptions across all 6 import pathways from the 2020–21 baseline data.	A reduction in or no interceptions across all 6 import pathways from the 2020–21 baseline data.
Tolerances	Achieved: The number of khapra beetle interceptions falls across all import pathways or remains at zero. Partially achieved: The number of khapra beetle interceptions falls for at least one import pathway but not for all import pathways. Not achieved: The number of khapra beetle interceptions does not fall for any import pathway.	

Context

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

After observing an increase in khapra beetle interceptions during 2020–2021 we introduced urgent actions. These included:

- import bans on high-risk plant products in mail articles, personal effects and low-value freight
- offshore treatment of specific sea containers from [khapra beetle target-risk countries](#)
- offshore treatment of high-risk plant products from khapra beetle target-risk countries
- revised phytosanitary certification requirements for specific goods.

This measure evaluates how effectively our actions reduced the number of imported consignments arriving infested with khapra beetle. Our results demonstrate a reduction in biosecurity risk and indicate that we are achieving our objective of strengthening the national biosecurity system.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – A draft [pest risk analysis](#) on khapra beetle was developed and is scheduled for release in late 2025. This will review the urgent actions to ensure they are fit-for-purpose and technically justifiable and may lead to refinement of existing measures or identification of alternative measures to address the risk.
- 2) Risk-based and data-driven – We conducted an initial risk assessment to identify actions that may reduce the risk of khapra beetle entering Australia. The risk assessment considered khapra beetle’s biology, available treatment options (including data on effectiveness), interception data, likelihood of incursion and recommended actions for each pathway. The strength of each urgent action was proportionate to the likelihood of khapra beetle entering on a pathway. We developed a compliance policy that articulated our approach to managing non-compliance including risk information to inform decision-making.
- 3) Collaboration and engagement – We engaged actively and extensively with domestic and international stakeholders, including trading partners, importers, domestic agriculture production peak industry bodies, treatment providers and the shipping industry. This engagement was to obtain feedback for ongoing improvements, provide timely notification of operational change, highlight obligations and responsibilities, and encourage voluntary compliance.

Analysis

The number of consignments of imported goods where khapra beetle was detected reduced from a baseline of 19 in 2020–21 to:

- 4 in 2021–22
- 9 in 2022–23
- 2 in 2023–24
- 4 in 2024–25.

Our 2024–25 result indicates the number of khapra beetle detections reduced, or remained at zero, since the implementation of the urgent actions in 2020–21. Continued reduction in detections relative to 2020–21 may also be attributed to positive engagement with our stakeholders on risk management.

Table 5 Number of consignments of imported goods with khapra beetle detections, by import pathway, 2020–21 to 2024–25

Category	Country of export	2020–21 (baseline)	2021–22	2022–23	2023–24	2024–25
High-risk plant products	Target-risk countries	6	0	4	1	1 ^a
	Other risk countries	2	1	0	0	0
Other risk plant products	Target-risk countries	0	0	1	0	0
	Other risk countries	0	0	2	0	0
Other goods (including empty sea containers)	Target-risk countries	0	0	1	0	0
	Other risk countries	11	3	1	1	3 ^b
All goods	All countries	19	4	9	2	4

a Detection of dead khapra beetle in a commercial consignment of rice. **b** Detection of khapra beetle likely due to contamination of sea container from previous cargo.

Of the 4 detections in 2024–25:

- three were associated with other goods arriving as commercial cargo from countries not known to have khapra beetle. These detections were likely due to contamination of the sea container from previous cargoes. To address this risk, we have engaged with the international community to lobby for improvements to hygiene standards and the design of sea containers.
- one was associated with a high-risk plant product imported from a khapra beetle target-risk country. The goods were treated prior to export and only dead specimens were detected; however, the detection was included as the fumigation of the goods was not fully compliant. On 28 May 2025, [we updated our requirements for pre-border khapra beetle treatments](#) to strengthen assurance and improve compliance.

Methodology and data sources

We established a baseline – using the total number of imported consignments where khapra beetle was detected – prior to the introduction of urgent actions in 2020–21. Using this baseline, we compare annual detection numbers to derive the result.

Data for this measure was sourced from biosecurity pest and disease notifications (BPDN) and our incidents database and management systems. BPDNs are published when khapra beetle is first detected in a consignment of imported goods (this includes post-biosecurity detections).

We curated the data to remove duplication and exclude detections of dead khapra beetle in treated goods. We prepared a summary for each detection including the khapra beetle risk status of the imported goods and the country of export. We used this summary to show whether the urgent actions resulted in a reduction in the number of khapra beetle detections in imported goods, when compared to the 2020–21 baseline.

Caveats and disclosures

The likelihood of a pest entering Australia is often influenced by its pathway – for example, high-risk goods from high-risk countries are more likely to enter with khapra beetle. Our import conditions vary according to the country of export, type of goods and their mode of arrival into Australia. The application of these import conditions reduces the overall risk across all pathways to the same level,

which is very low, to achieve Australia’s appropriate level of protection (ALOP). Therefore, weighting of detections by pathway(s) is not considered necessary.

We reported on the number of imported consignments where khapra beetle was intercepted, rather than beetle numbers intercepted over time. This is due to the difficulty quantifying infestation levels of khapra beetle because of their cryptic nature and small size.

Change from corporate plan

The performance measure has been realigned under the new key activity.

Key activity 3.2

Regulate to safeguard Australia’s animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.

In 2024–25, our regulation of biosecurity risks at Australia’s border saw mixed results. We improved our overall interception of animal products across the international mail and traveller pathways by 32% (BI-06) and observed a reduction of 0.20% in the non-compliance rate for high-value cargo entering Australia (BI-08). International traveller rates of non-compliance with biosecurity regulations remained stable at 3.51% (BI-09), while a greater focus on unannounced audits of approved arrangements contributed to a 3.13% increase in detections of non-compliance (BI-10). Our service delivery standards measure was partially achieved with 6 service standards met (BI-11).

For more detail refer to the individual performance results.

Measure BI-06

BI-06	Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	
Measure type	Quantitative effectiveness and regulatory.	
Target	50% or greater.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.2.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024–25 reporting.	The traveller pathway achieved a 71% improvement in detecting illegally imported animal products, highlighting the success of enhanced screening measures. The mail pathway showed a slight decrease in interception rate of 7%, highlighting the ongoing need for intervention and intelligence-led targeting in the pathway. The overall result is 32% improvement across mail and traveller pathways.
Tolerances	Achieved: • Mail: 50% or greater improvement in interception of non-letter class containing animal products compared to pre-risk mitigation measures. • Traveller: 50% or greater improvement in interception of travellers with animal products compared to pre-risk mitigation measures. Partially achieved: • Mail: 1–49% improvement in interception of non-letter class containing animal products compared to pre-risk mitigation measures. • Traveller: 1–49% improvement in interception of travellers with animal products compared to pre-risk mitigation measures. Not achieved: • Mail: No improvement in interception of non-letter class containing animal products compared to pre-risk mitigation measures. • Traveller: No improvement in the interception of travellers with animal products compared to pre-risk mitigation measures.	

Context

To protect Australia's favourable animal health status, we enforce specific conditions for animals and animal-based products entering the country. For mail and travellers, we apply strict protocols and use several tools to intercept illegally imported meat and animal products that may carry diseases such as ASF, FMD and high pathogenicity avian influenza (HPAI).

This measure quantifies the interception rate of animal products through mail and traveller pathways.

In November 2018, we increased our risk-mitigation activities to reduce the likelihood of ASF entering Australia. These activities included education and awareness campaigns (signage at international airports), enforcement activities (infringement notices) and increased screening of incoming mail and travellers from ASF-affected countries (X-rays, detector dogs).

To assess the effectiveness of these measures, we compared interception rates of pork products between the pre-risk mitigation period (before November 2018) and the post-risk mitigation period (after November 2018).

In 2024–25 we collected data and reported on interception rates of an expanded range of animal products, including egg products and poultry, dairy products, feathers/hides/skins and animal specimens. These products can all be detected through the mail and traveller pathways using the ASF risk-mitigation activities, processes and analysis techniques currently in place.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We proactively engage in improving our data collection, management and analysis to gain insight into the effectiveness of the biosecurity controls keeping serious animal diseases out of Australia. In 2023–24 we implemented the Traveller and Mail System (TAMS) to improve our ability to identify and target high-risk travellers for biosecurity screening, with upgrades occurring in 2024–25 to assist in exporting data from the system.
- 2) Risk-based and data-driven – We direct risk mitigation measures to manage the risk of diseases entering Australia. We monitor our measures to ensure risk remains at a level consistent with Australia’s legislated ALOP. Our commodity-specific import conditions ensure that exotic diseases of concern are appropriately managed. For example, import conditions on commercial pork and pork products are based on the country of origin, and this directs the need for heat treatments, animal health certificates and processing at approved premises.
- 3) Collaboration and engagement – We conduct extensive public awareness and education campaigns on the value of maintaining Australia’s freedom from significant animal diseases. We promote biosecurity awareness to international travellers and recipients of international mail by engaging with them through our website, signage at international airports, leaflets and brochures, social media campaigns, and ministerial and departmental media releases.

Analysis

The risk mitigation measures introduced by the department post-November 2018 (education, enforcement and screening) and sustainment of the Traveller and Mail Modernisation program were designed to reduce the likelihood of diseases of significance entering Australia via international traveller and mail pathways. As shown in Table 6, these actions had a mixed but generally positive impact. Notably:

- The interception rate of travellers carrying illegally imported animal products increased by 71%, from 2.322% to 3.967%, demonstrating the effectiveness of improved risk mitigation measures.
- The interception rate of non-letter class mail containing illegally imported animal products decreased from 0.036% to 0.033%. While this represents a slight reduction in interception rates, the proportion of total non-letter class mail screened averaged at 78% during the post-measure period compared to 21% during the pre-measure period. The stable detection rate suggests that existing controls are maintaining consistent performance and highlights the ongoing need for intervention and intelligence-led targeting in the pathway.

- The overall interception rate across non-letter class mail and travellers was an improvement of 32% compared to pre-risk mitigation measures.

Table 6 Effectiveness of pre-risk mitigation measures (2015–16 to 2017–18) and post-risk mitigation measures (2021–22 to 2024–25) by, pathway

Pathway	Category	Unit	Pre-risk mitigation measures average (2015–16 to 2017–18)	Post-risk mitigation measures average (2021–22 to 2024–25)
Non-letter-class mail articles	Screened mail articles containing animal products	%	0.036	0.033
	Animal products seized	number	6,476	5,535
	Weight of animal products seized	tonnes	9.60	7.54
Incoming travellers	Screened travellers detected with animal products	%	2.322	3.967
	Animal products seized	number	73,881	82,312
	Weight of animal products seized	tonnes	74.8	104.3

These results reinforce our proactive approach to biosecurity risk management and its commitment to continuous improvement across both the traveller and mail pathways.

Methodology and data sources

The primary data sources for this measure were TAMS and the Mail and Passenger System (MAPS). Airport and mail biosecurity officers entered data into these systems daily (noting that MAPS was superseded by TAMS during the performance measure period and is no longer used for data entry).

Three years of pre-measure data was analysed to establish an average benchmark (baseline) for mail and traveller pathways. These benchmarks were compared against average post-measure data to assess the effectiveness of our risk mitigation activities and whether interception of risk materials has improved.

As a composite measure, we applied equal weightings to the results for each pathway. We used the average of these results to determine the overall result for this measure.

Data were peer reviewed and where results varied from expected findings, we verified our reporting methodology and investigated reasons for variation.

Caveats and disclosures

This measure relies on the manual input of mail and traveller data which is subject to human error. While there are processes in place to identify and correct incorrect data, these processes take time and may slightly affect results at the time of extraction. Also, any delay in input may affect the accuracy of calculations, depending on the timing of data extraction.

We expect interception rates to increase before they reduce as education and awareness campaigns take effect and increase public focus.

Change from corporate plan

The target and tolerances were updated to improve the quality of the measure. The performance measure has been realigned under the new key activity.

Measure BI-08

BI-08	Reduced levels of non-compliance with biosecurity regulations that apply to high-value cargo.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Reduction in high-value cargo non-compliance rate.	
Sources	<i>Corporate Plan 2024–25</i>	
	<i>Portfolio Budget Statements 2024–25</i>	
	Program: 2.1.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Reduction in non-compliance rate of 0.08% (1.25% in 2023–24 compared with 1.33% in 2021–22).	Reduction in non-compliance rate of 0.20% (1.13% in 2024–25 compared with 1.33% in 2021–22).
Tolerances	Achieved: Reduction in high-value cargo non-compliance rate compared with 2021–22 rate of 1.33%.	
	Partially achieved: No change in high-value cargo non-compliance rate compared with 2021–22 rate of 1.33%.	
	Not achieved: Increase in cargo non-compliance rate compared with 2021–22 rate of 1.33%.	

Context

Arriving cargo – including the container, goods and packaging – can present various biosecurity risks. Import requirements and procedures are designed to minimise the risk of exotic pests and diseases establishing in Australia while facilitating the efficient clearance of cargo containers and goods. We adopt a risk-based approach to managing this and focus our efforts on the highest-risk items to achieve an appropriate level of protection.

We ensure that fit-for-purpose biosecurity safeguards are in place for high-value cargo through strategic policies, procedures, arrangements and regulatory processes. Safeguards are closely monitored for non-compliance and if detected we respond proportionately.

This measure relates specifically to high-value cargo, which is cargo imported on a full import declaration and includes goods being imported into Australia with a monetary value of over A\$1,000. Our activities aim to minimise biosecurity incursions that could compromise agricultural productivity and resilience by applying onshore and offshore biosecurity controls. This measure is important for both preparing for the management of biosecurity risk and for detecting biosecurity risk at the border.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – strengthening our national biosecurity system and enhancing regulatory uplift through developing fit-for-purpose legislation, policies and procedures and investing in workforce capability. Over the 2024–25 financial year, we increased our number of officers by 419 FTE. This contributed towards significantly improving service

delivery times, thereby reducing importers' and customs brokers' incentive to cut corners or avoid departmental intervention. We have also responded to industry feedback and developed the Approved Arrangement Management Product (AAMP), one of our Simplified Targeting and Enhanced Processing Systems (STEPS) Program initiatives. AAMP allows biosecurity industry participants who operate approved arrangements (AA) to view and update their AA details via self-service, providing more control to manage administrative tasks relating to their AAs.

- 2) Risk-based and data-driven – by making evidence- and risk-based decisions using data captured in departmental systems to provide an appropriate level of protection to Australia's people, our environment and economy. As part of STEPS, we have begun implementation of the Biosecurity Cargo Status Tracker. The Biosecurity Cargo Status Tracker gives class 19 biosecurity industry participants (BIPs) access to their lodgements with the department to view the status within departmental systems (i.e. awaiting documentation, inspection, post-inspection). The data also provides class 19 BIPs ability to see where their consignments could have been lodged via their class 19.2 AA. This allows industry participants to make more informed decisions about the biosecurity risks associated with their consignments.
- 3) Collaboration and engagement – working collaboratively with external agencies and industry participants to increase awareness of biosecurity regulations and compliance requirements. Biosecurity Operations Division have been improving their stakeholder engagement through the Department of Agriculture, Fisheries and Forestry Cargo Consultative Committee and more broadly with industry representatives such as the Freight & Trade Alliance, and International Forwarders and Customs Brokers Association of Australia attending and presenting on regulatory reform and compliance topics at their continuing professional development events.

Analysis

Table 7 shows the year-on-year reduction in non-compliance in high-value cargo since 2021–22. The 2024–25 high-value cargo non-compliance rate fell by 0.20% compared with the 2021–22 baseline of 1.33%.

Table 7 Non-compliance rate of high-value cargo imported into Australia, 2021–22 to 2024–25

Item	2021–22	2022–23	2023–24	2024–25
Non-compliance rate of all high-value cargo imported into Australia	1.33%	1.29%	1.25%	1.13%
Number of non-compliant full import declarations	56,482	54,037	52,631	49,624
Total number of full import declarations	4,237,475	4,188,380	4,223,931	4,380,877

Methodology and data sources

We determine the non-compliance rate using data from:

- the Department of Home Affairs (DHA) Integrated Cargo System (ICS). This system provides the total volume of high-value cargo.
- our Agriculture Import Management System (AIMS). This system records the results of biosecurity directions. This is combined with reference data that categorises direction results into those that indicate compliance or non-compliance with import requirements.
- our Incidents system, which records detections of pests or diseases.

The result for this measure is calculated as number of non-compliant entries (determined from the AIMS and Incidents system) divided by the number of total high-value cargo entries (ICS).

Caveats and disclosures

Compliance is influenced by factors partly within our control. We offer advice, assurance and deterrence to help people understand their obligations and choose to comply with regulations.

Factors outside of our control include import types and volumes, changes in supply chains and environmental factors such as seasonal pests.

The quality of available data affects the extent to which we can assess the effectiveness of our regulatory arrangements. For example, we do not have access to full ICS cargo data.

There is substantial volatility in cargo data for around 2 weeks after a declaration is lodged. This means that the measure result changes when calculated on different dates. In quarter 2 in 2024–25, a daily ‘snapshot’ was added to the data model which allows us to monitor and analyse the data variability but also to replicate the results at a point in time. We estimate that final measure values change by less than 0.015% after a 16-day ‘settling period’.

Change from corporate plan

The measure wording and tolerances were updated for greater clarity. The performance measure has been realigned under the new key activity.

Measure BI-09

BI-09	Rates of non-compliance with regulations that apply to international travellers.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Post-intervention non-compliance rate for international travellers that is equal to or lower than the previous year.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 2.1	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	Decrease in non-compliance rate of 0.49 percentage points (post-intervention non-compliance rate was 3.18% in 2023–24 compared with 3.67% in 2022–23).	A small increase in the non-compliance rate of 0.37 percentage points (post-intervention non-compliance rate was 3.55% in 2024–25 compared with 3.18% in 2023–24).
Tolerances	Achieved: Post-intervention non-compliance rate for international travellers is equal to or lower than the rate achieved the previous year. Partially achieved: The post-intervention non-compliance rate for international travellers, while not reduced, is within 1 percentage point of the rate achieved in the previous year. Not achieved: Increase in post-intervention non-compliance rate for international travellers by more than 1 percentage point compared with the previous year.	

Context

Our core purpose is to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians. To protect our industries and environment we have strong border controls to regulate the movement of goods into the country which may harbour biosecurity pests and diseases.

This performance measure shows the effectiveness of biosecurity controls and policy settings applied at Australia’s international airports. It was designed by the Australian Centre of Excellence for Risk Analysis (ACERA) and measures the proportion of arriving international air travellers who enter Australia carrying products that may harbour a biosecurity risk (pest, disease or weed).

We aim to minimise non-compliance by identifying as many travellers as possible who may be carrying biosecurity risk goods, whether declared or undeclared, and managing any risks found. This is in line with Australia’s ALOP. We aim to minimise the level of biosecurity risk, while recognising that zero risk is unattainable. A low level of non-compliance directly supports our biosecurity objectives and helps maintain Australia’s favourable pest and disease status while facilitating traveller movement across the border.

Reducing non-compliance directly supports our biosecurity objectives and demonstrates that we apply and enforce fit-for-purpose regulations. This helps maintain Australia’s favourable pest and disease status while facilitating traveller movement across the border. Lower non-compliance means fewer risk products entering Australia, reducing the threat of pests and diseases.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We strengthened our capability and support tools for frontline officers through enhancements to TAMS, including access to additional information for real-time risk assessments and improved data capture. We reviewed our operating model and deployment of detection tools, and have introduced increased flexibility in detector dog deployments, including screening around baggage carousels for high-risk flights.
- 2) Risk-based and data-driven – Regulation of international traveller movement was undertaken according to the risk–return approach outlined in our Traveller Intervention Policy, to achieve the optimum biosecurity outcomes using the resources available. Intervention data was collected in real time and data analysis used to inform intervention decisions and use of detection tools.
- 3) Collaboration and engagement – We educated and informed travellers of biosecurity requirements through multiple avenues including websites, onboard messaging, airport signage and communication campaigns. We worked together with industry and other border agencies to streamline traveller clearance and support compliant travellers with reduced touchpoints.

Analysis

The non-compliance rate was 3.55% in 2024–25, compared with 3.18% in 2023–24. The target non-compliance rate for 2024–25 was 3.18% (to match the previous year) or lower. While the result is slightly higher than in 2023–24, it is still within a low range and just 0.37 percentage points above the previous result (which gives us an overall result of partially achieved). Over recent years, the non-compliance rate has hovered between 3% and 4%, so the result is not unexpected. Ongoing business improvements have been implemented to address the growth in traveller volumes and risk approaching the border.

In 2024–25 we enhanced the tools used at airports, including through our new mobile workflow capability which enhances the information available to biosecurity officers to support real-time risk assessments and intervention decisions. We also began trials of the electronic Australia Travel

Declaration (ATD) together with Home Affairs, the Australian Border Force and Qantas for flights into Brisbane. The ATD provides biosecurity information up to 72 hours before travel and can help travellers make informed decisions about what they bring to Australia.

Air traveller arrivals year-on-year increased by 8.1%, from 21.0 million in 2023–24 to 22.7 million in 2024–25. During this financial year we intervened with significantly more air travellers compared with 2023–24 and detected 30,900 more biosecurity risk goods requiring treatment or destruction. We continue to maintain a low level of non-compliance in line with ALOP, despite an increase in risk approaching the border.

Methodology and data sources

International air travellers are processed through the border via a range of controls, including through detector dog or X-ray screening channels. Travellers may proceed directly to an exit if they are not referred for intervention. Despite the legal requirement for travellers to declare any biosecurity risk goods they are carrying, and controls in place to detect undeclared risk goods, some travellers reach airport exit points still carrying undetected goods which may potentially harbour biosecurity pests or diseases – these travellers are considered to be non-compliant.

To determine the non-compliance rate, biosecurity officers randomly select air travellers from each of the processing channels, including direct exit, and perform full manual baggage examinations to detect any unchecked biosecurity risk goods. These endpoint surveys were undertaken daily at all major international airports and included a sample of over 50,000 travellers. Outcomes of survey inspections, including where no biosecurity risk goods are found, are recorded in TAMS. The proportion of surveyed travellers detected with unchecked biosecurity risk goods was used to estimate the non-compliance rate for the entire traveller population.

Caveats and disclosures

Achieving our target measure may be influenced by traveller behaviour (including deliberate concealment of biosecurity risk goods to evade detection) as well as evolving global biosecurity risks, increased traveller numbers and increased risk approaching the border. Focusing on specific emerging risks may improve compliance in some areas but could impact the overall non-compliance rate measured across all biosecurity risks.

The post-intervention non-compliance rate is sensitive to sampling bias in the endpoint survey. To avoid sampling bias, biosecurity officers are trained to conduct surveys in accordance with the approved methodology. Additionally, a random generator is being developed and trialled to guide sample selection and remove selection bias.

Change from corporate plan

The measure wording, targets and tolerances were updated to improve the quality of the measure. The performance measure has been realigned under the new key activity.

Measure BI-10

BI-10	Rates of non-compliance with regulations that apply to approved arrangements.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Reduction in non-compliance rate for approved arrangements.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.1.	
2024–25 outcome	Not achieved.	
Result	2023–24 result	2024–25 result
	0.29% reduction in the rate of failed audits (5.59% in 2023–24 compared with 5.88% in 2022–23). A reduction in the overall non-compliance rate (including audits that did not fail but where non-compliance was detected) of 8.31% over the same period (37.36% in 2023–24 compared with 45.67% in 2022–23).	3.13% increase in the rate of failed audits (8.72% in 2024–25 compared with 5.59% in 2023–24). An increase in the overall non-compliance rate (including audits that did not fail but where non-compliance was detected) of 4.7% over the same period (42.06% in 2024–25 compared with 37.36% in 2023–24).
Tolerances	Achieved: Reduction in approved arrangement non-compliance rate compared with 2023–24. Partially achieved: The result is the same as the non-compliance rate in 2023–24. Not achieved: The result is higher than the non-compliance rate in 2023–24.	

Context

This measure monitors the biosecurity non-compliance risk associated with approved arrangements. Under the Biosecurity Act, we establish and maintain these arrangements to manage the risks posed by imported goods, supporting Australia’s reputation as a trusted trade partner.

Approved arrangements enable industry operators handling imported goods to share responsibility for managing biosecurity risks. Approved entities conduct biosecurity activities at their own sites, using their facilities, equipment and personnel without requiring constant supervision from us.

We administer biosecurity approved arrangements through our approved arrangements program, ensuring compliance with legislative and regulatory responsibilities. We develop policy, systems and processes that support risk management and control measures. This enables biosecurity industry participants to manage risks effectively amid increasing trade volumes, evolving pest and disease threats and the need for streamlined border clearance.

The existing audit policy requires approved arrangements to be audited annually; however, the policy is being reviewed. In practice, we apply a risk-based approach, allocating resources to higher-risk areas through targeted compliance activities and unannounced audits. In 2024–25, 36.39% of approved arrangements were audited at least once. Non-compliance can be influenced by factors such as trends in import types and volumes, supply chain changes, environmental factors such as seasonal pests, and/or entity behaviour. A low level of non-compliance indicates that approved facilities continue to meet their biosecurity obligations.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – This measure supports continuous improvement and builds trust by engaging transparently with industry through periodic Industry Notices and regular forums. These include scheduled and ad hoc meetings with peak industry bodies to discuss proposed changes to approved arrangements, regulatory policy and legislation. This collaborative approach fosters trust and encourages shared responsibility for biosecurity compliance.
- 2) Risk-based and data-driven – The measure is underpinned by a risk-based auditing approach, where entities with a history of serious non-compliance are prioritised for additional audits. This ensures that our resources are focused on the highest biosecurity risks. The approach is informed by our non-compliance data, enabling targeted and evidence-based regulatory action.
- 3) Collaboration and engagement – Our internal teams, including the Audit and Assurance Branch and other compliance-related areas, collaborate to consolidate non-compliance intelligence. This includes data from enforcement actions, intelligence reports, and fitness and propriety assessments, ensuring a holistic and coordinated regulatory response.

Analysis

In 2024–25 we recorded a non-compliance rate that is slightly higher than the previous year. The rate of failed audits was 8.72%, compared to 5.59% in 2023–24, and the overall non-compliance rate (including audits with detected non-conformities) was 42.06%, compared to 37.36% the year prior.

This result does not reflect a reduction in non-compliance; however, it coincides with a strategic shift in audit methodology – specifically, an increased focus on unannounced audits. These audits, by design, provide a more accurate picture of day-to-day compliance but often result in higher detection of non-conformities due to the absence of prior preparation by audited entities.

This proactive approach enhances the integrity of the compliance monitoring framework and supports our regulatory objective of safeguarding Australia’s biosecurity. The increased non-compliance rate should therefore be interpreted in the context of improved audit rigour rather than a decline in industry performance.

We will continue to refine audit strategy, balancing announced and unannounced audits, and will work with industry to address recurring issues identified through these audits. This includes targeted education, clearer guidance on arrangement conditions and enhanced support for high-risk entities.

The result is classified as not achieved, based on the defined tolerances.

Table 8 Approved arrangements audit results, 2022–23 to 2024–25

Item	Unit	2022–23	2023–24	2024–25	Difference
Approved arrangements	Number	3,241	3,183	3,138	–45
Approved arrangements audited	Number	1,366	1,267	1,142	–125
Pass	%	53.88	62.57	57.64	–4.93
Pass with non-conformities	%	39.79	31.77	33.33	+1.56
Total pass	%	93.67	94.27	90.97	–3.30
Total fail	%	5.88	5.59	8.72	+3.15
Pending	%	0.45	0.07	0.01	–0.06

Methodology and data sources

To assess compliance, we audited our import approved arrangements. Our auditors recorded the outcomes in our Quarantine Premises Register (QPR) system. In accordance with our approved arrangements general policies, this system then attributed a pass or fail to an audit outcome based on the number and severity of the non-conformity.

To calculate our result, we ran a Power BI report, which extracts data from QPR on all compliance audits – probation audits, probation audits following failure, and scheduled audits – conducted for all active classes of approved arrangement during the reporting period. This report summarised the number of audits conducted that passed, passed with non-conformity, failed and those still pending an outcome. The non-compliance rate of approved arrangements is calculated as the number of failed audits out of the total audits conducted.

Quality assurance processes are applied to the data extracted to ensure the accuracy of our result.

Caveats and disclosures

Audit information is manually entered by auditors and subject to human error. Inadvertent typographical errors could occur on numbers, audit types and dates.

There is no option to manually refresh data updates in Power BI. Automatic data refresh occurs at midnight every 24 hours. This means that any data entered after that refresh will not be visible until after the next scheduled refresh. Parameters and/or filters can be saved and when the report is refreshed the data will automatically refresh using the same parameters.

Only compliance audits (regular audits) are in scope for this measure. Audits are conducted against all class requirements (conditions) held under arrangements. Approved arrangement class requirements specify the conditions that must be met before the relevant director will consider granting approval for biosecurity activities under section 406 of the Biosecurity Act. These arrangements, including the conditions they encompass, are subject to audits to assess ongoing compliance.

Change from corporate plan

The measure wording and tolerances were updated for greater clarity. The performance measure has been realigned under the new key activity.

Measure BI-11

BI-11	Biosecurity service standards conducted at the border are met.	
Measure type	Quantitative effectiveness and regulatory.	
Target	Service standards are partially achieved.	
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Program: 2.1.	
2024–25 outcome	Partially achieved.	
Result	2023–24 result	2024–25 result
	4 out of 11 service standards met, compared with 5 out of 12 in 2022–23.	6 out of 11 service standard measures met.
Tolerances	Achieved: When 11 out of 11 service standard measures are met. Partially achieved: When 6 or more out of 11 service standard measures are met. Not achieved: When fewer than 6 out of 11 service standard measures are met.	

Context

We evaluate our performance against 11 service standard measures (comprising 10 individual service standards with composite targets) related to fulfilling our biosecurity regulatory responsibilities at the border. These are measured and monitored independently.

This measure focuses on biosecurity regulatory responsibilities for calls, general enquiries, import document lodgements, goods inspections, vessel inspections and treatments. Separate methodologies are applied where service differences exist.

Our measure demonstrates how effectively we minimise the biosecurity regulatory burden by delivering services in a timely manner. This helps reduce industry costs resulting from delays and supports compliance through responsive communication, strengthening industry confidence in our regulatory service delivery.

Our [client service standards](#) set targets for the timely delivery of our regulatory services to the importing community. They are not legislative requirements but rather provide guidance on our clients' obligations and detail how individuals and businesses can expect us to handle their requests for information or services.

This is a composite measure with several targets and tolerances that define how we achieve our overall result.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We hold ourselves to account and foster a culture of continuous improvement. For example, in 2024–25 we improved the process for archiving biosecurity and imported food notices, improving compliance with record-keeping obligations; providing accurate account of past actions; and strengthening our ability to track client communication, and manage compensation claims and enforcement activities.

- 2) Risk-based and data-driven – We use intelligence and data to inform a risk-based approach to our biosecurity functions so we can direct our resources to higher-risk activities. For example, in 2024–25 we continued to expand our Compliance-Based Intervention Scheme (CBIS). This enables reduced intervention for compliant entities, resulting in expedited clearance of compliant goods and reduced regulatory costs.
- 3) Collaboration and engagement – We regularly engage with stakeholders, including regulated entities, other regulators and the community. For example, we regularly engage with industry representatives through our Department of Agriculture, Fisheries and Forestry Cargo Consultative Committee. We present at industry events as part of continuing professional development conferences supporting customs brokers in maintaining their professional qualifications. Additionally, we regularly publish import industry advice notices that provide updates on import conditions, operational changes and information to help industry understand their responsibilities.

Analysis

Of the 11 service standard measures (comprising of 10 individual service standards with composite targets), we met or exceeded the target in 6. As a result, the overall performance measure was partially achieved. Key results for our client contact, imports and exports work streams are detailed in Table 9, Table 10 and Table 11 respectively.

Throughout 2024–25, the cargo operations pathway prioritised recruiting new biosecurity officers to support increasing demands and to build a sustainable pipeline of biosecurity skills for the future. Over the period, the onboarding of 480 staff translated into a net increase of 198 FTE across all APS levels, with a significant portion of these in operational roles and has resulted in an improvement in some service standard results.

Our Client Contact Group has demonstrated a significant commitment to several initiatives including recruiting, building officers' knowledge and capability and improving internal processes to boost service outcomes. This has had a positive impact on our ability to meet the service standard 'calls to our national contact number', which was 80% met in 2024–25, compared to 71% in the previous financial year.

Our import (assessment and inspections) sections have seen an increase in industry uptake of approved arrangements. This has followed our expansion of class 19 and highly-compliant importer scheme, and our promotion of these initiatives, encouraging industry to self-manage low complexity assessments. This has provided significant improvement in the service standard measure 'we will process non-urgent lodgements within 2 business days'. For 2024–25 the target was 88% met, compared to 44% in the previous financial year. This improvement also contributed to the overall service standard, 'import documents lodged via COLS', being met for 2024–25.

While improvements can be seen in some service standards, there have been challenges with others. For example, the service standard for 'goods inspections for airfreight exports' saw a decline to 68% in 2024–25, compared to 81% in the previous financial year. This can be attributed to the time required for training new officers and ongoing attrition. New officers require a minimum of 3 months' training, and most export inspections are conducted by industry authorised officers, so maintaining biosecurity officer competency is a challenge.

Table 9 Service standard results for client contact, 2024–25

Service standard	Service standard measure	Target (%)	2023–24 (%)	2024–25 (%)
Calls to our national contact number	We will answer calls received through the national contact number 1800 900 090 within 5 minutes.	80	71	81
Online general enquiries form	For enquiries made through our online contact form, we will immediately confirm we have received your enquiry and respond to your request within 10 business days.	80	57	73

Table 10 Service standard results for imports, 2024–25

Service standard	Service standard measure	Target (%)	2023–24 (%)	2024–25 (%)
Goods inspection at an approved premises	We will provide this service within 3 business days of confirmation of your scheduled appointment.	95	86	84
Non-commercial vessel inspection	If you are arriving at a port where we have a permanent staff presence, we will aim to provide an initial inspection within one business day from you advising us of your arrival.	95	97	99
Treatments	We will provide you or your representative with treatment direction within 2 business days following an inspection.	95	74	69
Import documents lodged via COLS	If we receive an urgent lodgement from you, we will process it within one business day.	80	97	99
	We will process non-urgent lodgements within 2 business days.	80	44	88
Import documents lodged by email	We will process your lodgement within 3 business days of receiving it.	80	98	99

Table 11 Service standard results for exports, 2024–25

Service standard	Service standard measure	Target (%)	2023–24 (%)	2024–25 (%)
Goods inspection at an export-registered establishment	An officer will inspect your goods within 3 business days of you requesting an appointment.	95	95	91
Goods inspection for airfreight exports	We will inspect your goods within 24 hours of you requesting an appointment.	95	81	68
Goods inspection for sea freight exports	We will inspect your goods within 3 business days of you requesting an appointment.	95	94	95

Methodology and data sources

We aggregate performance data against the defined service standards, providing reports at both the aggregate and individual service standard levels. Data is sourced from multiple departmental information systems and reporting undergoes peer review to ensure accuracy and reliability. When results vary from expected findings, we validate the reporting methodology and investigate potential causes for the variation.

Our information systems used to source data were the:

- Agriculture Import Management System (AIMS)
- Cargo Online Lodgement System (COLS)
- Cargo Workflow Management System (CWMS)
- Client Contact Management System (CCMS)
- Maritime and Aircraft Reporting System (MARS)
- Scheduling and Workforce Management System (SWMS)
- Unified Client Centre Express (UCCX).

Caveats and disclosures

Calls to our national contact number – The calls to our national contact number service standard measures the response timeframe for answering calls to the 1800 900 090 number.

Online general enquiries form – When online general enquiry forms were referred to second-level support for resolution, the original query was treated as not meeting the 10-business day service level target.

Goods inspection at an approved premises – Results do not include inspection of export goods, inspections undertaken through recurring appointments and imported food inspections.

Treatments – Entries with multiple inspection or treatment directions were deemed out-of-scope due to data and source system limitations. Entries where a treatment direction was applied within 5 minutes of the inspection direction were deemed out-of-scope, as they are applied at the time of document assessment, rather than as a result of an inspection outcome.

Import documents lodged via COLS – We use a service charter clock to monitor our processing times for import documents lodged via COLS. The clock is paused when assessments await client feedback before finalisation.

Non-commercial vessel inspection – The service level for non-commercial vessel inspection only applies to first point of entry locations where we have a permanent staff presence. Service standard calculations commence at the beginning of the business day following the vessel's arrival.

Change from corporate plan

The tolerances were updated. The performance measure has been realigned under the new key activity.

Key activity 3.3

Protect the economy and environment from the impact of exotic pests and diseases in Australia through appropriate post-border measures, including regulation and emergency management capabilities.

In 2024–25, we achieved our target to strengthen post-border regulation and response capabilities. This was demonstrated by a 22% increase in our emergency management maturity rating (BI-05).

Guided by the Australian Disaster Preparedness Framework, this achievement supports the ongoing protection of Australia’s economy and environment from exotic pests and diseases.

For more detail refer to the performance result.

Measure BI-05

BI-05	Strengthened emergency management capabilities.	
Measure type	Quantitative and qualitative effectiveness.	
Target	An overall maturity increase of at least 15% from the 2023–24 baseline.	
Sources	<i>Corporate Plan 2024–25</i>	
	<i>Portfolio Budget Statements 2024–25</i>	
	Program: 2.1.	
2024–25 outcome	Achieved.	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024–25 reporting.	22% increase from the baseline result established in 2023–24.
Tolerances	Achieved: Maturity level has increased by at least 15% compared to the previous period.	
	Partially achieved: Maturity level has remained steady or increased by less than 15% compared to the previous period.	
	Not achieved: Maturity level has decreased compared to the previous period.	

Context

We have a range of emergency management responsibilities, including preparing for, responding to and recovering from pest and disease outbreaks. Under the Australian Government Crisis Management Framework, we are the Australian Government Coordinating Agency for domestic biosecurity crises. We work closely with a range of government agencies and industry organisations on emergency preparedness, response and recovery.

We enhance emergency management capabilities through training programs, exercises and continuous improvement processes guided by our emergency management capability development program. Our annual emergency management capability maturity assessment tracks progress against a baseline established in 2023–24, which measures the effectiveness of our emergency management capability development activities.

This performance measure reflects our commitment to continually improve our emergency management capabilities. Our policies and coordination arrangements aim to strengthen Australia’s ability to prepare for, respond to and recover from biosecurity emergencies and other hazards affecting the agricultural sector (agricultural, fisheries and forestry industries).

Analysis

The results of the 2024–25 emergency management capability maturity assessment show that we achieved an overall capability maturity rating of 2.54 (developing) out of 4 (self-sustaining). This represents an increase of 22% from the 2023–24 baseline result, which is 7 percentage points above the target of 15%.

This result demonstrates the activities undertaken in 2024–25 have strengthened our emergency management capabilities. These activities included delivering training, practicing our coordination

arrangements and updating our policies and plans using lessons identified through exercises and after-action reviews.

Our training program aimed to strengthen our staff's understanding of emergency management principles and crisis arrangements as well as to build leadership skills during crisis events.

We practiced our coordination arrangements through participating in a series of exercises that escalated in scale and complexity, including our annual high risk weather season exercise (Exercise Kringle), a whole-of-government exercise focused on H5 bird flu preparedness (Exercise Volare) and a national-level exercise focused on complex crises (Exercise Convergence).

Methodology and data sources

Our emergency management capability maturity assessment process is based on the core capability elements of the Australian Disaster Preparedness Framework (ADPF) and the assessment process outlined in the *Capability Maturity Assessment Facilitators Guide* published by the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC). This process provides a repeatable and comparative approach to assessing emergency management capability.

In 2023–24 we established a baseline capability maturity level by collecting semi-quantitative data through a series of workshops held with staff from across the department that had knowledge or experience of our emergency management arrangements. Through an expert elicitation process, workshop participants were asked to provide feedback on their experience of emergency management activities and to reach a consensus capability maturity rating for 5 core capability elements (people, resources, governance, systems and processes). The consensus capability maturity levels were circulated to participants for validation.

The capability maturity assessment process was repeated in 2024–25 with additional measures to reduce any perceived bias in reaching a consensus capability maturity level including:

- the introduction of an anonymous online survey to capture initial capability maturity ratings from workshop participants
- a follow-up anonymous survey using our Have Your Say platform to give participants the opportunity to confirm or contest the consensus maturity rating reached during the workshops.

Data for this measure is recorded on our emergency management capability assessment matrix. Information about the capability maturity assessment methodology, data sources and results is stored in line with our records management policy and procedures.

Caveats and disclosures

Qualitative and semi-quantitative data is gathered from participants during the assessment process to inform performance against the target. Input for individual capabilities is aggregated under the broader core capability elements (people, resources, governance, systems and processes).

We report a single figure that represents the overall capability maturity level. This figure is the average of the results for each of the 5 core capability elements.

The maturity rating for a specific capability element may increase or decrease compared with previous assessments; however, reporting an overall average result enables us to determine if we are continually improving our capability at a departmental level.

Bias may be introduced during the capability assessment process due to the opinion-based expert elicitation approach. The risk of bias is mitigated through using a best practice methodology endorsed by the BNHCRC, selection of a professional facilitator to elicit responses, selecting workshop participants based on role rather than the individual, conducting separate workshops for each group, communicating to workshop participants the purpose of the capability assessment process and importance of honest and impartial feedback, and seeking a consensus assessment for each individual capability.

An anonymous follow-up survey gives participants the opportunity to confirm or contest the consensus maturity level and provide additional observations to validate the results obtained during the workshops.

Our capacity to undertake emergency management capability development and assessment may be limited by the need to respond to actual emergencies. If this occurs, the resources and personnel allocated to such activities may be reallocated to engage in the actual response.

Change from corporate plan

The measure type, targets, tolerances, methodology and data sources were updated to improve the quality of the measure. The performance measure has been realigned under the new key activity.

Key activity 3.4

Manage non-compliance with biosecurity and other relevant portfolio legislation.

In 2024–25, we identified 56 high-risk non-compliance incidents against our portfolio legislation that required further assessment. We took enforcement and compliance measures against each of these incidents. This outcome demonstrates our commitment to managing non-compliance through our regulatory levers.

For more detail refer to the performance result.

Measure BI-12

BI-12	Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	
Measure type	Quantitative output and regulatory.	
Target	100% of instances of high-risk non-compliance identified against the <i>Biosecurity Act 2015</i> , <i>Export Control Act 2020</i> and other relevant portfolio legislation are subject to compliance and enforcement measures.	
Sources	<i>Corporate Plan 2024–25</i> Portfolio Budget Statements 2024–25 Program: 2.1.	
2024–25 outcome	Achieved	
Result	2023–24 result	2024–25 result
	Not applicable – measure updated for 2024-25 reporting.	100% of identified high-risk non-compliance incidents were subject to compliance and enforcement measures.
Tolerances	Achieved: 100% of instances of high-risk non-compliance identified against the <i>Biosecurity Act 2015</i> , <i>Export Control Act 2020</i> and other relevant portfolio legislation are subject to compliance and enforcement measures. Partially achieved: Not applicable. Not achieved: <100% of instances of instances of high-risk non-compliance identified against the <i>Biosecurity Act 2015</i> , <i>Export Control Act 2020</i> and other portfolio legislation are subjected to compliance and enforcement measures.	

Context

We undertake compliance and enforcement measures against instances of high-risk non-compliance contravening relevant portfolio legislation, including the Biosecurity Act. These actions strengthen our national biosecurity system, serve as a deterrent and enhance our reputation as a regulator.

By subjecting all non-compliance referrals to a risk assessment process, we can prioritise non-compliance that poses the highest risk to the Australian community, safeguarding Australia's reputation as an exporter of premium produce.

We consider a range of factors when making an assessment for high-risk non-compliance, including the actual risk, the seriousness of the contravention, and the intent and frequency of the non-compliance. Some matters do not progress to assessment for valid reasons – for example, lack of sufficient evidence. Similarly, a reported incidence of non-compliance may not necessarily constitute a contravention of an offence provision and may be used for intelligence purposes only.

Compliance and enforcement measures are identified through established processes. These can result in a variety of outcomes – for example, civil sanctions (infringements, enforceable undertakings or civil litigation) and criminal prosecutions, intelligence assessments and written warnings.

Regulatory alignment

This measure aligned with the 3 regulator best practice principles:

- 1) Continuous improvement and building trust – We comply with regular internal and external reviews to verify our compliance with our regulatory requirements. We comply with the standards outlined in the Australian Government Investigations Standards.
- 2) Risk-based and data-driven – We focus on managing compliance and undertake enforcement activities where risks and impact of harm are potentially higher. We apply appropriate actions based on the potential risk resulting from non-compliance by reviewing all available evidence and data.
- 3) Collaboration and engagement – Our collaboration and engagement are centred around the processes and procedures of our Operations Coordination Committee (OCC). The OCC is part of our Operational Intelligence and Coordination Branch and collaborates with over 27 senior stakeholders from across the department who refer high-risk non-compliance matters to the OCC. We partner with other Australian Government agencies to achieve regulatory outcomes. Where non-compliance is detected and it is relevant to do so, we share information and conduct joint investigations with other law enforcement agencies and regulators.

Analysis

During 2024–25, 56 high-risk non-compliance incidents underwent compliance and enforcement measures. This represents 100% of instances of high-risk non-compliance, identified against the Biosecurity Act, Export Control Act and other relevant portfolio legislation, escalated to the OCC.

Of the 56 high-risk non-compliance incidents for 2024–25, the enforcement actions were:

- Investigation – 31
 - ongoing (23)
 - closed (7) – Letter of Warning issued (2), Letter of Advice issued (1), infringement issued (1), verbal education (1), no offence detected (2)
 - ongoing, Letter of Warning issued (1)
- Intelligence assessment – 6
- Intelligence assessment and Letter of Advice issued – 1
- Referred to program area to determine appropriate response – 5
- Referred to external agency – 1
- Matter referred to external agency to lead, our Investigations Branch conducting backwards trace – 1
- Further monitoring – 1
- Written warning – 3
- Referred to program area and further monitoring deployed – 1
- Referred to the Investigations Branch, undergoing assessment to determine the appropriate enforcement response – 6.

Methodology and data sources

To determine which high-risk non-compliance reports are escalated to the OCC for compliance and enforcement measures, our officers lodge non-compliance referrals into the Compliance Case Management System (CCMS) for assessment and triage. The assessment considers a range of factors including the actual risk, the seriousness of the contravention and the intent and frequency of the non-compliance.

Instances of high-risk non-compliance are then referred on to the OCC and each referral is reviewed and discussed on its merits for compliance and enforcement measures. The OCC endorses the most appropriate and proportionate response to be taken across all regulatory systems. The case is then assigned in CCMS to the appropriate program area(s) for actions as endorsed by the OCC. The status and progress of each CCMS case is tracked and recorded in CCMS. If a CCMS case is referred for investigation, the progress is tracked through the case management system, Jade.

Up until 31 December 2024, OCC outcomes were additionally recorded and tracked via an Excel sheet maintained by the OCC Outcome Tracker. Following system enhancements this information is now fully captured in CCMS.

The measure result is calculated as the proportion of all high-risk non-compliance incidents referred to OCC that are actioned. Compliance and enforcement measures were also included as part of the result.

Caveats and disclosures

The result did not consider instances of non-compliance that were not referred to our Compliance and Enforcement Division. These matters were subject to alternative risk mitigation options and did not require further sanctions.

As investigations can span multiple years, matters endorsed for investigation are generally not resolved during the reporting period. The period taken from commencement to closure of an investigation will depend on the nature of the issues under investigation.

Matters are unable to be progressed where there is a lack of evidence. Some reported incidents of non-compliance may not necessarily constitute a contravention of an offence provision and may instead be used solely for intelligence purposes.

With the exception of the CCMS, our data sources require manual extraction for reporting, and this is subject to human error and time lags.

Change from corporate plan

The target and tolerances have been updated for consistency and greater clarity. The performance measure has been realigned under the new key activity.

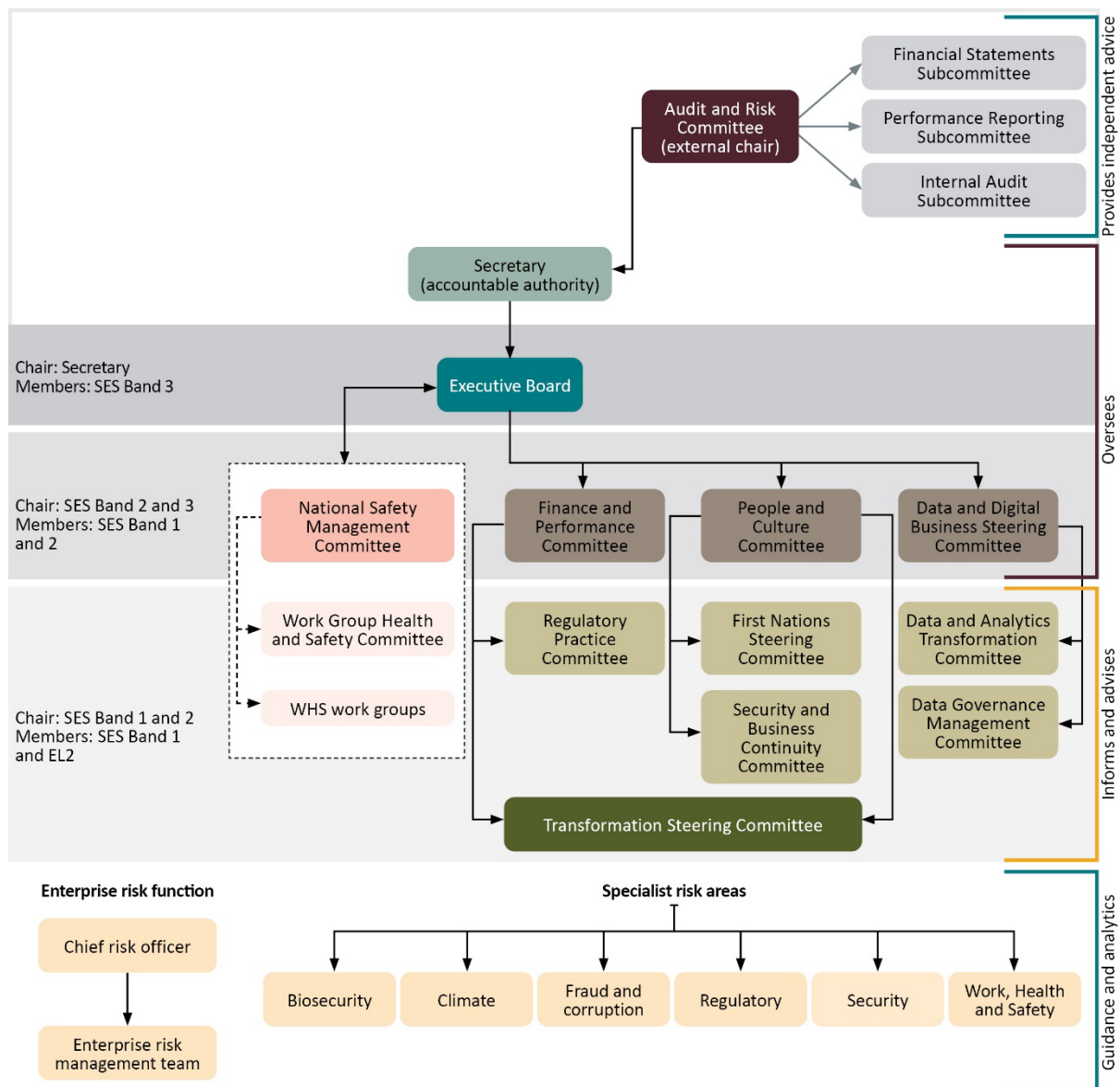
Part 2: Management and accountability

Governance

Governance framework

Our governance framework provides assurance and oversight of our management responsibilities and supports compliance with our legislative, regulatory, financial and other obligations. The framework also assists our secretary to meet their legislated obligations under the PGPA Act and section 57 of the [Public Service Act 1999](#). Figure 4 shows the functions of our governance committees and the relationships between them.

Figure 4 Governance framework, at 30 June 2025



The committees with a particular focus on risk management included:

- Executive Board – determines our risk appetite and tolerances and oversees the enterprise-level risks that may impact our ability to achieve our vision, purpose and strategic objectives
- Audit and Risk Committee – provides independent advice to the secretary and senior executives on the effectiveness of our system of risk oversight, management and internal controls as part of their broader remit in accordance with the Audit and Risk Committee Charter (see [Audit and Risk Committee](#))
- other governance committees – oversee the management of specialist risks or enterprise risks that are relevant to their areas of responsibility.

Executive Board

The secretary, deputy secretaries and the secretary's chief of staff met 12 times in 2024–25 as the Executive Board.

Our Executive Board was supported by the People and Culture Committee, the Finance and Performance Committee and the Data and Digital Business Steering Committee (Figure 4). The Executive Board was responsible for:

- leading enterprise-wide strategic planning, policy setting, risk management and resource allocation
- ensuring appropriate systems were in place to support our financial sustainability and performance
- overseeing the management of performance measurement and reporting (including divisional business plans and major programs)
- shaping organisational culture by role modelling leadership and public sector values
- ensuring we remain responsive to government priorities and the needs of the Australian community
- ensuring we continue to deliver on our First Nations commitments
- ensuring we operate in accordance with our legislative and regulatory obligations
- ensuring we maintain our capacity to provide reliable and evidence-based advice.

Outcomes from Executive Board meetings were communicated through the secretary's fortnightly update and our intranet.

Audit and Risk Committee

The Audit and Risk Committee (ARC) operated in accordance with the ARC Charter and provided independent advice on the appropriateness of our financial reporting, performance reporting, system of risk oversight and management, and system of internal controls. Specialised subcommittees support the ARC to review the annual financial statements, annual performance statements and the internal audit program. These are the Internal Audit Program Subcommittee, the Performance and Reporting Subcommittee and the Financial Statements Subcommittee (Figure 4).

In 2024–25 the ARC met 8 times and the subcommittees each met 4 times. [Appendix B](#) provides the membership details for 2024–25.

The Audit and Risk Committee Charter was available during the year at agriculture.gov.au/about/reporting/risk-and-audit-committee-charter.

Managing risk

Enterprise risk management

In 2024–25 we continued to apply our *Enterprise Risk Management Framework and Policy* (ERMFP) and *Internal Control Framework*, which comply with section 16 of the PGPA Act and the [Commonwealth Risk Management Policy](#).

We also continued to embed our principle-based risk-management approach to improve risk management capabilities and maturity in accordance with our risk appetite and tolerance statements. We did this by progressing targeted reform initiatives and developing additional tools and guidance.

Our chief risk officer (CRO) engaged with senior executive staff to contribute to the enterprise risk management process. The CRO, supported by a dedicated risk management team:

- established new baselines for our 9 enterprise risks for 2024–25 to ensure they remain aligned with our strategic objectives, core functions and government priorities
- developed a protocol, consistent with our ERMFP, for the enterprise risk leads to routinely appraise the status of their risks and have this considered by our Executive Board
- led the establishment of a visual enterprise risk dashboard, which provides senior executives with a high-level overview and summary of the status of risks – for example, whether our enterprise risks are being managed within their tolerances
- enhanced the enterprise risk dashboard to ensure the alignment of key business functions and that performance data is better utilised to manage our enterprise risks.

In 2024–25 we also conducted a 6-month pilot to enhance risk management and improve our ability to identify and manage divisional-level risks and controls. As part of the pilot, we:

- improved internal control practices by establishing and testing control performance metrics to provide greater assurance that divisional-level risks are being managed effectively and within tolerances
- improved evidence-based decision-making processes by utilising data and information.

Case studies and lessons from the pilot are being used to advance the standard of divisional risk and control management.

Climate risk management

Climate risk is a specialist risk category embedded in our ERMFP. This recognises that specialist risks require tailored management to comply with specific legislation and government policy.

[Commonwealth climate disclosure](#) explains how we managed our climate risk under the [Commonwealth climate disclosure Policy](#).

Corporate plan

Our *Corporate Plan 2024–25* was our primary planning document. It integrated our operations and set our strategic direction by:

- setting the objectives and key activities to achieve our purpose
- describing how we measure and report performance under the [Commonwealth Performance Framework](#).

Ministerial briefs

In 2024–25 we prepared 315 briefs and 345 submissions for the minister and assistant minister.

The ministers received 2,543 items of correspondence.

Grants

[GrantConnect](#) provides information on grants awarded by our department during 2024–25.

Freedom of information

Agencies subject to the [Freedom of Information Act 1982](#) (FOI Act) are required to publish information under the Information Publication Scheme (IPS). Our [agency plan](#) shows the information we publish to comply with the IPS requirements. Learn more about the information we publish in response to FOI requests via our [disclosure log](#).

In 2024–25 we received 120 requests for access under the FOI Act, 14 requests for internal review and 8 requests for external review. We finalised 119 requests and 14 internal reviews.

Learn more about FOI requests processed by Commonwealth agencies at the [Office of the Australian Information Commissioner](#).

Partnering with First Nations Australians

In 2024–25 we made progress on implementing our First Nations Commitment. Our goal is to support the [National Agreement on Closing the Gap Priority Reforms](#) and empower economic self-determination for First Nations Australians in agriculture, fisheries and forestry. To support this, we continued to prioritise cultural integrity, support career pathways and development, and build accountable partnerships with First Nations Australians.

We delivered our *Workforce Strategy 2024–2027* to demonstrate our ongoing commitment to stronger First Nations staff representation and inclusion. We also launched an internal *First Nations Partnership Framework* to support a culturally safe and competent workplace, elevating First Nations voices through genuine partnerships and meaningful engagement.

We continued to strengthen partnerships with First Nations Australians through the Indigenous Ranger Biosecurity Program and other programs outlined in the *National Biosecurity Strategy Action Plan*. We also implemented an Indigenous biosecurity traineeship program to provide job opportunities and career pathways in biosecurity for First Nations Australians in northern Australia.

Partnering with the Aboriginal Health and Medical Research Council, we implemented the [On Country Program: Biosecurity](#) as part of the broader Western Sydney International Airport initiative to deliver biosecurity services. This program is designed to equip First Nations Australians with the skills, knowledge and support needed to pursue careers in biosecurity.

We also established the Future Drought Fund First Nations Advisory Group. This group advises on the design and implementation of initiatives and helps improve First Nations inclusion in Future Drought Fund programs.

In November 2024 we introduced First Nations artwork in our brand that enriches our visual identity and demonstrates our respect for and recognition of First Nations cultures. Developed by contemporary Aboriginal artist Amy Allerton of the Gumbaynggirr, Bundjalung and Gamilaroi nations, *Protecting our Country, Growing our Future* tells the complex and interwoven story of agriculture, fisheries and forestry in Australia (Figure 5). Central to the artwork is the concept that we must work together to grow a sustainable and prosperous future for our Country and our people.

Figure 5 Protecting our Country, Growing our Future



Image: © Amy Allerton

Strengthening departmental capability

Progress on our Integrated Transformation Program

We launched our 4-year [Transformation Action Plan](#) (TAP) in 2023 to drive transformation projects that uplift our capability across the 5 domains of the Australian Public Service Commission Capability Review Framework.

As we implemented the TAP, new transformation priorities were identified that required coordinated, focused and timely action to accelerate delivery. These priorities were brought together in a broader Integrated Transformation Program to drive 4 pillars of work:

- 1) Embedding our new Statement of Strategic Intent
- 2) Developing a departmental operating model and structure
- 3) Developing a One DAFF departmental culture
- 4) Continuing capability uplift through the implementation of the TAP.

In 2024–25 we:

- released our *Statement of Strategic Intent*, which outlines our high-level strategic goals as we look towards and beyond 2030 and aligns with and complements our corporate plan by building on a strong foundation of governance and accountability
- refreshed our operating model, including how our corporate functions support us achieving our purpose and strategic objectives
- refreshed governance arrangements to ensure collective responsibility for setting, monitoring and clearly communicating enterprise-wide priorities
- released a new *Stakeholder Collaboration Framework* to support and empower staff to apply consistent, impactful engagement approaches that advance our vision, purpose and objectives
- established a new strategic policy branch to work across business areas to amplify and uplift policy development
- released our *Enterprise Performance Framework*, which ensures a consistent approach to planning, monitoring and reporting non-financial performance measurement
- launched our *Workforce Strategy 2024–2027* to outline our approach and key initiatives for attracting, developing and retaining the talent necessary to achieve our goals
- released our *Workforce Planning Framework* to underpin workforce planning activities by senior executives, managers and workforce planning practitioners, and corporate, strategy and enterprise planning functions
- released our financial management and accountability framework, which includes a capability uplift program, refreshed financial reporting and monitoring arrangements, and upgrades to financial systems
- released a *10 Year Digital Investment and Sustainment Roadmap*, which will support departmental and whole-of-government investment planning
- established actions to uplift data maturity that will underpin our ongoing commitment to improving data capabilities.

Investing in information and communication technology

In 2024–25 we advanced the implementation of our ICT sourcing strategy. As part of this initiative, we engaged the market for 5 distinct bundles of ICT services, establishing a dynamic multi-vendor environment. This modernised our ICT commercial arrangements, strengthened our capacity to deliver digital services and supported ongoing business improvements.

The new operating model also enabled us to enhance the management of ICT requests, changes, incidents, problems, configurations and capacity – ensuring our services remain reliable, responsive and stable.

We rely on a range of technology systems to support critical business outcomes, and cyber security is a growing priority across government.

In 2024–25 we built a stronger foundation for addressing these complex and evolving cyber risks. To do this we:

- authorised over 70 systems to operate under the *ICT Risk Management and Authorisation Framework*
- gained an understanding of specific threats faced by our department and the agricultural and trade sectors we operate within
- improved cyber monitoring to enhance visibility over threats and incidents
- ran an internal October Cyber Security Awareness Month campaign, *Secure our World*, which included interactive activities and messaging
- set high expectations for the security requirements of our new technology delivery vendors, including management of third-party risk.

Investing in regulatory maturity

We recognise that effective regulation plays an important part in supporting Australia's economy and fostering business growth. In 2024–25 we focused on improving our regulatory maturity and performance in a number of ways.

We have worked to strengthen enterprise-wide regulatory stewardship across the department. Considerable work has been undertaken, including with input from staff, to shape potential approaches. While early concepts explored the establishment of a chief regulatory officer role, current priorities – led by the Regulatory Practice Committee (RPC) – centre on enhancing regulatory maturity and performance across the enterprise, strengthening regulatory capability and fostering a culture of continuous improvement.

Our RPC continued to lead regulatory maturity initiatives and performance reporting arrangements under the Department of Finance's Resource Management Guide – [Regulator Performance \(RMG 128\)](#). This included:

- developing and maintaining our ministerial regulatory statements of expectations and corresponding regulator statement of intent
- continuing engagement with the Department of Finance's regulatory reform initiatives, including contributions to the development of the [Regulatory Policy, Practice and Performance Framework](#) and participation in the regulatory maturity pilot
- refining enterprise policies and processes on our approach to regulatory assurance, including the publication of the *Regulatory Assurance Strategy* and increased reporting on regulatory risk
- holding regular collaborative forums to co-develop a department-wide regulatory learning pathway and capability framework, share tools and knowledge across agencies and streamline regulatory processes, including developing a unified approach to sanctions
- modernising the Instructional Material Library by migrating it to an updated online platform, complemented by targeted training material to enhance staff capability in authoring and accessibility

- developing information products (including intranet webpages, videos, case studies and placemats) and a departmental policy to support staff in understanding new provisions for information sharing in biosecurity and export legislation
- continuing work under the Transformation Action Plan priority action, ‘Improving regulatory service delivery’, including
 - conducting a Have Your Say survey to gather insights from key stakeholders on the regulatory services we deliver
 - realising efficiencies through co-designed exemplar trials with industry, such as reducing the inspection time of table grapes from the United States by one hour (25%), to improve regulatory service delivery
 - developing educational materials to support stakeholders in engaging with our regulatory services and assist our inspectors in carrying out their duties effectively.

Strengthening our people’s capability – One DAFF

As One DAFF, our people are our greatest asset and we are committed to creating a workplace where individuals feel valued, included and empowered to make a difference. By strengthening our internal capability and investing in our people, we are not just preparing for future challenges, we are positioning our department to deliver better outcomes for the agricultural sector today.

In 2024–25 we invested in leadership development, strategic workforce planning and capability uplift initiatives to ensure our people are equipped to meet the demands of our changing operating environment. Through programs focused on technical excellence and [APS Craft](#), we enabled our staff to grow professionally and personally.

We continued to refine our workforce strategies, with the implementation of our *Workforce Strategy 2024–2027*, *Workforce Planning Framework* and group-level tactical workforce plans.

Investing in our people

We invested in our people by creating opportunities for development, growth and engagement at every stage of the employee experience. These investments are designed to ensure our workforce is agile, capable and equipped to respond to emerging challenges across the agricultural sector. To do this we:

- examined how we attract and engage our people through the development of the First Nations Workforce Strategy 2025–2027 and launch of the *Recruitment Strategy 2024–2027* to ensure that we are attracting diverse, highly-skilled candidates to join us in our mission
- expanded entry-level programs across multiple locations beyond the traditional Canberra intake, fostering the next generation of talent for our critical roles
- rolled out targeted learning and development programs, technical skills training and coaching initiatives to support our people’s career progression and professional excellence.

We recognise that meaningful investment in our people goes beyond skills – it’s about creating the right environment for individuals to do their best work. In 2024–25 we focused on improving workplace culture, psychological safety and employee wellbeing through our diversity and inclusion

programs, early intervention program, the rollout of the People at Work survey and flexible work arrangements.

We conducted regular engagement and action on feedback through our Census Action Plan, ensuring that our investment in people reflects what matters most to them. These actions are shaping a department where people feel seen, supported and inspired to contribute.

Maintaining a robust culture of integrity

Integrity is at the core of everything we do – it guides what we do and how we do it. We are committed to maintaining the highest standards of integrity and professionalism, and we support our staff to think and act with integrity.

In 2024–25 we delivered integrity education, webinars and drop-in sessions aimed at raising awareness of – and providing staff the knowledge and skills to recognise and respond to – poor behaviour, misconduct, fraud and corruption.

To effectively identify and manage integrity, misconduct, fraud and corruption risks, we continued to assess our integrity maturity and expanded our intelligence capability, improving our use of data and analytics, and strengthening our assurance of integrity risks.

We reviewed and updated our integrity policies to ensure they remain aligned to best practice and are tailored to the unique risks faced by our staff. To complement our new policies, we also developed supporting resources, including fact sheets, practical examples and case studies.

We promote and support a ‘speak-up’ culture, and maintain a ‘one front door, no wrong door’ approach for staff to report integrity concerns, suspected misconduct, fraud and corruption. In support of this, we made it easier for staff to seek integrity-related advice by expanding our integrity hotline, developing new guidance for staff and introducing new ways for staff to report their concerns, including anonymously.

We continued to work collaboratively with partner agencies to strengthen our responses to fraud and corruption, including with the Australian Federal Police, National Anti-Corruption Commission, Australian Taxation Office, Department of Home Affairs and Australian Border Force. Our efforts largely focused on information sharing, fraud and corruption prevention. We also engaged with other stakeholders to promote best practice via various forums, communities of practice and network events.

APS Strategic Commissioning Framework annual targets

The [APS Strategic Commissioning Framework](#) is part of the Australian Government’s commitment to reduce inappropriate outsourcing of core work and strengthen the capability of the APS.

During 2024–25 we embedded the 7 principles of the framework into our regular workforce planning processes, budgeting processes, and procurement practices and policies.

Our target for 2024–25 was to bring \$7,492,684 of core work in-house in the areas of administration, accounting and finance, data and research, ICT and digital services, portfolio program and project management, and trades and labour.

This target was partially achieved, with the transfer of 92 contracts and 2 consultancies to APS staff and an actual reduction of \$4,218,974 in relevant supplier expenditure in 2024–25. This reflects several challenges, including the need to allow adequate time to transfer and build capability in the APS workforce, time to undertake and complete merit-based recruitment processes and limited labour market availability in key areas.

Flexible working arrangements

Through our enterprise agreement, implemented in April 2024, we recognised that staff preferences for how and where they work have changed.

During the year, we encouraged and actively supported staff to explore and implement innovative approaches to how they perform their work and provided them with the autonomy and resources to experiment with new methods, such as flexible schedules, working remotely, team collaboration tools and alternative meeting formats.

We remain committed to building a workplace that accommodates diverse employee needs, while maintaining high levels of service delivery and operational efficiency.

Learning and development

We continued to build staff capability by delivering a range of learning and development opportunities, with a focus on developing APS craft and departmental core capabilities. This was supported by the launch of the centrally managed Corporate Learning and Development Catalogue, aligned with our *Workforce Strategy 2024–2027*, corporate plan and broader government frameworks and priorities.

We also enhanced our learning management system, Learnhub, introducing new functionality, improved reporting, and easier access to the Corporate Learning and Development Catalogue.

Our mandatory learning suite in Learnhub provided staff with the knowledge and resources to work lawfully, professionally and safely, supporting compliance with legislated obligations. We also shared our training packages with several other APS agencies.

In 2024–25 we:

- commenced development of a capability framework aligned with our *Workforce Strategy 2024–2027* and associated tactical workforce plans
- continued the Study Support Scheme to support staff undertaking relevant studies by offering financial assistance and/or study leave, and automated the application process to streamline workflows and improve efficiency
- delivered live learning opportunities to support staff development in areas such as leadership and management, communication, change, policy, data and digital, and finance
- designed and developed e-learning packages, animations and resources such as ‘Learning Bites’ placemats

- embedded centralised funding for leadership and talent development programs
- implemented the Corporate Learning and Development Catalogue to support consistent capability uplift and build a strong corporate centre.

We continued to work collaboratively with the APS Academy, sharing data, evaluations and training materials. Through the academy’s Single Agency delivery program, we delivered a range of APS Academy courses in-house and participated in their leadership development programs.

Work health and safety

Notifiable incidents

Table 12 and Table 13 show the number of notifiable incidents, investigations, notices (improvement, prohibition, non-disturbance or infringement), prosecutions and other matters that occurred in 2024–25. This information is provided in accordance with schedule 2, part 3 of the [Work Health and Safety Act 2011](#) (WHS Act).

Table 12 Work Health and Safety incidents notified, 2024–25

Incident type requiring notice under section 38 of the WHS Act	Number
Death that required notice	0
Serious injury or illness that required notice	8
Dangerous incident that required notice	3

Table 13 Work Health and Safety investigations, improvement notices and prosecutions, 2024–25

Notice of investigation type	Number
Notice given to the department under section 155 (obtain information) of the WHS Act	2
Notice given to the department under section 191 (improvement notice) of the WHS Act	0
Notice given to the department under section 195 (prohibition notice) of the WHS Act	0
Notice given to the department under section 198 (non-disturbance notice) of the WHS Act	0
Investigation conducted under part 10 of the WHS Act	0

Initiatives and outcomes

In 2024–25 we remained committed to ensuring the health and safety of our people, visitors and others who work with and for us. We took an evidence-based approach in our response to ongoing and emerging work health and safety (WHS) risks, such as Japanese encephalitis, fatigue management, psychosocial risks and potential occupational exposure to chemicals at our border.

We continued to collaborate and consult widely to support positive health and safety outcomes. For example, we:

- appointed an occupational hygienist to evaluate risks associated with fumigants
- assessed proposed shift work changes and potential fatigue risks
- consulted with industry and external subject-matter experts regarding fumigant detection devices
- engaged with ergonomists to assess manual handling practices for crated animals at our Post Entry Quarantine Facility

- engaged with our staff on hazard identification, development of risk assessment, WHS committees, health and safety representatives and issue resolution processes
- reviewed WHS processes to ensure they remain fit for purpose and protect our frontline staff.

During the year, we also:

- commenced redevelopment of our safety management system
- continued to implement our *Mental Health and Wellbeing Strategy 2021–2025*
- continued to implement our *Work Health and Safety Strategic Plan 2021–2024*, focusing on the 5 pillars – supporting people to thrive, managing our WHS risks, strengthening our safety culture, building and integrating our systems, and developing our safety capability
- delivered our annual influenza vaccination program
- improved functionality of our online incident reporting platform to make it easier to use and enhance the investigation process for incidents and hazards
- refreshed our WHS committees with improved information and data
- released new guidance information to help our WHS officers to meet due diligence obligations.

As part of our continued focus on mental health and wellbeing, we:

- delivered mental health and wellbeing sessions in partnership with our employee assistance program provider PeopleSense by Altius
- developed a triage tool to assess and manage psychosocial and psychological incidents.

Disability reporting mechanism

Australia's Disability Strategy 2021–2031 provided the framework for inclusive policies, programs and infrastructure. It ensured the principles of the United Nations Convention on the Rights of Persons with Disabilities were incorporated into policies and programs that affect people with disability, their families and carers. Progress reports are in [Australia's Disability Strategy Hub](#). Disability reporting is also in the State of the Service reports and the APS Statistical Bulletin. These reports are available at [APSC.gov.au](https://apsc.gov.au).

External scrutiny

Audit of annual performance statements

During the year, the ANAO audited our annual performance statements against the requirements of the PGPA Act and PGPA Rule. [Part 1: Annual performance statements](#) describes the improvements to our performance measures that were made during this process.

Audit of annual financial statements

During the year, the ANAO audited our annual financial statements. The audit assessed whether our financial statements were prepared in accordance with the relevant legislation and frameworks, including the Australian Accounting Standards Board (AASB) standards and other rules made under the PGPA Act, and accurately presented our department's financial position, financial performance and cashflows.

Auditor-General

Reports on activities

In 2024–25 the Auditor-General tabled one report about our activities (Table 14). Our response to this audit is located in the report itself.

Table 14 Auditor-General reports, 2024–25

Report number	Audit	Published
32 of 2024–25	Delivery of the Biosecurity Workforce	21 May 2025

Commonwealth Ombudsman

In 2024–25 the Commonwealth Ombudsman did not release any reports covering our operations.

Courts and tribunals

In 2024–25 there were no judicial decisions or decisions of administrative tribunals relating to portfolio matters that had a significant effect on the operations of our department.

Portfolio oversight

Inspector-General of Biosecurity

Dr Lloyd Klumpp was the Inspector-General of Biosecurity in 2024–25. The Inspector-General independently evaluated and verified the performance of our biosecurity risk management measures and systems.

In 2024–25 the Inspector-General published one review: [Review of the management and application of the import risk analysis process](#).

Inspector-General of Animal Welfare and Live Animal Exports

Dr Michael Bond was the acting Inspector-General of Animal Welfare and Live Animal Exports until 21 August 2024. Dr Katherine Clift was appointed to the role of Inspector-General of Animal Welfare and Live Animal Exports on 30 September 2024. Dr Clift's appointment is for 5 years.

In 2024–25 the Inspector-General published 2 reviews: the [Independent Observer Program](#) and the [Implementation of Inspector-General of Live Animal Exports recommendations](#).

Our responses can be found within the reviews.

Parliamentary committees

Committee reports

During 2024–25 parliamentary committees tabled 4 reports that required a response from our portfolio (Table 15).

Table 15 Parliamentary committee reports, 2024–25

Committee	Report	Tabling date
Rural and Regional Affairs and Transport References Committee	Australian winegrape purchases code of conduct	28/2/2025
Rural and Regional Affairs and Transport Legislation Committee	National Organic Standard Bill 2024	11/02/2025
Standing Committee on Agriculture	Trading North: Inquiry into the role of Australian agriculture in Southeast Asian Markets	27/11/2024
Joint Committee of Public Accounts and Audit	Report 505: Inquiry into Policy and Program Design and Implementation	4/11/2024

Government responses to committee reports

In 2024–25 we tabled 2 government responses to parliamentary committee reports relevant to the portfolio (Table 16).

Table 16 Government responses to parliamentary committee reports, 2024–25

Committee	Report	Tabling date
Standing Committee on Agriculture	Advisory Report: Export Control Amendment (Ending Live Exports by Sea) Bill 2024	04/02/2025
Rural and Regional Affairs and Transport References Committee	Red imported fire ants in Australia: Don't Let This Come Back to Bite Us	28/10/2024

External service providers

Procurement

Our procurement practices focused on value for money; encouraging competition; efficient, effective, economical and ethical procurement; and accountability and transparency. These practices comply with:

- relevant Commonwealth legislation
- the Commonwealth resource management framework, which includes the Commonwealth Procurement Rules and the PGPA Act
- our accountable authority instructions
- internal procurement policies and guidelines.

Our staff were provided with guidance, specialist advice and assistance to meet our obligations. Additionally, we upgraded our financial management information system to improve oversight and help meet Commonwealth procurement requirements.

Supporting sustainable procurement

We followed the government's *Environmentally Sustainable Procurement Policy*, which supports better outcomes for the climate and environment by reducing waste and encouraging reuse and recycling. The policy also helped us consider climate risk when making purchasing decisions, particularly for major procurements.

We improved our procurement capability by:

- promoting compliance with the Commonwealth Procurement Rules, in particular the consideration of environmental sustainability and the use of recycled content when assessing value for money
- promoting and maintaining our *Procurement Policy Guidelines: Sustainable Procurement*, which offers guidance on using recycled resources and helps officials balance value for money with environmentally sustainable outcomes.

Supporting Indigenous businesses

We supported the goals of the Australian Government's *Indigenous Procurement Policy* (IPP) by engaging with Indigenous businesses and promoting our Procurement Policy Guidelines. As a result, we exceeded the IPP target for contracts awarded to Indigenous businesses.

Supporting small and medium enterprises

We support small business participation in the Australian Government procurement market. Small and medium enterprises (SME) and small enterprise participation statistics are available on the [Department of Finance website](#).

The department recognises the importance of ensuring that small businesses are paid on time. The results of the survey of Australian Government payments to small business are available on the [Treasury website](#).

Our procurement practices supported small and medium enterprises by using:

- the Commonwealth Contracting Suite for low-risk procurements valued at under \$1 million
- small-business engagement principles such as communicating in clear, simple language and presenting information in an accessible format
- credit cards where possible for purchases under \$10,000.

Consultancies

We engaged consultants where we lacked specialist expertise or required independent research, review or assessment. These consultants were typically engaged to:

- investigate or diagnose a defined issue or problem
- carry out defined reviews or evaluations
- provide independent advice, information or solutions to assist in our decision-making.

Before we engaged consultants, we considered the skills and resources required for the task, the skills available internally and the cost-effectiveness of engaging external expertise. We made

decisions to engage consultants in accordance with the PGPA Act and related rules, including the Commonwealth Procurement Rules.

Reportable consultancy contracts

During 2024–25, 27 new reportable consultancy contracts were entered into, involving total actual expenditure of \$4.13 million. In addition, 43 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$2.73 million. Table 17 and Table 18 show actual expenditure on reportable consultancy contracts in 2024–25.

Table 17 Reportable consultancy contract expenditure, 2024–25

Item	Number	Expenditure (\$ GST inclusive)
New contracts entered into during the reporting period	27	4,127,144
Ongoing contracts entered into during a previous reporting period	43	2,730,484
Total	70	6,857,628

Table 18 Reportable consultancy contract expenditure, by organisation, 2024–25

Organisation	ABN	Expenditure (\$ GST inclusive)	Proportion of total spend (%)
Callida Pty Ltd	40 154 007 664	1,058,136	15
Jones Lang LaSalle (ACT) Pty Ltd	69 008 585 260	677,697	10
McGrathNicol Advisory Partnership	34 824 776 937	515,523	8
Puzzle Partners Consulting Pty Ltd	69 107 246 926	344,211	5
Noetic Solutions Pty Limited	87 098 132 024	297,175	4

Note: Expenditure may be across multiple contracts. In accordance with Department of Finance guidance, this table includes only those organisations who received the 5 largest shares of expenditure.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the [AusTender website](#).

Reportable non-consultancy contracts

During 2024–25, 1,127 new reportable non-consultancy contracts were entered into, involving total actual expenditure of \$168.96 million. In addition, 1,308 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$413.02 million.

Table 19 and Table 20 show actual expenditure on reportable non-consultancy contracts in 2024–25.

Table 19 Expenditure on reportable non-consultancy contracts, 2024–25

Contract	Number	Expenditure (\$ GST inclusive)
New contracts entered into during the reporting period	1,127	168,963,099
Ongoing contracts entered into during a previous reporting period	1,308	413,024,929
Total	2,435	581,988,028

Table 20 Organisations receiving a share of reportable consultancy contract expenditure, 2024–25

Organisation	ABN	Expenditure (\$ GST inclusive)	Proportion of total spend (%)
Jones Lang LaSalle (ACT) Pty Ltd	69 008 585 260	63,771,536	11
Accenture Australia Pty Ltd	49 096 776 895	34,479,907	6
DXC Enterprise Australia Pty Ltd	16 612 896 527	27,582,955	5
Data#3 Limited	31 010 545 267	21,151,789	4
Emanate Technology Pty Ltd	72 610 354 955	15,930,049	3

Note: Expenditure may be against multiple contracts. In accordance with Department of Finance guidance, this table includes only those organisations who received the 5 largest shares of expenditure.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the [AusTender website](#).

Other contract information

During 2024–25 no contracts of \$10,000 or more (GST inclusive) or standing offers were exempted by the secretary from being published on AusTender. Any exempt matters would be disclosed under the *Freedom of Information Act 1982*.

Table 21 shows the contracts entered into during the reporting period with a value of \$100,000 or more (GST inclusive) that did not include the Australian National Audit Office access clause.

Table 21 Contracts that did not include Australian National Audit Office access clause, 2024–25

Contractor	Purpose	Total contract value (\$ GST inclusive)
Perth Airport Pty Ltd	Commercial lease	5,694,422
Sentinel Regional Office Pty Ltd	Commercial lease	2,138,783
Gartner Australasia Pty Limited	Executive leadership team subscription	763,070
Portcity Investments Pty Ltd	Commercial lease	539,611
Northern Peninsula Area Regional Council	Commercial lease	525,054
Elsevier	Library subscription services	361,590
Spotless Facility Services Pty Ltd	Venue and catering	235,270
Lexis Nexis	LEX 387 – LexisNexis subscription	225,057
Torres Strait Island Regional Council	Commercial lease	176,708
Dijihawk Pty Ltd	Treaty Village Fruit Fly Trapping Program 2024–25	173,001
Queensland Radio Services Pty Ltd	Two-way radio equipment and network access services	169,840
Hotel Realm Pty Ltd	ABARES Outlook 2026 conference venue	167,900
Promega Corporation	Biosecurity plant diagnostic laboratory equipment	160,000
Visual Analysis Pty Ltd	i2 notebook and licence support	153,164
EBSCO Australia	Library subscription services	151,629
Exmile Solutions Limited	Marine traffic licencing agreement	150,000
CAB International CABI	Library subscription services	143,323
A.T.A. Scientific Pty Limited	Desktop scanning electron microscope	140,000
Sydney Airports Corporation Ltd	Wi-fi services	136,250
Hotel Realm Pty Ltd	ABARES Outlook 2025 conference	113,539
IHS Global Pty Ltd	Data services	110,000
Scott And Jenna Harris	Residential lease	107,986
Torres Shire Council	Commercial lease	106,119
Cairns Airport Pty Ltd	Fibre connectivity services	104,935

Note: Expenditure may be against multiple contracts. Business names are consistent with what has been published on AusTender.

Advertising and market research

Advertising campaigns

During 2024–25 we conducted no advertising campaigns.

Further information on advertising campaigns is available at [Public awareness and education](#) and in the reports on Australian Government advertising prepared by the Department of Finance. These reports are available on the [Department of Finance website](#).

Expenditure

Table 22 lists our payments to market research and advertising organisations (including recruitment advertising) in 2023–24 to deliver market research, public interest notices and non-campaign advertising activities.

Table 22 Advertising and market research expenditure, 2024–25

Type	Organisation	Description	Expenditure (\$ GST inclusive)
Market research	Instinct and Reason Pty Ltd	International traveller and biosecurity awareness	28,600.00
Market research	Hardhat (Thinkerbell)	HPAI public notice information	199,342.00
Market research	Verian	HPAI public notice information	916,190.00
Advertising	APS Jobs	Recruitment advertising	100,303.00
Advertising	Universal McCann	Recruitment advertising	206,065.58
Advertising	Universal McCann	International traveller and biosecurity awareness	233,295.34
Advertising	Universal McCann	Pork products biosecurity awareness	95,700.00
Advertising	Universal McCann	Hitchhiker Pest awareness public notice information	88,000.00
Advertising	Universal McCann	HPAI public notice information	488,196.00
Advertising	Universal McCann	ABARES Outlook Conference 2024–25	19,800.00
Advertising	Universal McCann	Future Drought Fund: Prepare and manage	19,999.98
Advertising	Universal McCann	Phase out of live sheep exports by sea – transition assistance public notice information	2,303,477.00
Printed collateral	AdPrint, Instant Colour Press	HPAI public notice information	26,317.98

Note: Under section 311A of the [Commonwealth Electoral Act 1918](#), only payments exceeding \$16,300 require itemised disclosure.

The report on [Campaign Advertising by Australian Government Departments and Agencies](#), prepared by the Department of Finance, provides details of campaigns where expenditure was greater than \$250,000 (excluding GST).

Part 3: Annual reports on the operation of legislation

Biosecurity Act 2015

Section 614G of the *Biosecurity Act 2015* requires the secretary to prepare an annual report showing the total amounts paid under arrangements or grants for dealing with risks posed by diseases and pests (and total number of such arrangements) that were made by the agriculture minister during the reporting period.

In 2024–25 we administered 8 grants totalling \$8,838,694 (GST exclusive) and 33 arrangements totalling \$17,924,816 (GST exclusive) in response to biosecurity risks posed by diseases or pests.

Export Control Act 2020

Section 424C of the *Export Control Act 2020* requires the secretary to prepare an annual report on the total amounts paid under arrangements or grants (and the total number of such arrangements or grants) made by the agriculture minister in response to the phasing out of live sheep exports by sea.

In 2024–25 we administered 2 grants totalling \$1,768,000 (GST exclusive) and nil arrangements in response to the phasing out of the export of live sheep by sea.

Farm Household Support Act 2014

Section 104 of the [Farm Household Support Act 2014](#) requires the secretary to prepare an annual report on the administrative operation of this Act (see [Financial statements](#)).

Natural Resources Management (Financial Assistance) Act 1992

Section 26(1) of the [Natural Resources Management \(Financial Assistance\) Act 1992](#) requires an annual report on the operation of and agreements made under the Act. We administer the Act jointly with the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

In 2024–25 no payments or agreements were made from the account.

Primary Industries Levies and Charges Disbursement Act 2024

The *National Residue Survey Administration Act 1992* (NRSA Act) was repealed on 1 January 2025. The *Primary Industries Levies and Charges Disbursement Act 2024* (PILCD Act) replaced the NRSA Act from 1 January 2025.

Section 67 of the PILCD Act requires the secretary to report on the operation of the National Residue Survey Special Account in our annual report. This section fulfils that requirement for 2024–25.

Operation

The National Residue Survey monitors residues of pesticides, veterinary medicines and environmental contaminants in Australian food commodities. This monitoring was industry funded, mainly through levies on tested commodities. The survey covered:

- animal commodities – cattle, sheep, pigs, camels, deer, goats, horses, kangaroos, poultry (such as chickens, ducks, quails and turkeys), wild boars, buffalos, honey, eggs and aquatic species (both aquaculture and wild-caught seafood)
- grains – cereals (wheat, barley, oats, maize, millet, rye, sorghum and triticale), pulses (chickpeas, cow peas, pigeon peas, field peas, faba beans, lentils, vetch, navy beans, mung beans, soybeans, lupin and adzuki beans), and oilseeds (canola, sunflower, safflower and linseed)
- horticultural commodities – almonds, apples, macadamias and pears.

During the year, compliance with Australian standards was:

- 99.82% across 39 animal products (based on 8,173 samples from meat, eggs, honey and aquatic species)
- 98.93% across 28 plant products (based on 6,816 samples from grains and horticulture).

Compliance rates were based on the number of samples that complied with Australian standards. In a small number of samples, more than one chemical may have been present that was non-compliant with Australian standards.

The [National Residue Survey results](#) for animal and plant products are published each year.

Financial information

Table 23, Table 24 and Table 25 provide financial information on the National Residue Survey.

Table 23 National Residue Survey revenue and expenses, 2023–24 and 2024–25

Item	2023–24 (\$'000)	2024–25 (\$'000)
Sale of goods and rendering of services	457	668
Interest on investments	793	796
Levies	12,275	13,517
Revenue from government	2	8
Total revenue	13,527	14,989
Employee benefits	2,809	2,777
Analytical testing	8,302	7,269
Contractors and consultants	562	440
Depreciation and amortisation	317	303
Other	1,238	1,724
Total expenses	13,228	12,513
Surplus/(deficit)	299	2,475

Note Comparative amounts for other expenses, depreciation and amortisation, and contractors have been reclassified for consistency with the current year's reporting requirements.

Table 24 National Residue Survey assets, liabilities and equity, 2023–24 and 2024–25

Item	2023–24 (\$'000)	2024–25 (\$'000)
Cash and cash equivalents	2,914	5,193
Trade and other receivables	31	22
Investments	16,000	16,000
Intangibles	96	75
Accrued revenue	2,559	2,815
Other assets	66	60
Total assets	21,666	24,164
Employee provisions	608	695
Suppliers and other payables	657	594
Total liabilities	1,265	1,288
Reserves	19,646	22,119
Other	756	757
Total equity	20,402	22,876

Table 25 National Residue Survey Account transactions, 2023–24 and 2024–25

Item	2023–24 (\$'000)	2024–25 (\$'000)
Balance brought forward from previous period	2,661	2,914
Appropriation for reporting period	2	7
Other receipts	29,356	30,736
Total receipts	29,358	30,743
Payments made to employees	–2,806	–2,678
Payments made to other	–26,299	–25,786
Total payments	–29,105	–28,464
Total balance carried to the next period	2,914	5,193

Section 87 of the PILCD Act requires the secretary to report on the total number and amount of recoverable payments made that our staff were aware of in 2024–25, and our staff became aware of in 2024–25 that were not reported in an earlier financial year. Table 26 provides the information for 2024–25.

Table 26 Recoverable payments, 2024–25

Financial year	Number of recoverable payments	Total amount (\$ GST inclusive)
2020–21	4	1,269
2021–22	7	5,111
2022–23	9	5,074
2023–24	24	33,853
2024–25	14	26,218

Part 4: Financial information

Financial performance

Introduction

During 2024–25 we continued to enhance our financial management capability in line with our commitments in the *Corporate Plan 2024–25* and *Transformation Action Plan*. This has supported effective fiscal management in an environment of multifaceted challenges, including evolving biosecurity threats, climate change impacts and rising global trade policy uncertainty.

Our 2024–25 comprehensive operating result was a loss of \$52.8 million, which after adjusting for unfunded depreciation and amortisation and the impact of AASB 16 Leases was a net cash operating surplus of \$0.3 million.

Our net asset position increased by \$72.7 million during the financial year, as we continued to refresh and replace essential property and ICT assets to reduce the service delivery risk.

Biosecurity funding and expenditure report

The *Biosecurity funding and expenditure report 2024–25* will be published on our website in late October 2025. It reports on the Australian Government's commitment under the sustainable biosecurity funding package announced in the 2023–24 Budget. It provides analysis of our biosecurity expenditure and details progress against the *DAFF Biosecurity 2030 Roadmap*.

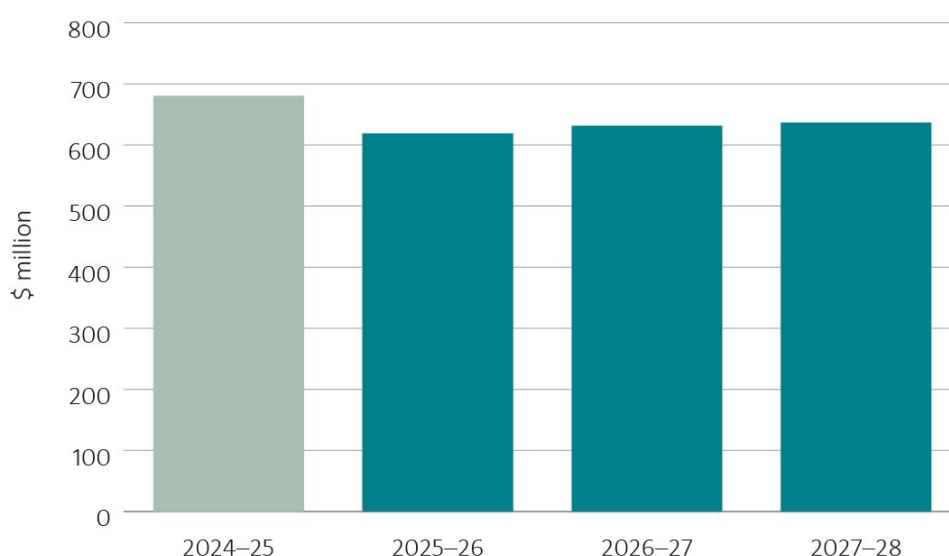
Significant non-compliance with finance law

No instances of significant non-compliance with finance law occurred during 2024–25.

Departmental revenue

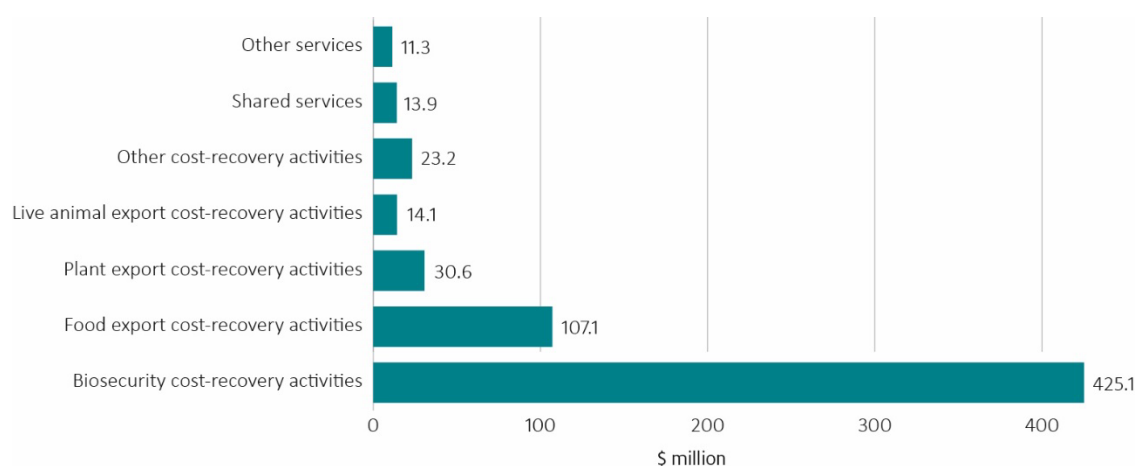
Our own-source income for 2024–25 was \$680.6 million. We recognised appropriation revenue of \$759.5 million. Figure 6 shows actual own-source revenue for 2024–25 and budgeted revenue figures from 2024–25 to 2027–28.

Figure 6 Own-source revenue, 2024–25 to 2027–28



Our own-source income is mainly from contracts with customers. Figure 7 shows the breakdown of revenue from contracts with customers by cost-recovery activity.

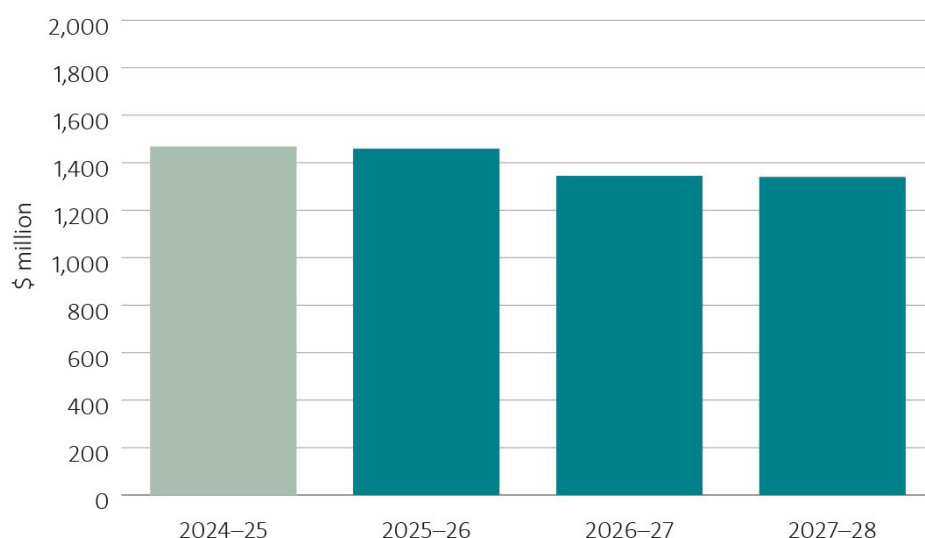
Figure 7 Revenue from contracts with customers by cost-recovery activity, 2024–25



Departmental expenses

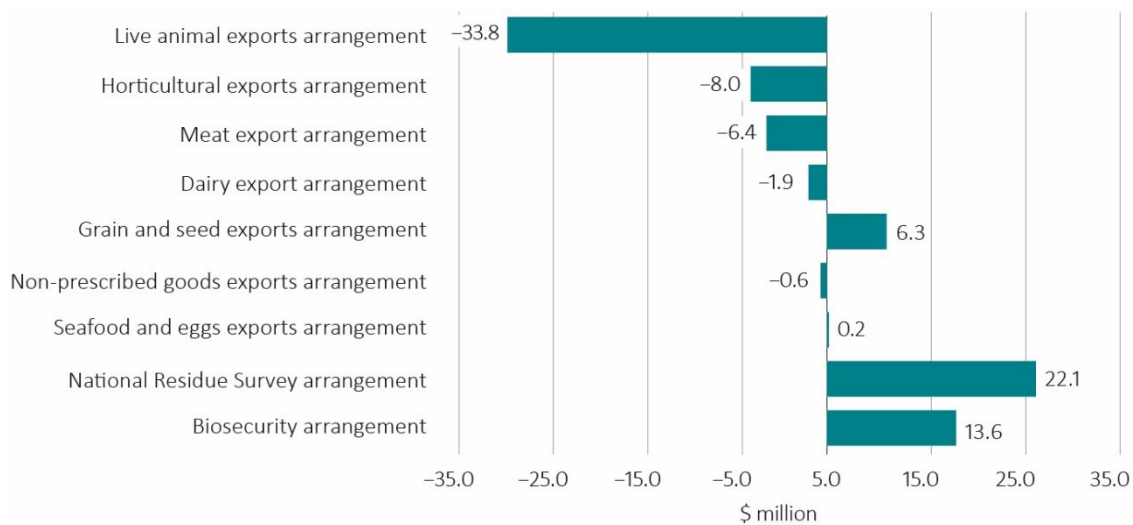
Our expenses for 2024–25 totalled \$1.468 billion. Figure 8 shows our actual operating expenses for 2024–25 and budgeted expenditure from 2024–25 to 2027–28.

Figure 8 Departmental expenses, 2024–25 to 2027–28



Cost-recovery arrangement balances

We operated cost-recovery arrangements across biosecurity, export certification and other services in accordance with the Australian Government Charging Framework and within our regulatory remit governed by the *Biosecurity Act 2015*, the *Export Control Act 2020*, and the *Imported Food Control Act 1992*. Figure 9 shows the cost-recovery reserve balances at the end of 2024–25.

Figure 9 Cost-recovery arrangement balances, at 30 June 2025

Note: Surplus balances are recorded in the cost recovery reserve and deficit balances are recorded in the accumulated results. Both are components of the total equity balance reported in the department's statement of financial position.

Managing our assets

Departmental activities

Our major investments are in land, buildings, ICT hardware and software, and right-of-use assets. At 30 June 2025 our non-financial asset base was valued at \$679.4 million, of which \$309.4 million was right-of-use assets. Most of these assets are related to property leases for offices, laboratories, data facilities, vehicles and residences in remote and international locations (see [Financial statements](#)).

We made strategic investments to maintain and improve our services consistent with government priorities and business needs. We managed capital investment through a comprehensive process that involved multiple governance bodies. This process helped us to prioritise and evaluate capital proposals and ensure investments were made effectively.

In 2024–25 we began a significant security, technology and asset refresh program across the department, which will be delivered over 4 years. We also continued investment in several significant IT software improvement projects, including a 3-year program of work to address challenges associated with cargo import processes and systems. All assets are managed and reported in accordance with relevant accounting standards and Australian Government policies.

Administered activities

Farm Household Allowance

We assisted eligible farming families experiencing financial hardship by providing fortnightly income support, allowances for pharmaceuticals and household bills, a financial assessment of their farm business, training and skills development funding, and case management support. Assistance was delivered through Services Australia.

Future Drought Fund

In 2024–25 we provided funding for programs, grants and arrangements to help Australian farmers and communities become more prepared for – and resilient to – the impacts of drought and climate change.

We worked closely with a network of delivery partners that help us deliver Future Drought Fund programs and projects on the ground to bring local ideas to life. We began implementing these programs progressively from 1 July 2024.

In the 2024–25 Budget the Australian Government committed \$519.1 million over 8 years for programs and initiatives that support:

- partnering for local solutions
- First Nations initiatives
- building knowledge, skills and capability
- innovating for transformation
- measuring progress and knowledge sharing.

Regional Investment Corporation

The Regional Investment Corporation (RIC) administered 5 loan programs targeted at farm businesses, primary production—small businesses and other eligible businesses. Loans were made under the Farm Investment, Drought, AgBiz, AgRebuild and AgriStarter schemes for periods of up to 10 years.

Administered program performance

In 2024–25 we managed administered assets of \$4.302 billion on behalf of the Australian Government.

This comprised \$3.974 billion in loans to farm businesses through the RIC and investments in 7 portfolio entities.

Administered income for 2024–25 was \$1.052 billion. The main source of administered income was primary industry levies and charges.

Administered expenditure for 2024–25 was \$1.522 billion. These expenses are primarily:

- levy disbursements and Commonwealth contributions
- grants
- income support for farmers
- concessional loan discounts
- suppliers
- payments to corporate entities.

Financial statements
Department of Agriculture, Fisheries and Forestry
for the period ended 30 June 2025

Independent auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Agriculture, Fisheries and Forestry

Opinion

In my opinion, the financial statements of the Department of Agriculture, Fisheries and Forestry (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Secretary and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

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38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Key audit matter	How the audit addressed the matter
Completeness and accuracy of Own Source Revenue <i>Refer to Note 2A 'Revenue from contracts with customers' and Note 17 'Regulatory Charging Summary'</i> I considered this area a key audit matter due to the significant value of revenue from import and export regulatory functions and the risk that the declaration process results in under-collection and/or reporting of import and export revenue because of the complex administrative and information technology (IT) system arrangements that support the collection of fees and charges. The Entity collects a range of legislated fees and charges for import and export regulatory functions. Information is captured through multiple business systems via manual data entry and online applications. As fees and charges revenue is dependent on the declared volume and nature of import and export activity, the Entity undertakes a revenue assurance program to obtain assurance that declarations made completely and accurately report the value, volume and nature of goods declared. For 2024–25, total own source revenue from import and export regulatory functions was \$625.5 million.	To audit the completeness and accuracy of own source revenue, I performed the following procedures: - assessed the design, implementation and operating effectiveness of the Entity's revenue assurance programs that provide the Entity with assurance over the completeness and accuracy of own source revenue; - tested the design, implementation and operating effectiveness of IT general controls and application controls for selected revenue and finance business systems; - agreed the fees and charges recorded in revenue business systems and the finance system, which are used to calculate own source revenue, to legislation; and - tested, on a sample basis, that revenue transaction calculations were accurate based on the applicable legislative rates, and that the transaction is valid and supported by appropriate documentary evidence.
Key audit matter	How the audit addressed the matter
Completeness and accuracy of primary industry levies and charges <i>Refer to Note 19A 'Levies and Charges'</i> I considered this area a key audit matter as there is a risk of under-collection of levies and charges arising from the submission of inaccurate levy returns and declarations, whether accidental or deliberate. Levies are collected from primary industry producers and agents using a self-assessment regime based on levels of production. The Entity undertakes a risk based National Compliance Program to obtain assurance that levy returns and declarations completely and accurately report the value and quantity of agricultural commodities declared. For 2024-25, the total primary industry levies and charges reported were \$673.5 million.	To audit the completeness and accuracy of primary industry levies and charges revenue, I performed the following procedures: - assessed the design, implementation and operating effectiveness of the IT general and application controls implemented by the Entity to confirm the integrity of data and calculation of levies within the levies' IT system. This included an assessment of the completeness and accuracy of data transferred between the levies' IT system and the finance system; - assessed the design, implementation and operating effectiveness of the Entity's National Compliance Program that provides the Entity with assurance over the accuracy and completeness of submitted returns and levies collected; - agreed changes of levy rates recorded in the levies IT system to approvals signed by the Minister; and - tested a sample of revenue transactions by agreeing calculations to supporting documentation, and sighted approvals.

Key audit matter	How the audit addressed the matter
Valuation of Loans to State and Territory Governments and Farm Businesses <i>Refer to Note 20B 'Loans receivables' and Note 22 'Loan Commitments to Farm Businesses'</i> I considered this area a key audit matter given the significance of this balance to the Entity's receivable balances and the significant judgement in, and complexity of, calculations to determine the valuation of the loan balances. The Entity is responsible for administering a range of loans to farm businesses which are classified as concessional loans. Loans are made to State and Territory Governments and to farm businesses through the Regional Investment Corporation, who are responsible for the ongoing maintenance and management of the loans and reporting to the Entity on loan transactions. Impairment of loan balances is calculated using a 12 month expected credit losses valuation model. This model is dependent on assumptions that require significant judgement about the value of security held against each loan, the impact of natural disasters, and macroeconomic factors including interest rates and commodity pricing. The loans receivable balance as at 30 June 2025 was \$2,881.8 million. The value of concessional loan discount expense for the year ended 30 June 2025 was \$30.7 million.	To audit the valuation of the loans to State and Territory Governments and farm businesses, I performed the following procedures: • agreed a sample of approvals of new loans to loan contracts and other supporting documentation; • evaluated the application of the Entity's accounting policy for the recognition and measurement of the fair value of new loans in accordance with the Australian Accounting Standards, including any concessional component; • assessed the reasonableness of the methodology and key assumptions applied to the impairment assessment supporting the valuation of the loans against accepted industry benchmarks; and • assessed the Entity's monitoring of loans and service payments collected to assess the accuracy and completeness of information provided by the State and Territory Governments and the Regional Investment Corporation.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Secretary is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Secretary is also responsible for such internal control as the Secretary determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Secretary is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Carla Jago

Group Executive Director

Delegate of the Auditor-General

Canberra

5 September 2025

Statement by the Secretary and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Department of Agriculture, Fisheries and Forestry will be able to pay its debts as and when they fall due.

Signed.....

Adam Fennessy PSM
Secretary

5 September 2025

Signed.....

Matthew Geysen
Chief Finance Officer

5 September 2025

Overview

The Department of Agriculture, Fisheries and Forestry (the department) conducts activities on behalf of the Government to enhance Australia's agriculture, fisheries and forestry through regulation and partnership, with two outcomes focused on:

- more sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries; and
- safeguarding 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.

The department's national office is located in Canberra, ACT and has other offices located throughout Australia. The department is an Australian Government controlled not-for-profit entity. The department has a vision for a more sustainable and prosperous Australia through biosecurity, agricultural production and trade. We achieve our vision through our purpose: working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

The department's activities are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, revenues and expenses controlled or incurred by the department in its own right. Administered activities involve the management and oversight by the department, on behalf of the Australian Government, of items controlled or incurred by the Australian Government.

The continued existence of the department in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

Impact of machinery of Government changes

Comparative restructuring information includes movements of functions and responsibilities between Commonwealth entities during the 2023–24 financial year as follows:

- The transfer of responsibility for administering the Rural Financial Counselling Service from the National Emergency Management Agency to the department.

The basis of preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

We have prepared the financial statements in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian accounting standards and interpretations – including simplified disclosures for tier 2 entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and are in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

New accounting standards

All new, revised or amending standards and interpretations that were issued prior to the sign-off date in the current reporting period have been considered and did not have an impact on the department's financial statements.

Taxation

The department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax (GST). Revenues, expenses, assets and liabilities are recognised net of GST except where the amount of GST incurred is not recoverable from the Australian Taxation Office and for receivables and payables.

Reporting of administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes. Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Potential breach of section 83 of the Constitution

Section 83 of the *Commonwealth of Australia Constitution Act 1900* (the Constitution) provides that no amount may be paid out of the Consolidated Revenue Fund except under an appropriation by law.

The department identified a special appropriation with statutory conditions for payments which have the potential to result in breaches of the Constitution. Payments made under the *Farm Household Support Act 2014* (FHA Act) of \$62.007 million were made during 2024–25. As at 30 June 2025, \$2.950 million worth of overpayments have been recorded as debts, and within this there may be amounts that relate to potential breaches. It is not possible to eliminate the potential for section 83 breaches for FHA Act payments made by Services Australia on behalf of the department. Information provided by customers is relied upon to assess the eligibility to receive payments. This information provided by customers is not always accurate or may be affected by changing circumstances which can result in a breach of section 83 of the Constitution. There has been no information or circumstances where a breach has been identified in 2024–25.

Events after the reporting period

Departmental

There have been no events after the reporting period that had the potential to significantly affect the ongoing structure and financial activities of the department.

Administered

There have been no events after the reporting period that had the potential to significantly affect the ongoing structure and financial activities of the department.

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Departmental financial statements

Statement of comprehensive income for the period ended 30 June 2025

		2025	2024	Original Budget
	Notes	\$'000	\$ '000	2025 \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1A	848,423	711,712	714,219
Suppliers	1B	481,851	441,532	592,437
Depreciation and amortisation	4	101,095	87,393	104,702
Grants	1C	2,807	10,897	4,938
Finance costs	1D	16,529	16,671	15,242
Impairment loss on financial instruments		3,536	305	919
Write-down and impairment of other assets	1E	12,650	23,663	–
Other expenses		1,029	352	–
Total expenses		1,467,920	1,292,525	1,432,457
Own-source income				
Own-source revenue				
Revenue from contracts with customers	2A	625,466	584,930	560,274
Interest		796	793	831
Rental income	2B	2,566	431	–
Other revenue	2C	41,323	18,401	19,697
Total own-source revenue		670,151	604,555	580,802
Gains				
Other gains	2D	10,414	2,555	1,618
Total gains		10,414	2,555	1,618
Total own-source income		680,565	607,110	582,420
Net cost of services		787,355	685,415	850,037
Revenue from government		759,460	699,387	765,140
Surplus/(deficit)		(27,895)	13,972	(84,897)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of service				
Changes in asset revaluation reserves		(24,946)	8,779	–
Total other comprehensive income/(loss)		(24,946)	8,779	–
Total comprehensive income/(loss)		(52,841)	22,751	(84,897)

The above statement should be read in conjunction with the accompanying notes.

Statement of financial position as at 30 June 2025

		2025	2024	Original Budget 2025
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3A	72,754	48,067	15,136
Trade and other receivables	3B	434,216	340,528	295,816
Investments in term deposits		16,000	16,000	16,000
Total financial assets		522,970	404,595	326,952
Non-financial assets ^a				
Land and buildings	4	310,888	331,290	341,344
Leasehold improvements	4	98,628	83,442	111,116
Property, plant and equipment	4	38,040	60,949	43,435
Computer software	4	231,783	195,802	295,454
Inventories		1,929	1,639	2,225
Prepayments		8,457	12,389	9,559
Total non-financial assets		689,725	685,511	803,133
Total assets		1,212,695	1,090,106	1,130,085
LIABILITIES				
Payables				
Suppliers		72,312	54,554	96,891
Grants		–	638	45
Other payables	5	59,429	50,096	55,652
Total payables		131,741	105,288	152,588
Interest bearing liabilities				
Leases	6	421,540	434,219	456,332
Total interest bearing liabilities		421,540	434,219	456,332
Provisions				
Employee provisions	7A	236,004	207,525	233,370
Other provisions	7B	10,786	3,129	3,611
Total provisions		246,790	210,654	236,981
Total liabilities		800,071	750,161	845,901
Net assets		412,624	339,945	284,184
EQUITY				
Contributed equity		1,059,542	934,022	1,059,646
Asset revaluation reserves		594,205	619,151	610,372
Cost recovery reserves		75,527	44,279	26,462
Accumulated results		(1,316,650)	(1,257,507)	(1,412,296)
Total equity		412,624	339,945	284,184

^a Right-of-use assets are included in Land and buildings as well as Property, plant and equipment.

Statement of changes in equity for the period ended 30 June 2025

				Original Budget
	Notes	2025 \$'000	2024 \$'000	2025 \$'000
CONTRIBUTED EQUITY				
Opening balance				
Balance carried forward from previous period		934,022	861,461	934,376
Transactions with owners				
Distributions to owners				
Returns of appropriations		–	(354)	–
Contributions by owners				
Equity injection – appropriations		46,366	57,507	46,116
Departmental capital budget		79,154	15,408	79,154
Total transactions with owners		125,520	72,561	125,270
Closing balance as at 30 June		1,059,542	934,022	1,059,646
ACCUMULATED RESULTS				
Opening balance				
Balance carried forward from previous period		(1,257,507)	(1,253,662)	(1,327,399)
Comprehensive income				
Surplus/(deficit) for the period		(27,895)	13,972	(84,897)
Total comprehensive income/(loss)		(27,895)	13,972	(84,897)
Total comprehensive income/(loss) attributable to Australian Government		(27,895)	13,972	(84,897)
Transfers between equity components		(31,248)	(17,817)	–
Closing balance as at 30 June		(1,316,650)	(1,257,507)	(1,412,296)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		619,151	610,372	610,372
Comprehensive income				
Other comprehensive income/(loss)		(24,946)	8,779	–
Total comprehensive income		(24,946)	8,779	–
Total comprehensive income/(loss) attributable to Australian Government		(24,946)	8,779	–
Closing balance as at 30 June		594,205	619,151	610,372
COST RECOVERY RESERVE				
Opening balance				
Balance carried forward from previous period		44,279	26,462	26,462
Transfers between equity components		31,248	17,817	–
Closing balance as at 30 June		75,527	44,279	26,462

			Original Budget
	2025	2024	2025
Notes	\$'000	\$'000	\$'000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	339,945	244,633	243,811
Comprehensive income			
Surplus/(deficit) for the period	(27,895)	13,972	(84,897)
Other comprehensive income/(loss)	(24,946)	8,779	–
Total comprehensive income/(loss)	(52,841)	22,751	(84,897)
Total comprehensive income/(loss)	(52,841)	22,751	(84,897)
Transactions with owners			
Distributions to owners			
Returns of appropriations	–	(354)	–
Contributions by owners			
Equity injection – appropriations	46,366	57,507	46,116
Departmental capital budget	79,154	15,408	79,154
Total transactions with owners	125,520	72,561	125,270
Closing balance as at 30 June	412,624	339,945	284,184

Accounting policy

Equity injections

Amounts appropriated which are designated as ‘equity injections’ for a year (less any formal reductions) and Departmental Capital Budgets are recognised directly in contributed equity in that year.

Cost recovery reserves

Each cost recovered program holds a separate cost recovery reserve. Programs in surplus are held within the cost recovery reserve balance. Programs in deficit are held against the accumulated results of the department.

Cash flow statement for the period ended 30 June 2025

			Original Budget 2025
	Notes	2025 \$'000	2024 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations		799 070	716 033
Sale of goods and rendering of services		623 082	585 411
Interest		-	-
GST received		53 229	44 459
Other		43 860	35 248
Total cash received		1 519 241	1 381 151
Cash used			
Employees		825 340	704 140
Suppliers		497 659	491 375
Interest payments on lease liabilities		16 423	16 522
Grants		3 449	10 304
Section 74 receipts transferred to OPA		109 279	89 937
Other		8 337	8 922
Total cash used		1 460 487	1 321 200
Net cash from operating activities		58 754	59 951
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		61	17
Investments realised		16 000	16 000
Interest		837	713
Total cash received		16 898	16 730
Cash used			
Purchase of land and buildings		14 824	3 145
Purchase of other property, plant and equipment		10 852	6 561
Purchase of software		93 801	46 476
Investments made		16 000	16 000
Total cash used		135 477	72 182
Net cash used by investing activities		(118 579)	(55 452)

		2025	2024	Original Budget 2025
	Notes	\$'000	\$'000	\$'000
FINANCING ACTIVITIES				
Cash received				
Contributed equity		64 002	38 198	46 116
Departmental capital budget		45 699	13 361	79 154
Total cash received		109 701	51 559	125 270
Cash used				
Principal payments of lease liabilities ^a		25 189	23 327	19 805
Total cash used		25 189	23 327	19 805
Net cash from financing activities		84 512	28 232	105 465
Net increase / (decrease) in cash held		24 687	32 731	-
Cash and cash equivalents at the beginning of the reporting period		48 067	15 336	15 136
Cash and cash equivalents at the end of the reporting period	3A	72 754	48 067	15 136

^a Total cash outflow for leases for the period ended 30 June 2025 was \$42.896 million (2023–24: \$42.128 million). It includes principal payments, interest payments and short-term or low value lease payments.

Budget variance commentary

The following tables provide a comparison of the original budget as presented in the Portfolio Budget Statements (PBS) to the 2024–25 final outcome as presented in accordance with Australian Accounting Standards for the department. The Budget is not audited. Explanations of major variances are provided below.

Variances are considered to be ‘major’ based on the following criteria:

- there is a variance between budget and actual that is more than +/- 10% of the original budget and +/- \$10 million for a line item
- there is a variance between budget and actual that is more than +/- 2% of the relevant subtotal (that is, total expenses, total income, total assets or total liabilities) and +/- \$10 million; or
- an item falls below these thresholds but is considered important for the reader’s understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of the department.

Major variances and explanations	Affected line items
<i>Statement of comprehensive income</i>	
Total expenses were \$35.5 million higher than the original budget estimate predominantly due to:	
• Higher than budgeted employee benefits of \$134.2 million. This was driven by the prioritisation of the recruitment of staff in the department, reducing reliance on contractor and labour-hire services.	• Employee benefits

Major variances and explanations	Affected line items
- Lower than budgeted supplier expenses of \$110.6 million. This was mostly due to reduced engagement of contractor and consultancy services to build internal departmental staff capability. Additionally, two large ICT projects experienced delays, reducing the ICT contractor expenditure compared to the original budget. - Higher than budgeted write-down and impairment of other assets of \$12.6 million. Due to the nature of these expenses, the original budget cannot reliably predict future write-downs and disposals of assets. The current year result included write-downs of work-in-progress ICT assets. Own-source income was \$89.4 million higher than the original budget due to: - Higher than budgeted revenue from contracts with customers of \$65.2 million. This was due to the implementation of Self-Assessed Clearance charges and increased cost recovery charges for Biosecurity arrangements, which both experienced higher volumes than what was expected in the original budget. - Higher than budgeted other revenue of \$21.6 million. This was predominantly due to the accounting treatment for an Insurance Premium offset from Comcover, which is recognised as a resource received free of charge. - Decreases in asset revaluation reserves were \$24.9 million more than budget due to impairment recognised on assets that have previously been revalued.	- Suppliers - Write-down and impairment of other assets - Revenue from contracts with customers - Other revenue - Changes in asset revaluation reserve
<i>Statement of financial position</i>	
Total assets were \$82.6 million higher than the original budget estimate predominantly due to:	
- Cash and cash equivalents were \$57.6 million higher than the original budget. This is mainly due to unspent appropriations in the department's special accounts. - Trade and other receivables were \$138.4 million higher than the original budget. This was driven by the appropriation receivables balance with prior year underspends included in the opening balance, non-cash expenses, and unspent departmental capital budget. - Non-financial assets were \$113.4 million lower than the original budget. This was mainly due to differences between the estimated asset opening balances in the external budget (\$47.4 million), the inclusion of new right of use assets in the original budget (\$40.0 million), and capital projects not commencing in line with originally planned timeframes (\$32.1 million). Total liabilities were \$45.8 million lower than the original budget due to: - Total payables were \$20.8 million lower than the original budget. This balance is difficult to predict as it relates to the timing of payments to suppliers. The current year balance predominantly consists of accruals to contractors and salary payments.	- Cash and cash equivalents - Trade and other receivables - Land and buildings - Leasehold improvements - Computer software - Suppliers - Other payables
<i>Statement of changes in equity</i>	
Total equity was \$128.4 million higher than the original budget estimate due to:	
- The accumulated deficit opening balance estimated in the original budget was higher than the final actual result for the prior year. - Total comprehensive loss for 2024–25 was higher than the original budget due to the variances outlined in the Statement of Comprehensive Income section above.	- Accumulated deficit - Contributed equity - Asset revaluation reserve
<i>Cash flow statement</i>	
The net increase in cash held during 2024–25 was \$24.7 million as a result of the factors described above. This result is higher than the original budget primarily due to cash held in the Biosecurity, Imported Food and Export Certification Special Account.	Net increases/(decreases) in cash held

Note 1: Expenses**Note 1A: Employee benefits**

	2025	2024
	\$'000	\$'000
Wages and salaries	627,525	527,414
Superannuation:		
Defined contribution plans	80,962	65,127
Defined benefit plans	32,693	31,985
Leave and other entitlements	81,677	71,957
Separation and redundancies	1,767	1,482
Other employee expenses	27,767	16,668
Total employee benefits (gross)	852,391	714,633
Special account administration activities	(3,968)	(2,921)
Total employee benefits (net)	848,423	711,712

Accounting policy**Employee benefits**

Accounting policies for employee-related expenses are contained in notes 5 and 7A.

Note 1B: Suppliers**Goods and services supplied or rendered**

Contractors and consultants	186,055	172,341
IT services	134,826	123,964
Travel	29,855	26,203
General goods and services	23,526	30,266
Insurance	22,476	3,086
Property operating expense	20,634	21,258
Staff development and recruitment	19,026	15,595
Analytical testing	12,603	15,904
Office equipment, stores and consumables	10,042	10,612
Legal expenditure	8,758	7,745
Quarantine services	3,027	4,308
Audit fees ^a	677	741
Total goods and services supplied or rendered	471,505	432,023

Goods supplied	78,607	68,736
Services rendered	392,898	363,287
Total goods and services supplied or rendered	471,505	432,023

Other suppliers

Short-term leases	1,284	2,280
Workers' compensation expenses	9,903	8,523
Total other suppliers	11,187	10,803
Total suppliers (gross)	482,692	442,826
Special account administration activities	(841)	(1,294)
Total suppliers (net)	481,851	441,532

^a Includes \$0.658 million (2023–24: \$0.685 million) for the financial statements audit performed by the Australian National Audit Office (ANAO) disclosed as resources received free of charge. Refer to note 2C.

Comparative amounts have been reclassified from general goods and services to insurance and travel to align with the current year's reporting presentation.

The department has short-term lease commitments of \$1.284 million as at 30 June 2025 (2023–24: \$2.280 million). The above lease disclosures should be read in conjunction with the accompanying notes 1D, 2B, 4 and 6.

Accounting policy

Short-term leases and leases of low-value assets

The department has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less, or leases of low-value assets (less than \$10 000). The department recognises the lease payments associated with these leases as an expense.

Note 1C: Grants	2025	2024
	\$'000	\$'000
Non-profit organisations	484	7,594
State and territory governments	197	482
Overseas	–	2,285
Local governments	140	418
Australian government entities (related parties)	1,969	–
For profit organisations	17	118
Total grants	2,807	10,897

Comparative amounts have been reclassified from state and territory governments to local governments to conform with the current year's reporting presentation.

Accounting policy

Grants

The department administers a number of grant schemes. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When the Government enters into an agreement to make these grants and services but services have not been performed or criteria satisfied, this is considered a commitment.

Special account administration activities

In accordance with the department's cash management practices, the department makes some payments initially from the departmental bank account, including for employees and suppliers. Such payments are subsequently adjusted to record payments as though they had been paid directly from the special accounts in accordance with the *Public Governance, Performance and Accountability Rule 2014*. For transparency purposes the department has shown the grossed-up amounts and an offsetting amount for each relevant departmental note. No amounts have been transferred from a special account to a departmental annual appropriation.

In 2024–25, the department paid a total of \$4.809 million (2023–24: \$4.215 million) that was later adjusted as payments made from special accounts.

Note 1D: Finance costs	2025	2024
	\$'000	\$'000
Unwinding of discount rates on makegood provision	106	149
Interest on lease liabilities	16,423	16,522
Total finance costs	16,529	16,671

The above lease disclosures should be read in conjunction with the accompanying notes 1B, 2B, 4 and 6.

Accounting policy

Finance costs

All borrowing costs are expensed as incurred.

Note 1E: Write-down and impairment of other assets

Impairment of computer software	1,570	2,715
Impairment on inventories	–	1,113
Write-off of non-financial assets	11,080	19,835
Total write-down and impairment of other assets	12,650	23,663

Note 2: Income

Note 2A: Revenue from contracts with customers

Own-source revenue

Rendering of services	625,466	584,930
Total revenue from contracts with customers	625,466	584,930

Disaggregation of revenue from contracts with customers

Cost recovery activity		
Biosecurity arrangement	425,101	362,538
Food export arrangement	107,102	91,905
Plant export arrangement	30,653	29,162
Live animal export arrangement	14,107	14,488
Other cost recovery	23,206	17,252
Shared services	13,981	55,136
Other services	11,316	14,449
Total revenue from contracts with customers	625,466	584,930

Accounting policy

Regulatory cost recovery activities

The department's main source of revenue from contracts with customers is from the cost recovery of regulatory activities, including biosecurity, food exports, plant exports and live animal exports. The department uses a combination of regulatory fees and charges depending on the charging legislation governing the relevant activity.

The department's charging framework ensures that all user groups contribute to the regulatory system where they create the demand. Those user groups that use more regulatory resources contribute more to the regulatory framework, reflecting their higher usage of the system. All regulatory charging undertaken by the department is in accordance with the relevant charging

legislation and is consistent with the requirements set out in the Australian Government Charging Framework. For further information refer to note 17.

Fees are used to recover the costs of direct intervention and certification activities undertaken for regulated entities. The activities are short term in nature and the department recognises revenue on completion of services.

Cost recovery charges are imposed when activities are provided to a group of individuals or organisations. This recovers costs not directly linked to a specific individual or organisation but form part of the costs of the overall biosecurity regulatory system. This provides individuals access to the system and permission to undertake import and export activities.

From an accounting standards perspective, the department considers the charges to be akin to licences or permits. Payment by users provides them with permission to access the system. The department has opted to recognise the revenue using the short-term recognition exemption applicable to licences as the permissions provided are short-term for a financial year or for a specific export or import.

Shared and other services

The department receives revenue from general contracts that are enforceable through legal or equivalent means and have specific performance obligations that transfer goods or services to a customer. Contracts are considered to be enforceable where there are specific rights specified in the agreement, the parties can reasonably be expected to act on their obligations.

The department provides services to other entities and individuals, including undertaking functions or incurring costs on behalf of other Australian Government entities in accordance with Memorandum of Understandings.

Revenue is recognised over time as costs are incurred (where the department is entitled to recover the costs) or on completion of services depending on the nature of the services being provided.

A liability for unearned revenue is recorded under contracts for which payment has been received in advance. Contract liabilities unwind as 'revenue from contracts with customers' upon satisfaction of the performance obligations in the contract. The department reports contract liabilities as unearned income in note 5.

<u>Note 2B: Rental income</u>	2025	2024
	\$'000	\$'000
Sub-leasing right-of-use assets	2,566	431
Total rental income	2,566	431

The department has sub-leases for renting commercial space and staff housing. These leases are classified as operating leases for financial reporting purposes.

Maturity analysis of operating lease income receivables

Within 1 year	2,836	2,441
1 to 2 years	2,854	2,722
2 to 3 years	2,742	2,760
3 to 4 years	2,779	2,654
4 to 5 years	–	2,691
Total undiscounted lease payments receivable	11,211	13,268

The above lease disclosures should be read in conjunction with the accompanying notes 1B, 1D, 4 and 6.

Note 2C: Other revenue

	2025	2024
	\$'000	\$'000
Levies	13,518	12,275
Agricultural levies administration	4,328	3,258
State contributions	1,489	211
Resources received free of charge:		
Insurance premium offset	19,281	–
ANAO audit fee	658	685
Secondments	–	204
Other	2,049	1,768
Total other revenue	41,323	18,401

Accounting policy**Resources received free of charge**

Resources received free of charge are recognised as revenue when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another government entity as a consequence of a restructuring of administrative arrangements or as contributions by owners.

Note 2D: Other gains

Decrease in makegood provisions	53	527
Write-down of other provisions and payables	8,806	–
Gain from asset sales:		
Proceeds from sale	61	17
Gains arising from termination of leases	1	34
Other	1,493	1,977
Total other gains	10,414	2,555

Accounting policy**Sale of assets**

We recognise gains from the disposal of assets when control of the asset has passed to the buyer.

Other gains

Gains may be realised or unrealised and are recognised on a net basis.

Revenue from government

Departmental amounts appropriated for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the department gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts.

Note 3: Financial assets**Note 3A: Cash and cash equivalents**

	2025	2024
	\$'000	\$'000
Cash in special accounts	67,622	42,939
Cash on hand or on deposit	5,132	5,128
Total cash and cash equivalents	72,754	48,067

Accounting policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- cash on hand
- demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- cash in special accounts.

Note 3B: Trade and other receivables**Goods and services receivables**

Goods and services	55,881	42,036
Total goods and services receivables	55,881	42,036

Appropriations receivable

Operating	312,581	242,912
Departmental capital budget	35,502	2,047
Equity injection	19,857	37,493
Total appropriations receivable	367,940	282,452

Other receivables

Statutory receivables	10,548	9,890
Interest	392	433
Advances	7	9
Other	5,101	10,194
Total other receivables	16,048	20,526
Total trade and other receivables (gross)	439,869	345,014
Less impairment loss allowance	(5,653)	(4,486)
Total trade and other receivables (net)	434,216	340,528

During the 2024–25 financial year, credit terms for goods and services were within 30 days (2023–24: 30 days).

Accounting policy

Financial assets

Trade receivables, loans and other receivables are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance. These are held for the purpose of collecting the contractual cash flows where the payments are of principal and interest only.

Note 4: Non-financial assets

Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Land and buildings ^a	Leasehold improvements ^a	Property, plant and equipment ^a	Computer software	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024					
Gross book value	413,202	78,485	57,576	293,866	843,129
Work in progress	–	5,547	9,516	60,665	75,728
Accumulated depreciation, amortisation and impairment	(81,912)	(590)	(6,143)	(158,729)	(247,374)
Total as at 1 July 2024	331,290	83,442	60,949	195,802	671,483
Additions					
By purchase or internally developed	–	24,636	10,443	94,965	130,044
Right-of-use assets	4,323	–	4,112	–	8,435
Revaluations and impairments recognised in other comprehensive income	–	(435)	(20,770)	–	(21,205)
Impairments recognised in the net cost of services	–	–	–	(1,570)	(1,570)
Depreciation and amortisation expense	(155)	(8,997)	(11,523)	(47,176)	(67,851)
Depreciation on right-of-use assets	(28,843)	–	(4,401)	–	(33,244)
Remeasurement of right-of-use assets	5,103	–	133	–	5,236
Disposals					
By write-off right-of-use assets	(830)	–	(79)	–	(909)
By write-off	–	(18)	(824)	(10,238)	(11,080)
Total as at 30 June 2025	310,888	98,628	38,040	231,783	679,339
Total as at 30 June 2025 represented by:					
Gross book value	421,145	87,593	48,355	337,246	894,339
Work in progress	–	20,615	8,232	90,029	118,876
Accumulated depreciation, amortisation and impairment	(110,257)	(9,580)	(18,547)	(195,492)	(333,876)
Total as at 30 June 2025	310,888	98,628	38,040	231,783	679,339
Carrying amount of right-of-use assets ^b	303,453	–	5,978	–	309,431

a These classes of assets are held at fair value except for those classified as right-of-use assets under AASB 16 which are carried at cost. **b** The above lease disclosure should be read in conjunction with the Statement of Financial Position and the accompanying notes 1B, 1D, 2B and 6.

Disposal of non-financial assets

No significant items of non-financial assets included in note 4 are expected to be sold or disposed of within the next 12 months.

Contractual commitments for the acquisition of buildings, property, plant, equipment and intangible assets

Capital commitments relate to contractual payments for new assets and assets under construction. Commitments are GST inclusive where relevant.

2024–25 capital commitments	< 1 year	1 year to 5 years	> 5 years	Total
	\$'000	\$'000	\$'000	\$'000
Buildings	14,377	1,184	–	15,561
Property, plant and equipment	526	126	–	652
Intangibles	1,813	3,154	–	4,967
Total commitments	16,716	4,464	–	21,180

2023–24 capital commitments	< 1 year	1 year to 5 years	> 5 years	Total
	\$'000	\$'000	\$'000	\$'000
Buildings	2,790	–	–	2,790
Property, plant and equipment	2,451	–	–	2,451
Intangibles	2,230	–	–	2,230
Total commitments	7,471	–	–	7,471

Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position. During 2024–25 the department applied the respective thresholds as outlined in the following table.

	2025	2024
Land and buildings	\$50,000	\$50,000
Leasehold improvements	\$150,000	\$150,000
Property, plant and equipment	\$7,000 individual purchases / \$50,000 group purchases	\$7,000 individual purchases/\$50,000 group purchases
Internally developed software	\$200,000	\$200,000
Purchased software	\$150,000	\$150,000

Purchases under the asset recognition thresholds are expensed in the year of acquisition.

Asset values include an estimate of the cost of dismantling and removing the item, and restoring the site on which it is located. This is particularly relevant to restoration provisions in property leases taken up by the department, where an obligation exists to restore the property or location to its original condition. These costs are included in the value of the department's leasehold improvements.

The department's intangible assets comprise internally developed software and purchased software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Right of Use (ROU) assets

ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount and initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by the department as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

ROU assets continue to be measured at cost after initial recognition.

Revaluations and fair value measurement

All property, plant and equipment assets are measured at fair value.

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from their fair values at the reporting date. Expert revaluations for property, plant and equipment are conducted every three years, with a revaluation conducted in 2023–24. Further valuations are undertaken dependent upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus or deficit. Revaluation decrements for a class of assets are recognised in the surplus or deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Recurring and non-recurring fair value measurements – valuation processes

A professional valuer conducted a detailed external valuation of the department's non-financial assets (excluding intangibles) during the 2023–24 financial year. An independent professional valuer also conducted a materiality assessment over the department's non-financial assets (excluding intangibles) at 30 June 2025 and the department has relied upon those outcomes to establish carrying amounts. The valuers assessment was that there was no material difference between the carrying amounts and fair value across all asset classes.

Depreciation and amortisation

The department has made a significant estimate in determining the useful lives over which its assets are depreciated. This estimation is based on the historical experience of similar assets and has been based on valuations provided by independent valuers. The useful lives are assessed on an annual basis and adjustments are made when necessary.

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the department using, in all cases, the straight-line method of depreciation.

Intangible assets are amortised on a straight-line basis over their anticipated useful lives.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	2024
Buildings	22 to 40 years	22 to 40 years
Leasehold improvements	Lesser of useful life or lease term	Lesser of useful life or lease term
Property, plant and equipment	2 to 28 years	1 to 25 years
Internally developed software	2 to 20 years	2 to 20 years
Purchased software	3 to 20 years	3 to 20 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the department were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

All software assets were assessed for indications of impairment as at 30 June 2025.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use.

Inventories

Inventory is held for distribution and valued at cost, adjusted for any loss of service potential.

Costs incurred in bringing each item of inventory to its present location and condition are assigned as follows:

- raw materials and stores – purchase cost on a first-in-first-out basis;

- finished goods and work-in-progress – cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition. No items of inventory were recognised at fair value less cost to sell.

Note 5: Payables

	2025	2024
Note 5: Other payables	\$'000	\$'000
Salaries and wages	22,730	15,284
Superannuation	7,033	6,804
Separations and redundancies	964	308
Prepayments received/unearned income	24,427	16,423
Employee leave entitlement transfers	2,138	6,797
Other	2,137	4,480
Total other payables	59,429	50,096

Accounting policy

Separation and redundancy

Provision is made for separation and redundancy benefit payments. The department recognises a provision for termination when it has developed a detailed formal plan for the terminations, identified the positions affected, assessed expressions of interest from employees and made formal offers. Separation and redundancy is reported as a payable when an agreement has been reached with the relevant employee.

Superannuation

The majority of the department's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap). However, some staff have elected to be members of other private superannuation funds.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The department makes employer contributions to the defined benefits superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The department accounts for the contributions as if they were contributions to defined contribution schemes.

The liability for superannuation recognised at 30 June 2025 represents outstanding contributions.

Suppliers

Settlement is usually made within 20 days (2023–24: 20 days) or 5 days for eInvoicing through the Pan-European Public Procurement On-Line (PEPPOL) framework.

Note 6: Interest bearing liabilities**Note 6: Leases**

	2025	2024
	\$'000	\$'000
Lease liabilities	421,540	434,219
Total leases	421,540	434,219
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	40,936	40,507
Between 1 and 5 years	158,663	159,643
More than 5 years	374,871	401,962
Total leases	574,470	602,112

The department has a large, diverse and geographically dispersed lease portfolio which includes commercial and residential properties (domestic and international) and motor vehicles.

The majority of the lease liability balance relates to property leases which are typically long term and contain extension options. Where practicable, the department seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the department and not by the lessors. The department assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The department reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control. At any given time, the department may be occupying a tenancy where the existing lease term has reached its end date and transitioned to a holdover period.

The department in its capacity as lessee has leasing arrangements with below market terms. This primarily relates to the Post Entry Quarantine facility in Mickleham, Victoria owned by the Department of Finance and occupied by the department at no cost to assist with protecting Australia from biosecurity threats. The department also has leasing arrangements at international airports and seaports around Australia to assist with biosecurity operations.

The above lease disclosures should be read in conjunction with the accompanying notes 1B, 1D, 2B and 4.

Accounting policy

For all new contracts entered into, the department considers whether the contract contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease (if that rate is readily determinable), or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability is reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Note 7: Provisions**Note 7A: Employee provisions**

	2025	2024
	\$'000	\$'000
Leave	230,776	201,637
Superannuation	5,228	5,888
Total employee provisions	236,004	207,525

Accounting policy

Liabilities for short-term employee benefits and termination benefits due within 12 months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated based on employees' remuneration at the estimated salary rates that will apply at the time the leave is taken, including the department's employer superannuation contribution rates to the extent that leave is likely to be taken during service rather than paid out on termination.

The department's previous actuarial review was performed in 2022–23 by the Australian Government Actuary (AGA). The actuarial review is conducted every three financial years unless there has been a significant change in the department's staffing profile. The department has conducted a review of its staffing data, no significant changes to the staffing profile have occurred in the 2024–25 financial year. The discount rates for the employee leave provisions are updated to reflect the changes in the Australian Government bond rates at 30 June 2025. The estimate of the present value of the liability considers attrition rates and pay increases through promotion and inflation.

Superannuation

Employee provisions include anticipated payments relating to the underpayment of superannuation resulting from interpretations of Enterprise Agreements and other employee arrangements.

Note 7B: Reconciliation of other provisions	Provision for restoration ^a	Other provisions	Total
	\$'000	\$'000	\$'000
At 1 July 2024	3,114	15	3,129
Amounts reversed	(19)	–	(19)
Additional provisions made	3,253	–	3,253
Amounts remeasured	4,317	–	4,317
Unwinding of discount ^b	106	–	106
Total as at 30 June 2025	10,771	15	10,786

a The impact of the change in valuation and the change in the discount rate on the provision for restoration was taken to the asset revaluation reserve, the Statement of Financial Position and to the Statement of Comprehensive Income depending on whether there is a related asset measured at cost or fair value. **b** Unwinding of the discount associated with the provisions is recorded as finance costs in the Statement of Comprehensive Income.

Accounting policy

Accounting judgements and estimates

Provision for restoration obligations

The department has obligations to dismantle, remove and restore items of land, building, property, plant and equipment.

The provision for restoration includes contractual obligations to undertake remedial work upon vacating leased properties. The estimated cost of the work is recognised as a liability. An equal value asset is created at the same time and amortised over the life of the lease of the underlying leasehold property.

The provision also includes contracted obligations and estimated amounts to undertake remedial work upon the disposal of some assets. The estimated cost of the work is recognised as a liability and amortised over the life of the asset.

The department currently recognises 48 (2023–24: 48) provisions for premises requiring restoration to their original condition at the conclusion of the lease. The department currently recognises 5 (2023–24: nil) provisions for premises requiring restoration following the disposal of assets.

The provision reflects the present value of these obligations.

Other provisions

The department currently recognises other provisions for a billing error related to export meat inspection activities. The provision reflects the present value of the obligation.

Note 8: Current/non-current distinction for assets and liabilities

	2025	2024
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	72,754	48,067
Trade and other receivables	434,216	340,528
Other investments	16,000	16,000
Prepayments	7,771	11,408
Total no more than 12 months	530,741	416,003
More than 12 months		
Land and buildings	310,888	331,290
Leasehold improvements	98,628	83,442
Property, plant and equipment	38,040	60,949
Computer software	231,783	195,802
Prepayments	686	981
Inventories	1,929	1,639
Total more than 12 months	681,954	674,103
Total assets	1,212,695	1,090,106
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	72,312	54,554
Grants	—	638
Other payables	58,503	49,531
Leases	25,248	50,437
Employee provisions	69,290	60,903
Other provisions	3,986	194
Total no more than 12 months	229,339	216,257
More than 12 months		
Other payables	926	565
Leases	396,292	383,782
Employee provisions	166,714	146,622
Other provisions	6,800	2,935
Total more than 12 months	570,732	533,904
Total liabilities	800,071	750,161

Note 9: Restructuring

Note: 9 Departmental restructuring

	2025 \$'000	2024 \$'000
		Rural Financial Counselling Service
		National Emergency Management Agency ^a
FUNCTIONS ASSUMED		
Assets recognised		
Trade and other receivables	–	146
Total assets recognised	–	146
Liabilities recognised		
Employee provisions	–	146
Total liabilities recognised	–	146
Net assets assumed	–	–
Expenses assumed		
Recognised by the receiving entity	–	566
Total expenses assumed	–	566

a Rural Financial Counselling Service function was transferred from the National Emergency Management Agency during 2023–24. The net book values of assets and liabilities transferred from the National Emergency Management Agency were for no consideration.

Note 10: Contingent assets and liabilities

Quantifiable contingencies

There are no quantifiable contingent assets or liabilities at 30 June 2025 (2023–24: Nil).

Unquantifiable contingencies

At 30 June 2025 the department is involved in a number of legal claims for which the department may recover its costs. It is not possible to estimate the amounts of any eventual recoveries in relation to these claims.

At 30 June 2025, the department had a number of legal claims lodged against it for damages and costs. The department is responding to the legal claims in accordance with its obligations under the *Legal Services Directions 2017*. In addition, the department has also received claims for Compensation for Detriment caused by Defective Administration (CDDA) which are still under review. It is not possible to estimate the amount of any eventual payments in relation to the legal claims or the claims for CDDA.

The department provided a number of services in line with its statutory remit under the *Export Control Act 2020*. The fees charged prior to July 2023 were commensurate with the cost of those services. The way in which certain fees were charged at the time was potentially without a clear statutory basis. Quantification of the possible contingency would require retrieval and detailed analysis of data, including agreements, timesheets and invoices relating to each affected party.

Accounting policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Note 11: Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the department, directly or indirectly, including any director (whether executive or otherwise) of the department. This includes those personnel who have temporarily performed the relevant roles for a period of more than twelve weeks. The department has determined the key management personnel to be all Ministers and Assistant Ministers of the department, the Secretary and members of the Executive Board. Key management personnel remuneration is reported in the table below:

Department of Agriculture, Fisheries and Forestry	2025	2024
	\$'000	\$'000
Short-term employee benefits	2,619	2,717
Post-employment benefits	310	359
Other long-term benefits	53	62
Termination benefits	—	953
Total key management personnel remuneration expenses ^a	2,982	4,091

^a The above key management personnel remuneration excludes the remuneration and other benefits of the Ministers and Assistant Ministers of the department. The Minister's and Assistant Minister's remuneration and other benefits were set by the Remuneration Tribunal and are not paid by the department.

The total number of key management personnel that are included in the above table is five, being five substantive officers for the whole year (2023–24: twelve, being four substantive officers for part of the year, five officers that acted for part of the year and then became substantive and three officers that acted for part of the year).

Note 12: Related party disclosures***Related party relationships***

The department is an Australian Government controlled entity. Related parties to the department are key management personnel, including the Minister for the department and Ministers of other Australian Government entities.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Considering relationships with related entities, and transactions entered into during the reporting period, the department has determined there are no related party transactions that require separate disclosure (2023–24: Nil).

Note 13: Financial instruments**Note 13A: Categories of financial instruments**

	2025	2024
	\$'000	\$'000
Financial assets at amortised cost		
Investments in term deposits ^a	16,000	16,000
Cash and cash equivalents	72,754	48,067
Trade and other receivables (net)	55,721	48,177
Total financial assets at amortised cost	144,475	112,244
Total financial assets	144,475	112,244
Financial liabilities		
Financial liabilities measured at amortised cost		
Suppliers	72,312	54,554
Grants payable	—	638
Total financial liabilities measured at amortised cost	72,312	55,192
Total financial liabilities	72,312	55,192

a At 30 June 2025, there are 10 (2023–24: 10) certificates of deposit maturing at different dates within the next 12 months. Interest rates range from 4.20% to 5.35% (2023–24: 5.10% to 5.50%) payable upon maturity.

Note 13B: Net gains or losses from financial assets

Financial assets at amortised cost		
Interest revenue	796	793
Impairment	(3,536)	(305)
Net gains/(losses) on financial assets at amortised cost	(2,740)	488
Net gains/(losses) on financial assets	(2,740)	488

Accounting policy**Financial assets**

Under *AASB 9 Financial instruments*, we classify our financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the department's business model for managing the financial assets and contractual cash flow characteristics of the item on initial recognition. Financial assets are recognised when the department becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon a trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial assets at fair value through other comprehensive income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test.

Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets are classified as financial assets at fair value through profit or loss where they either don't meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the simplified approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if the risk has not increased.

The department has used the simplified approach for trade, contract and lease receivables. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or 'other financial liabilities'. Financial liabilities are recognised and derecognised upon 'trade date'. All of the department's financial liabilities are categorised as other financial liabilities.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

All payables are expected to be settled within 12 months unless otherwise indicated.

Note 14: Appropriations

Note 14A: Annual and unspent appropriations ('recoverable GST exclusive')

	2025 \$'000	2024 \$'000
Ordinary annual services		
Annual appropriation		
Operating ^a	768,680	770,275
Capital budget ^b	79,154	15,408
PGPA Act section 74 receipts ^c	109,279	89,937
Total available appropriation	957,113	875,620
Appropriation applied (current and prior years)	(844,765)	(727,776)
Variance ^d	112,348	147,844
Opening unspent appropriation balance	321,840	179,529
Prior year appropriation acts repealed	(865)	(5,679)
Prior year PGPA Act section 75 transfers	–	146
Closing unspent appropriation balance	433,323	321,840
Balance comprises appropriations as follows: ^e		
<i>Appropriation Act (No. 1) 2021–2022 ^f</i>	–	865
<i>Cash at bank - Appropriation Act (No. 1) 2023–2024</i>	–	5,128
<i>Appropriation Act (No. 1) 2023–2024</i>	70,888	248,823
<i>Appropriation Act (No. 3) 2023–2024</i>	–	67,024
<i>Appropriation Act (No. 1) 2024–2025</i>	353,763	–
<i>Appropriation Act (No. 3) 2024–2025</i>	3,540	–
<i>Cash at bank - Appropriation Act (No. 1) 2024–2025</i>	5,132	–
Total unspent appropriation - ordinary annual services	433,323	321,840
Other services		
Annual appropriation		
Equity injections	46,366	57,507
Total available appropriation	46,366	57,507
Appropriation applied (current and prior years)	(64,002)	(38,198)
Variance ^g	(17,636)	19,309
Opening unspent appropriation balance	37,843	18,538
Prior year appropriation acts repealed	(350)	(4)
Closing unspent appropriation balance	19,857	37,843
Balance comprises appropriations as follows:		
<i>Appropriation Act (No. 2) 2021–2022 ^f</i>	–	350
<i>Appropriation Act (No. 2) 2023–2024</i>	1,118	36,443
<i>Appropriation Act (No. 4) 2023–2024</i>	105	1,050
<i>Appropriation Act (No. 2) 2024–2025</i>	18,384	–
<i>Appropriation Act (No. 4) 2024–2025</i>	250	–
Total unspent appropriation - other services	19,857	37,843
Total unspent appropriation	453,180	359,683

a The amount appropriated through the Appropriation Acts is different to the revenue from Government shown on the Statement of Comprehensive Income due to the amount withheld under Section 51 of the PGPA Act - \$9.220 million against 2024–25 Appropriation Act (No.1) **b** Departmental Capital Budgets are appropriated through Appropriation Acts (No.1 and 3). They form part of the ordinary annual services and are not separately identified in the Appropriation Acts. **c** Section 74 receipts include GST refunds from the Australian Taxation Office of \$53.229 million **d** The variance of \$112.348 million between the total amount appropriated of \$957.113 million less the amount applied of \$844.765 million is comprised of unspent current year appropriations of \$357.303 million, offset by prior year appropriation applied in 2024–25 of \$244.955

million **e** The unspent annual appropriation is shown inclusive of PGPA Act section 51 withholdings against *Appropriation Act (No. 1) 2023–2024* – \$70.888 million has been withheld due to a reclassification from operating appropriations to capital budget, *Appropriation Act (No. 1) 2024–2025* – \$9.220 million has been withheld due to a reclassification from operating appropriations to equity injections **f** *Appropriation Act (No. 1) and Appropriation Act (No.2) of 2021–2022* self-repealed on 1 July 2024 **g** The variance of \$17.636 million between the total amount appropriated of \$46.366 million less the amount applied of \$64.002 million is comprised of unspent current year appropriations of \$18.634 million offset by prior years appropriation applied in 2024–25 of \$36.270 million.

Note 15: Net cash appropriation arrangements

	2025	2024
	\$'000	\$'000
Total comprehensive income/(loss) - as per the statement of comprehensive income	(52,841)	22,751
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ^{a, b}	48,256	39,099
Plus: depreciation of right-of-use assets funded through appropriations ^{a, b}	16,077	17,794
Less: lease principal repayments funded through appropriations ^b	(11,216)	(13,980)
Net cash operating surplus/(deficit)	276	65,664

a The department's depreciation and amortisation charges for 2024–25 were comprised amounts funded by cost recovery arrangements totalling \$36.762 million (2023–24: \$30.500 million); and unfunded depreciation and amortisation totalling \$64.333 million (2023–24: \$56.893 million) **b** As outlined in note 2A, the department undertakes a number of cost recovery activities including biosecurity, food export, plant export and live animal export arrangements. Non-financial assets are used to support and deliver these activities. For assets funded through cost recovery arrangements, depreciation/amortisation and lease principal repayments are excluded from this note.

The government uses net cash appropriation arrangements. Revenue appropriations are not provided for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities. Capital purchases are appropriated through equity injections and departmental annual appropriations reported in a separate department capital budget statement. Capital budgets are provided to meet costs associated with replacement of minor assets or maintenance costs that are eligible to be capitalised.

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact on implementation of *AASB 16 Leases* and it does not directly reflect a change in appropriation arrangements.

Note 16: Special accounts

	Biosecurity, Imported Food and Export Certification Special Account 2020 ^a		National Residue Survey Special Account ^b	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance brought forward from previous period	40,025	9,165	2,914	2,661
Increases	781,442	667,605	14,743	13,358
Increases – investments	–	–	16,000	16,000
Total increases	781,442	667,605	30,743	29,358
Available for payments	821,467	676,770	33,657	32,019
Decreases	(759,038)	(636,745)	(12,464)	(13,105)
Decreases – investments	–	–	(16,000)	(16,000)
Total departmental decreases	(759,038)	(636,745)	(28,464)	(29,105)
Total decreases	(759,038)	(636,745)	(28,464)	(29,105)
Total balance carried to the next period	62,429	40,025	5,193	2,914
Balance made up of:				
Cash held in the Official Public Account	58,847	37,417	5,193	2,914
Cash held in entity bank accounts	3,582	2,608	–	–
Total balance carried to the next period	62,429	40,025	5,193	2,914

The following special account is appropriated under *Public Governance, Performance and Accountability Act 2013* section 78

Special account	Establishing instrument	Purpose
a Biosecurity, Imported Food and Export Certification Special Account 2020	PGPA Act determination (Biosecurity, Imported Food and Export Certification Special Account 2020)	For the purposes of providing biosecurity, inspection and certification services for: - passengers, cargo, mail, animals, plants, and animal or plant products arriving in Australia; and - agricultural products and food exported from Australia.

The following special account is appropriated under *Public Governance, Performance and Accountability Act 2013* section 80

Special account	Establishing instrument	Purpose
b National Residue Survey Account	<i>National Residue Survey Administration Act 1992; section 6(1)</i>	For the purposes of conducting national residue surveys and to provide for collection of the National Residue Survey levy imposed by various acts. The department held \$16 million in term deposits as a result of investments made under section 58 of the PGPA Act. This includes amounts realised and automatically reinvested in term deposits.

Note 17: Regulatory charging summary

	2025 \$'000	2024 \$'000
Amounts applied		
Departmental		
Annual appropriations	137,480	115,782
Own source revenue	604,077	530,323
Total amounts applied	741,557	646,105
Expenses		
Departmental	722,626	622,645
Total expenses	722,626	622,645
External revenue		
Departmental	600,030	516,829
Total external revenue	600,030	516,829
Amounts written off		
Departmental	801	98
Total amounts written off	801	98

Departmental regulatory charging activities

The department's export cost recovery activities are:

- Dairy exports program services
- Fish and egg export program services
- Grain and seed export program services
- Horticulture exports program services
- Non-prescribed goods export program services
- Live animal export program services
- Meat export program services

Cost recovery implementation statements for export activities are available at <https://www.agriculture.gov.au/about/fees/cost-recovery>

The department's biosecurity cost recovery activities are:

- Import clearance program services
- Passenger program services
- Post entry plant quarantine program services
- Seaports program services

The cost recovery implementation statement for biosecurity is available at <https://www.agriculture.gov.au/about/fees/biosecurity-cris>

The department's other cost recovery arrangements are:

- Levies revenue service
- National residue survey services

Cost recovery arrangement results

The cost recovered activities including biosecurity, export certification, quota management and National Residue Survey are maintained on a program basis with many aligning to an industry sector. The management of each program, including the establishment of the level and structure of fees and charges, is conducted in consultation with an Industry Consultative Committee, as applicable, and the Department of Finance.

Where fees and charges are collected for a cost recovered program exceed its costs during a financial year, the excess revenue is reported in total compressive income/(loss) for the period. The amount of excess revenue is transferred from accumulated results into a cost recovery reserve.

Each cost recovered program holds a separate reserve. In years where the costs exceed revenue, the deficit is first met from the individual program's surplus cost recovery reserve balance, where this exists. Accumulated deficits are maintained in the department's accumulated results balance until such time as there is a sufficient surplus for the cost recovered program to report a surplus in the individual reserve. Transfers are made between the reserves and accumulated results as determined by the position of the reserves at the end of each reporting period.

Administered financial statements

Administered schedule of comprehensive income for the period ended 30 June 2025

		2025	2024	Original Budget 2025
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Levy disbursements and Commonwealth contributions	18A	1,132,993	1,085,546	992,372
Grants	18B	178,769	208,338	233,192
Payments to corporate Commonwealth entities	18C	45,432	48,200	45,432
Suppliers	18D	49,103	48,689	44,899
Direct personal benefits - income support for farmers		62,007	57,065	70,421
Federation Reform Fund		17,334	34,938	–
Concessional loan discount		30,660	35,580	43,518
Impairment loss on financial instruments	18E	14	10,145	–
Write-down and impairment of assets	18F	1,458	3,856	5,706
Other expenses	18G	3,919	1,585	–
Total expenses		1,521,689	1,533,942	1,435,540
Income				
Revenue				
Taxation revenue				
Levies and charges	19A	673,533	625,823	627,234
Total taxation revenue		673,533	625,823	627,234
Non-taxation revenue				
Agriculture Future Drought Resilience Special Account		100,000	100,000	100,000
Interest	19B	232,353	194,816	221,097
Other revenue	19C	36,330	11,046	8,836
Total non-taxation revenue		368,683	305,862	329,933
Total revenue		1,042,216	931,685	957,167
Gains				
Reversal of impairment losses on financial instruments	19D	7,645	16	–
Reversal of write-down and impairment of assets		2,038	–	–
Other gains		104	2,367	–
Total gains		9,787	2,383	–
Total income		1,052,003	934,068	957,167
Net (cost of)/contribution by services		469,686	599,874	478,373
Surplus/(deficit)		(469,686)	(599,874)	(478,373)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Gains/(losses) on financial assets at fair value through other comprehensive income		150,009	141,717	–
Total comprehensive (loss)/income		(319,677)	(458,157)	(478,373)

The Federation Reform Fund was formally known as the Council of Australian Governments Reform Fund in the prior year's financial statements.

Administered schedule of assets and liabilities as at 30 June 2025

		2025	2024	Original Budget 2025
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	20A	126,646	77,880	71,466
Loan receivables	20B	2,881,805	2,800,299	3,232,373
Taxation and other receivables	20C	198,041	162,865	136,533
Investments in corporate Commonwealth entities	20D	1,092,571	942,562	800,844
Total financial assets		4,299,063	3,983,606	4,241,216
Non-financial assets				
Prepayments		2,985	4,179	2,864
Total non-financial assets		2,985	4,179	2,864
Total assets administered on behalf of Government		4,302,048	3,987,785	4,244,080
LIABILITIES				
Payables				
Levy disbursements and Commonwealth contributions	21A	126,988	169,266	114,634
Grants	21B	2,942	15,807	10,705
Suppliers		3,411	2,315	4,038
Personal benefits – income support to farmers		1,647	1,289	893
Total payables		134,988	188,677	130,270
Provisions				
Loan commitments to farm businesses	22	1,516	3,435	1,888
Total provisions		1,516	3,435	1,888
Total liabilities administered on behalf of Government		136,504	192,112	132,158
Net assets		4,165,544	3,795,673	4,111,922

Administered reconciliation schedule for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
Opening assets less liabilities as at 1 July	3,795,673	3,573,929
Net (cost of)/contribution by services		
Income	1,052,003	934,068
Expenses		
Payments to entities other than corporate Commonwealth entities	(1,476,257)	(1,485,742)
Payments to corporate Commonwealth entities	(45,432)	(48,200)
Other comprehensive income		
Revaluations transferred to reserves		
Investments in corporate Commonwealth entities	150,009	141,717
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	235,000	205,526
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	266,183	245,300
Payments to corporate Commonwealth entities	45,432	48,200
Special appropriations (unlimited)		
Payments to entities other than corporate Commonwealth entities	674,695	622,904
Payments to corporate Commonwealth entities	562,185	540,543
Appropriation transfers to Official Public Account		
Transfers to Official Public Account	(1,093,573)	(981,897)
Personal benefits - withholding	(374)	(675)
Closing assets less liabilities as at 30 June	4,165,544	3,795,673

Accounting policy

Administered cash transfers to and from the Official Public Account (OPA)

Revenue collected for use by the Government rather than the department is administered revenue. Collections are transferred to the OPA which is maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of government. These transfers to and from the OPA are adjustments to the administered cash held by the department on behalf of the government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Administered cash flow statement for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
OPERATING ACTIVITIES			
Cash received			
Taxes		666,423	639,146
Special account transfers		100,000	100,000
GST received		72,819	78,522
Receipts from government		43,271	7,141
Interest		1,421	628
Other		9,978	9,836
Total cash received		893,912	835,273
Cash used			
Levy disbursements and Commonwealth contributions		1,233,301	1,157,791
Grants		232,221	217,738
Suppliers		65,000	54,018
Personal benefits		61,826	57,917
Payments to corporate Commonwealth entities		45,432	48,200
Other		17,334	34,584
Total cash used		1,655,114	1,570,248
Net cash from/(used by) operating activities		(761,202)	(734,975)
INVESTING ACTIVITIES			
Cash received			
Repayments of loans		187,880	161,429
Interest received from loans		155,413	89,694
Total cash received		343,293	251,123
Cash used			
Loan advances		223,247	205,526
Total cash used		223,247	205,526
Net cash from/(used by) investing activities		120,046	45,597
Net increase/(decrease) in cash held		(641,156)	(689,378)
Cash and cash equivalents at the beginning of the reporting period		77,880	86,682
Cash from Official Public Account for:			
Appropriations		1,783,495	1,662,473
Total cash from Official Public Account		1,783,495	1,662,473
Cash to Official Public Account for:			
Appropriations		1,093,573	981,897
Total cash to Official Public Account		1,093,573	981,897
Cash and cash equivalents at the end of the reporting period	20A	126,646	77,880

Budget variance commentary

The following tables provide a comparison of the original budget as presented in the Portfolio Budget Statements to the 2024–25 final outcome as presented in accordance with Australian Accounting Standards for the department. The budget is not audited. Explanations of major variances are provided below.

Certain budget figures have been reclassified from the disclosure in the department's Portfolio Budget Statements to align budget reporting with the disclosure and classification in the financial statements.

Variances are considered to be 'major' based on the following criteria:

- the variance between budget and actual is greater than +/- 10% of the original budget and +/- \$10 million for a line item; or
- the variance between budget and actual is greater than +/- 2% of the relevant sub-total (i.e. total expenses, total income, total assets or total liabilities) and +/- \$10 million; or
- an item below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of the department.

Major variances and explanations	Affected line items
Administered schedule of comprehensive income	
Total expenses were \$86.1 million higher than the original budget due to:	• Total expenses
• Higher than budgeted levy disbursements and Commonwealth contributions of \$140.6 million due to favourable production conditions for field crops and horticultural industries.	• Levy disbursements and Commonwealth contributions
• Lower than budgeted grant expenses of \$54.4 million predominantly due to delays in achieving milestones in grant programs. These included delays in the Drought Resilient Soils and Landscapes program; Drought Resilient Farming Practices program; Accelerated Adoption of Wood Processing Innovation program; Agriculture and Land Sectors-Low Emission Future program; and A Better Plan for Forestry and Forest Products: Support Plantation Establishment program.	• Grant expenses
• Higher than budgeted Federation Reform Fund expenses of \$17.3 million. This related to variations processed for the Farm Business Resilience program and the Regional Drought Resilience Planning program after the original budget was settled.	• Federation Reform Fund
• Lower than budgeted personal benefits expenses of \$8.4 million due to reduced volumes accessing Farm Household Allowance Income Support payments than expected.	• Direct personal benefits expense
• Lower than budgeted concessional loan discount expenses of \$12.9 million due to decreases in market interest rates during the financial year.	• Concessional loan discount expense

Major variances and explanations	Affected line items
Total income was \$94.8 million higher than the original budget due to:	Total income
Higher than budgeted levies and charges of \$46.3 million due to favourable production conditions for the field crops industry and higher export demand for the livestock industry.	Levies and charges
Higher than budgeted other revenue of \$27.5 million due to recovery of funds related to emergency plant pest and animal disease incidents. These were underwritten by the department in relation to the Varroa mite and avian influenza events during the year.	Other revenue
Higher than budgeted reversal of impairment losses of \$7.6 million due to a reduction in the impairment provision for concessional loans.	Reversal of impairment losses on financial instruments
Total other comprehensive income was \$150.0 million higher than the original budget due to an increase in the net assets of portfolio corporate Commonwealth entities. This was predominantly driven by the increase in net assets of the Grains Research and Development Corporation.	- Total other comprehensive income - Gains on financial assets at fair value through other comprehensive income
Administered schedule of assets and liabilities	
Total assets balance was \$58.0 million higher than the original budget, predominantly due to:	Total assets
Higher than budgeted cash and cash equivalents of \$55.2 million driven by fewer payments from the Agriculture Future Drought Resilience Special Account than expected and an increase in cash held by the Regional Investment Corporation.	Cash and cash equivalents
Lower than budgeted loan receivables of \$350.6 million due to fewer than expected loan settlements during the year.	Loan receivables
Higher than budgeted taxation and other receivables balance of \$61.5 million due to increased levies and charges accrued at the end of the financial year, an increase in the loan interest receivable balance for loans issued to farm businesses and an increase in Emergency Response receivables, reflecting payments made by the department on behalf of affected industries during emergency plant pest and animal disease outbreaks.	Taxation and other receivables
Higher than budgeted investments in corporate Commonwealth entities of \$291.7 million due to an increase in the net assets of the department's interest in the Grains Research and Development Corporation.	Investments in corporate Commonwealth entities
Total liabilities balance was \$4.3 million higher than the original budget, predominantly due to:	- Total payables - Total provisions
Higher than budgeted accruals of \$12.4 million for research and development activities, related to the favourable production conditions for the field crops industry.	Levy disbursements and Commonwealth contributions
Lower than budgeted grant payables of \$7.8 million due to the variability in the timing of payments being made to grant recipients.	Grants

Note 18: Administered – expenses

Note 18A: Levy disbursements and Commonwealth contributions	2025	2024
	\$'000	\$'000
Levy disbursements		
Corporate Commonwealth entities	316,621	304,646
Non-profit organisations	345,658	333,119
Commonwealth contributions		
Corporate Commonwealth entities	216,548	207,824
Non-profit organisations	254,166	239,957
Total levy disbursements and Commonwealth contributions	1,132,993	1,085,546

Refer to note 19A for more details on levy disbursements and note 24 for more details on the Commonwealth contributions.

Note 18B: Grants

Non-profit organisations	75,142	85,429
Universities	56,630	67,186
For profit organisations	26,229	32,549
Australian Government entities (related parties)	14,326	17,934
State and territory governments	3,365	4,238
Other	2,718	221
Individuals	247	161
Local governments	62	198
Overseas	50	422
Total grants	178,769	208,338

Accounting policy

The department administers a number of grant schemes on behalf of the government. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made.

When the Government enters into an agreement to make grants, but services have not been performed or criteria satisfied, this is considered a commitment.

Note 18C: Payments to corporate Commonwealth entities

Regional Investment Corporation	22,586	22,063
AgriFutures Australia	10,435	10,085
Wine Australia	10,000	10,000
Australian Pesticides and Veterinary Medicines Authority	2,411	6,052
Total payments to corporate Commonwealth entities	45,432	48,200

Note 18D: Suppliers	2025	2024
	\$'000	\$'000
Goods and services supplied or rendered		
Membership fees	19,162	19,294
Contractors	12,110	6,243
General goods and services	7,874	2,818
Climate Services for Agriculture	4,800	9,368
Drought Resilience Commercialisation Initiative	2,500	4,500
Administration charge - loans	1,214	1,214
Consultants	1,212	1,022
Protecting Australia from Escalating Exotic Animal Disease	231	4,230
Total goods and services supplied or rendered	49,103	48,689
Goods supplied	103	206
Services rendered	49,000	48,483
Total goods and services supplied or rendered	49,103	48,689
Total supplier expenses	49,103	48,689

The prior year financial statements included a category for drought resilience self-assessment tool. These amounts have been reclassified to general goods and services to align with the current year's reporting presentation.

Accounting policy

Membership fees

Expenses associated with annual fees for Australia's participation in international organisations, councils and forums.

Climate Services for Agriculture

Provides farmers and communities with climate information for their local area to help them better prepare for climate risks.

Drought Resilience Commercialisation Initiative

To accelerate the availability of drought resilience tools for Australian farmers and farming communities.

Administration charge—loans

Administrative fees are paid to the jurisdictions for the delivery of administrative services relating to loans. These services include establishment, application processing, customer service and record keeping activities.

Protecting Australia from escalating exotic animal disease

To enhance biosecurity capability in northern Australia and protect the region from increasing biosecurity risks.

Note 18E: Impairment loss on financial instruments	2025	2024
	\$'000	\$'000
Impairment on loans	–	10,145
Impairment on other receivables	14	–
Total impairment loss on financial instruments	14	10,145

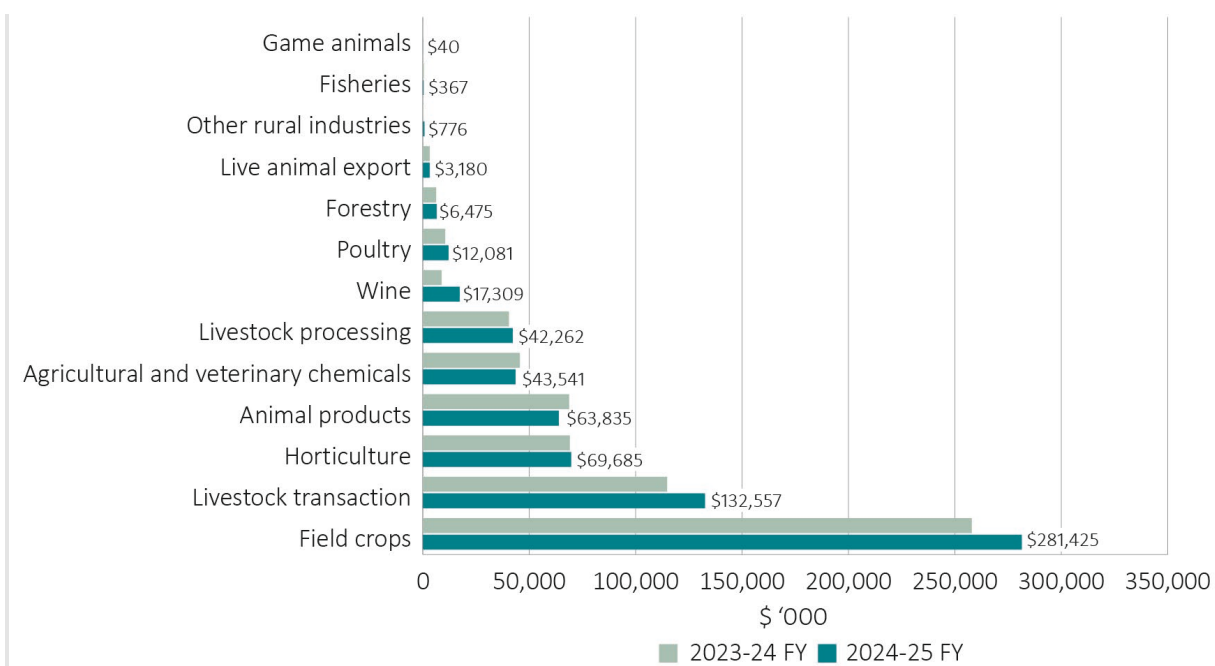
Note 18F: Write-down and impairment of assets		
Impairment on financial assets	243	2,081
Debt waiver of personal benefits receivable	446	1,347
Remissions – levies and charges	769	428
Total write-down and impairment	1,458	3,856

Note 18G: Other expenses		
Change in fair value through profit or loss	3,140	1,462
Other	779	123
Total other expenses	3,919	1,585

Note 19: Administered – income

Revenue	2025	2024
Taxation revenue	\$'000	\$'000
Note 19A: Levies and charges		
Primary industry levies	659,650	613,901
Primary industry charges	13,883	11,922
Total levies and charges	673,533	625,823

Figure 10 Levies and charges by industry



Accounting policy**Levies and charges**

The department collects, administers and disburses agricultural levies and charges on behalf of Australia's primary industries. Agricultural levies are disbursed, in conjunction with any relevant Commonwealth contribution, to research and development corporations and authorities. These are used for biosecurity preparedness, emergency plant pest and animal disease responses, marketing, research and development and residue testing.

Agricultural levies revenues are recognised on an accrual basis when the following conditions apply:

- the levy payer/commodity group can be reliably identified;
- the amount of levy payable can be reliably measured; and
- it is probable that the levy payable will be collected.

The amount of the levies revenue accrual recognised relies on the estimation of the amount of probable future levy return lodgements. These relate to leviable commodity transactions that have occurred in the current financial year, with reference to production in prior year and current year forecasts provided by the industries services bodies.

Revenue

All administered revenues relate to ordinary activities performed by the department on behalf of the Australian Government. As such, administered appropriations are not revenues of the department, who oversees distribution, or expenditure of the funds as directed.

Note 19B: Interest	2025	2024
	\$'000	\$'000
Loans	160,279	122,712
Unwinding of concessional loan discount	70,653	71,476
Other interest	1,421	628
Total interest	232,353	194,816

Accounting Policy

Interest revenue is recognised using the effective interest method.

Note 19C: Other revenue		
Emergency response repayments	28,146	529
Fines and penalties	4,655	6,137
Refunds of prior year payments	3,529	4,380
Total other revenue	36,330	11,046

Comparative amounts have been reclassified from refunds of prior year payments to emergency response repayments to conform with the current year's reporting presentation.

Refer to note 20C for more details on emergency response repayments.

Accounting Policy**Fines and penalties**

The department's fines and penalties are primarily biosecurity penalties and fines collected by the Department of Home Affairs. As reporting is the responsibility of the principal department, these collections are recognised in the department's financial statements.

Refunds of prior year payments

Relates to amounts that were previously paid out by the department. Following reconciliations of recipient's entitlements, certain amounts were returned in a subsequent financial year. These amounts are recognised as revenue and are returned to the Consolidated Revenue Fund.

Note 19D: Reversal of impairment losses on financial instruments

Reversal of impairment - concessional loans	7,645	–
Reversal of impairment - other receivables	–	16
Total reversal of impairments losses	7,645	16

Refer to note 20B for more details on impairment provision for concessional loans.

Note 20: Administered – financial assets

<u>Note 20A: Cash and cash equivalents</u>	2025	2024
	\$'000	\$'000
Cash in special accounts	98,851	61,927
Cash on hand or on deposit	27,795	15,953
Total cash and cash equivalents	126,646	77,880
<u>Note 20B: Loan receivables</u>		
Loans		
State and territory governments	134,648	170,713
Farm businesses	2,777,029	2,667,523
Total loans (gross)	2,911,677	2,838,236
Less credit loss allowance	(29,872)	(37,937)
Total loans (net)	2,881,805	2,800,299
<u>Note 20C: Taxation and other receivables</u>		
Taxation receivables		
Levies and charges	98,971	92,691
Total taxation receivables	98,971	92,691
Other receivables		
Statutory receivables	18,068	17,447
Personal benefits	2,950	2,757
Emergency response receivables	28,141	7,503
Interest receivable from loans	52,762	47,896
Other	664	60
Total other receivables	102,585	75,663
Total taxation and other receivables (gross)	201,556	168,354
Less impairment loss allowance		
Taxation receivables	(1,825)	(3,914)
Other receivables	(1,690)	(1,575)
Total impairment loss allowance	(3,515)	(5,489)
Total taxation and other receivables (net)	198,041	162,865

Loans to state and territory governments

As at 30 June 2025, state and territory governments owed the Commonwealth for loans relating to four historical schemes, noting that all loans made under the Drought loan scheme have been repaid. Loans were conditional on the state and territory governments entering into subsequent loans with farm businesses. Any amounts that were not loaned were returned to the Commonwealth. State and territory loan schemes are closed and no longer accept loan applications. Loans to state and territory governments were made under the Farm Finance and Drought loan schemes for periods up to 5 years and the Dairy Recovery, Drought Recovery and Farm Business loan schemes for up to 10 years.

Loans are subject to biannual impairment assessments. No security is required on these loans to government agencies, but a charge over assets is registered by jurisdictions issuing the loans to farmers. If a state or territory government is unable to recover loans provided to program recipients, the respective liability to the Commonwealth will be reviewed in accordance with the applicable loan agreements.

For 5-year loans, principal is repaid in full at maturity, whereas 10 year loans are partially amortised during years 6 - 10, with the balance paid at maturity. The last 10-year loan will mature in 2029.

Interest rates are variable with a 6 monthly review period. Effective interest rates averaged 5.15% (2023–24: 4.86%) for Farm Finance loans, 4.65% (2023–24: 4.36%) for Drought loans, 4.22% (2023–24: 3.79%) for Dairy Recovery and Drought Recovery loans and 4.62% (2023–24: 4.19%) for Farm Business loans. Interest payments to the Commonwealth are due on the 10th business day of the month following collection.

Loans to farm businesses

As at 30 June 2025, the Regional Investment Corporation (RIC) administered five loan programs targeted to farm businesses, primary production-related small businesses and other eligible businesses. Loans were made under the Farm Investment, Drought, AgBiz, AgRebuild and AgriStarter schemes for periods up to 10 years. The AgRebuild scheme is now closed to new applications.

Loans are subject to biannual impairment assessments. Farm businesses must provide security on these loans. If the RIC is unable to recover loans provided to program recipients, the respective liability to the Commonwealth will be reviewed in accordance with section 11 of the *Regional Investment Corporation Operating Mandate Direction 2018*.

Principal is partially amortised during years 6 - 10 with the balance paid at maturity. Interest rates are variable with a 6 monthly review period. Effective interest rates averaged 5.16% (2023–24: 4.72%) for RIC loans. Interest payments and loan repayments are returned to the Commonwealth within five working days of receipt by the RIC.

Accounting judgements and estimates

Loans to state and territory governments and farm businesses

The impairment provision for the loans provided to state and territory governments and farm businesses has been calculated using an Expected Credit Loss (ECL) methodology and represents a best estimate of the potential loss that may arise in the event of loan default. The ECL calculation is a result of three key parameters:

- Probability of default – the likelihood of a loan recipient defaulting on repayment obligations;
- Loss given default – the financial loss to the Commonwealth if a loan defaults; and
- Risk overlays – uncertainty inherent in the loan portfolio.

The probability of default and loss given default inputs used to estimate ECL are modelled based on macroeconomic variables that are most closely aligned to credit losses within the portfolio.

The ECL has been recognised based on three stages of impairment:

- Stage 1 includes loans that have not had a significant increase in credit risk since initial recognition, or that have low credit risk at the reporting date. A 12-month ECL has been applied to these loans;
- Stage 2 includes loans that have had a significant increase in credit risk since initial recognition, based on loans that are 90 days or more in arrears. A lifetime ECL has been applied to these loans; and
- Stage 3 includes loans that have objective evidence of impairment at the reporting date. Specific individual provisions have been raised for these loans.

Estimated assumptions used within the ECL calculations reflect current industry benchmarks. In addition, the methodology applied for risk overlays ensures sensitivity to the underlying risk factors which drive potential losses.

Emergency response receivables

Emergency response receivables relate to arrangements where the Commonwealth initially funds an affected industry's share of the response to emergency plant pest or animal disease incursions. The industry must ensure that the Commonwealth is repaid within a reasonable period (usually defined as within 10 years). These receivables are usually repaid through statutory biosecurity levies. As there are no fixed repayment amounts, and only a maximum period in which to repay, these receivables are held at fair value through profit or loss. To estimate the fair value of the receivable balance, the department uses a discounted cash flow approach to adjust the receivable to the net present value of the anticipated cash flows.

Note 20D: Investments in corporate Commonwealth entities	2025	2024
	\$'000	\$'000
Grains Research and Development Corporation	912,921	761,789
AgriFutures Australia	50,499	53,885
Cotton Research and Development Corporation	46,737	42,854
Australian Pesticides and Veterinary Medicines Authority	38,768	39,338
Fisheries Research and Development Corporation	14,131	20,316
Regional Investment Corporation	18,479	14,838
Wine Australia	11,036	9,542
Total investments in corporate Commonwealth entities	1,092,571	942,562

Accounting policy

Administered investments

Administered investments in subsidiaries, joint ventures and associates are not consolidated because their consolidation is relevant only at the whole-of-government level.

Administered investments are not held-for-sale and measured at their fair value through other comprehensive income as at 30 June 2025. Fair value has been taken to be the Australian Government's proportional interest in the net assets of the investment as at the end of the reporting period.

Gains on financial assets at fair value were \$150.009 million (2023–24: gain of \$141.717 million) in the administered schedule of comprehensive income. The gains reflect the net asset movements in the corporate Commonwealth entities.

Note 21: Administered – payables

<u>Note 21A: Levy disbursements and Commonwealth contributions</u>	2025	2024
	\$'000	\$'000
Levy disbursements	70,873	65,865
Commonwealth contributions	56,115	103,401
Total levy disbursements and Commonwealth contributions	126,988	169,266
<u>Note 21B: Grants</u>		
For profit organisations	129	12,228
Universities	–	1,568
State and territory governments	2,700	1,382
Non-profit organisations	113	430
Australian Government entities	–	199
Total grants	2,942	15,807

All grants and suppliers are expected to be settled within the next 12 months.

Settlement of grants was made according to the terms and conditions of each grant. This was usually within 20 days of grant recipients meeting their performance or eligibility criteria.

Settlement of suppliers was usually made within 20 days (2023–24: 20 days).

Note 22: Administered – provisions

<u>Note 22: Loan commitments to farm businesses</u>	Loans to farm businesses
	\$'000
At 1 July 2024	3,435
Additional commitments made	30,660
Commitments used	(32,071)
Commitments reversed	(508)
Total as at 30 June 2025	1,516

Accounting policy

Concessional loan commitments represent the concessional cost of commitments to provide loan advances at a below-market interest rate. Commitments to farm businesses and farm-related small businesses reflect the concessional cost of loan advances that were committed, but not paid, by the RIC on behalf of the department as at 30 June 2025. All advances are expected to be paid in the 2025–26 financial year.

Accounting judgements and estimates

Concessional loan commitments are initially measured at their fair value, calculated as the present value of cash flows associated with loan advances committed, but not paid, at the time the commitment is made, discounted at the commercial market interest rate. The provision is

subsequently measured at amortised cost and reduced for the concessional component as each loan is advanced.

Commercial market interest rates are obtained from farmers and validated by the RIC. Farm enterprises may consist of several facilities, each with their own interest rate. In these circumstances, the RIC calculates the average interest rate.

Note 23: Administered – current/non-current distinction for assets and liabilities

Note 23: Administered current/non-current distinction for assets and liabilities	2025	2024
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	126,646	77,880
Loan receivables	163,966	14,359
Taxation and other receivables	168,464	155,789
Prepayments	2,525	2,618
Total no more than 12 months	461,601	250,646
More than 12 months		
Loan receivables	2,717,839	2,785,940
Taxation and other receivables	29,577	7,076
Investments in corporate Commonwealth entities	1,092,571	942,562
Prepayments	460	1,561
Total more than 12 months	3,840,447	3,737,139
Total assets	4,302,048	3,987,785
Liabilities expected to be settled in:		
No more than 12 months		
Levy disbursements and Commonwealth contributions	126,988	169,266
Grants	2,942	15,807
Suppliers	3,411	2,315
Personal benefits – income support to farmers	1,647	1,289
Loan commitments to farm businesses	1,516	3,435
Total no more than 12 months	136,504	192,112
Total liabilities	136,504	192,112

Note 24: Administered – contingent assets and liabilities

Quantifiable contingencies

There are no quantifiable contingent assets or liabilities at 30 June 2025 (2023–24: Nil).

Unquantifiable contingencies

The Australian Government encourages expenditure on research and development to increase the competitiveness and sustainability of industries within Australia. Under several Acts, the Commonwealth provides contributions to a number of nominated entities responsible for undertaking research and development activities in respect of portfolio industries. These contributions are typically made on a matching basis. Under legislation, entities are eligible for matching contributions which are subject to annual “caps” based on the total cumulative amount of levies collected, amounts spent on qualifying research and development and the annual level of the determined gross value of production. The operation of these annual caps can result in annual entitlements being limited to less than full cumulative levy collections and/or cumulative qualifying research and development expenditure. However, matching contributions may still be payable in later years, depending on the level of the caps determined in future years and eligible amounts are therefore carried forward from year to year.

At 30 June 2025, the Commonwealth had a maximum potential liability in respect of matching payments of approximately \$837 million (2023–24: \$645 million). The Commonwealth's actual future liability is contingent on a combination of several currently indeterminable independent factors which are beyond the control of both the department and the recipient entities, in particular the future annual levels of levy collections and determined gross values of production. The likelihood of meeting the eligibility requirements and the amount of future payments is uncertain. Hence, the total liability is considered unquantifiable.

Note 25: Administered – financial instruments

Note 25A: Categories of financial instruments	2025	2024
	\$'000	\$'000
Financial assets at amortised cost		
Cash and cash equivalents	126,646	77,880
Loans	2,881,805	2,800,299
Other receivables	608	16
Interest receivable from loans	52,762	47,896
Total financial assets at amortised cost	3,061,821	2,926,091
Financial assets at fair value through profit or loss		
Emergency response receivables	28,141	7,503
Total financial assets at fair value through profit or loss	28,141	7,503
Financial assets at fair value through other comprehensive income		
Investments in corporate Commonwealth entities	1,092,571	942,562
Total financial assets at fair value through other comprehensive income	1,092,571	942,562
Total financial assets	4,182,533	3,876,156
Financial liabilities		
Financial liabilities measured at amortised cost		
Suppliers payable	3,411	2,315
Grants payable	2,942	15,807
Total financial liabilities at amortised cost	6,353	18,122
Total financial liabilities	6,353	18,122

Note 25B: Net gains or losses on financial assets

Financial assets at amortised cost		
Interest revenue	232,353	194,816
Reversal of impairment losses	7,645	16
Impairment	(14)	(10,145)
Concessional loan discount	(30,660)	(35,580)
Net gains/(losses) on financial assets at amortised cost	209,324	149,107
Financial assets at fair value through profit and loss		
Gains/(losses) recognised in income statement	(3,140)	(1,585)
Net gains/(losses) on financial assets at fair value through profit and loss	(3,140)	(1,585)
Financial assets at fair value through other comprehensive income		
Gains/(losses) recognised in equity	150,009	141,717
Net gains/(losses) on financial assets at fair value through other comprehensive income	150,009	141,717
Net gains/(losses) on financial assets	356,193	289,239

The net interest income/expense from financial assets not at fair value through profit or loss is \$232.353 million (2023–24: \$194.816 million).

Note 25C: Net gains or losses on financial liabilities

Financial liabilities measured at amortised cost		
Other	104	–
Net gains/(losses) on financial liabilities at amortised cost	104	–
Net gains/(losses) on financial liabilities	104	–

Note 26: Administered – appropriations

Note 26A: Annual and unspent appropriations ('recoverable GST exclusive')	2025	2024
	\$'000	\$'000
Ordinary annual services		
Annual appropriations		
Operating	267,126	243,108
Payments to corporate Commonwealth entities	24,846	27,968
PGPA Act section 74 receipts	479	43
Total available appropriation	292,451	271,119
Appropriation applied (current and prior years)	(235,915)	(222,759)
Variance ^a	56,536	48,360
Opening unspent appropriation balance	218,763	193,677
Prior year Appropriation Acts repealed	(78,275)	(23,274)
Closing unspent appropriation balance	197,024	218,763
Balance comprises appropriations as follows: ^b		
<i>Appropriation Act (No. 1) Operating 2021–2022 ^c</i>	–	78,275
<i>Supply Act (No. 1) Operating 2022–2023</i>	15,758	16,381
<i>Supply Act (No. 3) Operating 2022–2023</i>	46,466	47,211
<i>Appropriation Act (No. 1) Operating 2022–2023</i>	21,077	21,077
<i>Appropriation Act (No. 1) Operating 2023–2024</i>	38,678	45,809
<i>Appropriation Act (No. 3) Operating 2023–2024</i>	4,359	10,010
<i>Appropriation Act (No. 1) Operating 2024–2025</i>	48,147	–
<i>Appropriation Act (No. 3) Operating 2024–2025</i>	22,539	–
Total unspent appropriation – ordinary annual services	197,024	218,763
Other services		
Annual appropriations		
Administered assets and liabilities	237,214	218,214
Total available appropriation	237,214	218,214
Appropriation applied (current and prior years)	(223,158)	(205,668)
Variance ^d	14,056	12,546
Opening unspent appropriation balance	627,532	951,459
Prior year Appropriation Acts repealed	(385,669)	(336,473)
Closing unspent appropriation balance	255,919	627,532
Balance comprises appropriations as follows: ^e		
<i>Appropriation Act (No. 2) 2021–2022 ^c</i>	–	385,669
<i>Supply Act (No. 4) 2022–2023</i>	81,309	122,747
<i>Appropriation Act (No. 2) 2023–2024</i>	–	103,213
<i>Cash at bank - Appropriation Act (No. 2) 2023–2024</i>	–	15,903
<i>Appropriation Act (No. 2) 2024–2025</i>	146,865	–
<i>Cash at bank - Appropriation Act (No. 2) 2024–2025</i>	27,745	–
Total unspent appropriation – other services	255,919	627,532
Total unspent appropriation	452,943	846,295

a The variance of \$56.536 million is comprised of unspent current year appropriations of \$70.686 million offset by prior years appropriation applied in 2025 of \$14.150 million **b** The unspent annual appropriation is shown inclusive of PGPA Act section 51 withholdings against: *Appropriation Act (No. 1) 2022–2023* of \$20.285 million, *Supply Act (No. 1) 2022–2023* of \$13.956 million, *Supply Act (No. 3) 2022–2023* of \$41.043 million, *Appropriation Act (No. 1) 2023–2024* of \$35.205 million, *Appropriation Act (No. 3) 2023–2024* of \$2.463 million, *Appropriation Act (No. 1) 2024–2025* of \$16.363 million **c** *Appropriation Act (No. 1)* and *Appropriation Act (No. 2)* of 2021–2022 self-repealed on 1 July 2024 **d** The variance of \$14.056 million is comprised of unspent current year appropriations of \$146.865 million offset by prior years appropriation

applied in 2025 of \$132.809 million e The unspent annual appropriation is shown inclusive of PGPA Act section 51 withholdings against *Supply Act (No. 4) 2022–2023* of \$81.309 million

Note 26B: Special appropriations ('recoverable GST exclusive')	Appropriation applied	
	2025	2024
	\$'000	\$'000
Authority		
<i>Agricultural and Veterinary Chemicals (Administration) Act 1992</i>	(42,164)	(41,794)
<i>Australian Animal Health Council (Live-stock Industries) Funding Act 1996</i>	(8,596)	(7,939)
<i>Australian Meat and Live-stock Industry Act 1997</i>	(231,011)	(217,310)
<i>Dairy Produce Act 1986</i>	(58,331)	(57,362)
<i>Egg Industry Service Provision Act 2002</i>	(11,556)	(10,779)
<i>Farm Household Support Act 2014^a</i>	(61,826)	(57,917)
<i>Forestry Marketing and Research and Development Services Act 2007</i>	(14,630)	(11,996)
<i>Horticulture Marketing and Research and Development Services Act 2000</i>	(165,730)	(144,483)
<i>Pig Industry Act 2001</i>	(24,262)	(24,767)
<i>Plant Health Australia (Plant Industries) Funding Act 2002</i>	(10,289)	(10,107)
<i>Primary Industries Levies and Charges Disbursement Act 2024</i>	(5,712)	–
<i>Primary Industries Research and Development Act 1989</i>	(495,052)	(474,066)
<i>Public Governance, Performance and Accountability Act 2013</i>	(873)	(2,211)
<i>Sugar Research and Development Services Act 2013</i>	(32,221)	(29,340)
<i>Wine Australia Act 2013</i>	(24,969)	(24,683)
<i>Wool Services Privatisation Act 2000</i>	(49,658)	(48,693)
Total special appropriations applied	(1,236,880)	(1,163,447)

a The amount of \$61.826 million (2023–24: \$57.917 million) was transferred to Services Australia who made Farm Household Allowance payments on behalf of the department.

The following special appropriations had no transactions and budgets during the reporting and comparative years:

- *Australian Meat and Live-stock Industry (Repeals and Consequential Provisions) Act 1997*
- *Dairy Industry Service Reform Act 2003*
- *Egg Industry Service Provision (Transitional and Consequential Provisions) Act 2002*
- *Horticulture Marketing and Research and Development Services (Repeals and Consequential Provisions) Act 2000*
- *Public Governance, Performance and Accountability (Consequential and Transitional Provisions) Act 2014.*

A new legislative framework for the Australian agricultural levies system came into effect on 1 January 2025. The current legislation and special appropriations will continue to exist in parallel with, and gradually be replaced by, the new legislation and special appropriations.

Note 27: Administered – special accounts

	Agriculture Future Drought Resilience Special Account ^a		National Cattle Disease Eradication Account ^c	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance brought forward from previous period	61,927	70,573	–	15
Increases	100,719	100,450	–	–
Total increases	100,719	100,450	–	–
Available for payments	162,646	171,023	–	15
Decreases	(63,795)	(109,096)	–	(15)
Total decreases	(63,795)	(109,096)	–	(15)
Total balance carried to the next period	98,851	61,927	–	–
Balance made up of:				
Cash held in the Official Public Account	98,851	61,927	–	–
Total balance carried to the next period	98,851	61,927	–	–

In addition to the above special accounts, the department had responsibility for the Natural Resources Management Account ^b that had no transactions debited or credited to it during the current or prior reporting period.

The following special accounts are appropriated under *Public Governance, Performance and Accountability Act 2013* section 80.

Special account	Establishing instrument	Purpose
a Agriculture Future Drought Resilience Special Account	<i>Future Drought Fund Act 2019</i> , section 33	For the purpose of making payments associated with projects, research, advice, service and technology that will work towards achieving drought resilience.
b Natural Resources Management Account	<i>Natural Resources Management (Financial Assistance) Act 1992</i> , section 11	For the year ended 30 June 2025 the account had a nil balance (2023–24: nil) and there were no transactions debited or credited to it during the current or prior reporting period. For the purposes of granting financial assistance in connection with projects relating to natural resources management.
c National Cattle Disease Eradication Account	<i>National Cattle Disease Eradication Account Act 1991</i> , section 4	For the year ended 30 June 2025 the account had a nil balance (2023–24: nil) and is no longer in force from 31 December 2024. For the purpose of the eradication of any disease of cattle that is endemic in.

Part 5: Appendixes

Appendix A: Changes to key activities and performance measures from Corporate Plan 2024–25

Table A1 Strategic objective 1 Sector growth, changes to key activities from Corporate Plan 2024–25

Key activities in Corporate Plan 2024–25	New key activities
1.1 Develop and deliver policies and manage programs to ensure primary producers are well positioned to maintain and increase their productivity.	1.1 Support sector productivity growth and innovation.
1.2 Work with levy stakeholders to effectively administer the agricultural levies system.	
1.3 Deliver programs and work with portfolio agencies to support farmers' financial growth.	
1.4 Enable and protect international market access to provide growth opportunities for agricultural producers and exporters and support global food security.	1.2 Regulate exports and enable, improve and protect access to international markets.
1.5 Represent Australia's interests and contribute to global standards for open and free trade by participating in multilateral standard-setting bodies.	
1.6 Provide effective, efficient, and modernised regulation as the administrator of the <i>Export Control Act 2020</i> .	
1.7 Support a productive and sustainable Australian forestry industry.	1.1 Support sector productivity growth and innovation.

Table A2 Strategic objective 1 Sector growth, change to performance measures from Corporate Plan 2024–25

Performance measures in Corporate Plan 2024–25	Change to performance measures
SG-01 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	The performance measure has been realigned under the new key activity.
SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	The target review timeline has been updated from 2025–26 to 2026–27 to reflect that the review is to be undertaken after levies reform has been fully implemented (by 2025–26). The performance measure has been realigned under the new key activity.
SG-03 Proportion of farm businesses making capital investments.	Minor update made to the measure wording to align to the target wording. The performance measure has been realigned under the new key activity.
SG-04 Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	The target wording was updated slightly for greater clarity. The measure type, target and tolerances have been updated to reflect the transition to a qualitative performance measure. The performance measure has been realigned under the new key activity.
SG-05 Significant representation of Australian interests on multilateral standard-setting bodies.	The tolerances have been updated for greater clarity. The performance measure has been realigned under the new key activity.

Performance measures in Corporate Plan 2024–25	Change to performance measures
SG-06 Effective delivery of regulatory responsibilities for relevant export applications under the <i>Export Control Act 2020</i> .	The tolerances and methodology have been updated for greater clarity. The performance measure has been realigned under the new key activity.
SG-07 Increase in the number of electronic certificates issued for export.	The performance measure has been realigned under the new key activity.
SG-08 Encourage forestry industry investment in innovation.	The target wording has been updated for greater clarity. The performance measure has been realigned under the new key activity.

Table A3 Strategic objective 2 Sector resilience and sustainability, change to key activities from Corporate Plan 2024–25

Key activities in Corporate Plan 2024–25	New key activities
2.1 Create pathways that support the agricultural sector to build an understanding of emissions reduction opportunities and adopt emissions reduction activities that strengthen productivity and competitiveness.	2.2 Support the agricultural sector to adopt emissions reduction activities that strengthen productivity and competitiveness.
2.2 Deliver annual funding to support the agricultural sector to adopt sustainable agriculture practices in accordance with the Natural Heritage Trust.	2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.
2.3 Administer annual funding from the Future Drought Fund to build drought resilience in Australia's agricultural sector in accordance with the Drought Resilience Funding Plan (2024–2028).	
2.4 Ensure Australian Government fisheries are sustainably managed through the development and review of legislative and policy settings and other initiatives.	

Table A4 Strategic objective 2 Sector resilience and sustainability, change to performance measures from Corporate Plan 2024–25

Performance measures in Corporate Plan 2024–25	Change to performance measures
RS-01 Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	The targets and tolerances have been updated for greater clarity. The measure type was updated for consistency. The performance measure has been realigned under the new key activity.
RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	The performance measure has been realigned under the new key activity.
RS-03 Increased investment in activities to build economic, social and environmental resilience to drought.	The target has been updated to align with funding approved and announced as part of the 2024–25 Budget. The performance measure has been realigned under the new key activity.
RS-04 The proportion of Australian Government managed fish stocks that are sustainable.	The methodology was updated to reflect more timely access to data for reporting results over the period. The performance measure has been realigned under the new key activity.

Table A5 Strategic objective 3 National biosecurity, change to key activities from Corporate Plan 2024–25

Key activities in Corporate Plan 2024–25	New key activities
3.1 Use international standards and science-based risk assessments to develop and inform policy, legislative frameworks and tools to support the management of exotic pest and disease risk.	3.1 Effectively prepare for the management of biosecurity risks, imported food and human health through risk assessment, pre-border controls and assurance programs, inspection, treatment, certification and education.
3.2 Assess and finalise applications for biosecurity risk goods that require an import permit, ensuring fit-for-purpose regulation and biosecurity risk management.	
3.3 Establish new and maintain existing pre-border biosecurity arrangements with overseas governments and entities to manage biosecurity risks associated with imported goods, to reduce the number and frequency of exotic pests entering Australia.	
3.4 Undertake targeted public engagement and communication to enhance awareness of biosecurity requirements.	
3.5 Maintain and mature emergency management arrangements.	3.3 Protect the economy and environment from the impact of exotic pests and diseases in Australia through appropriate post-border measures, including regulation and emergency management capabilities.
3.6 Establish and maintain biosecurity measures (both onshore and offshore) to prevent the entry or establishment of pests and diseases into Australia.	3.1 Effectively prepare for the management of biosecurity risks, imported food and human health through risk assessment, pre-border controls and assurance programs, inspection, treatment, certification and education.
3.7 Screen and inspect goods which present a high level of biosecurity risk at the border.	3.2 Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.
3.8 Verify and assure our controls through monitoring, auditing and applying actions against non-compliance.	
3.9 Manage biosecurity risks to an acceptable level while delivering quality services to our stakeholders.	
3.10 Manage non-compliance with biosecurity and other relevant portfolio legislation.	3.4 Manage non-compliance with biosecurity and other relevant portfolio legislation.

Table A6 Strategic objective 3 National biosecurity, change to performance measures from Corporate Plan 2024–25

Performance measures in Corporate Plan 2024–25	Change to performance measures
BI-01 Proportion of biosecurity risk assessments completed in the development of import policy and regulation of biosecurity risks on imported goods, within regulatory and target timeframes.	The performance measure wording, target and tolerances have been updated to focus on import risk analyses. The performance measure has been realigned under the new key activity.
BI-02 The import permit service standard is met.	The target and tolerances have been updated for greater clarity. The performance measure has been realigned under the new key activity.
BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	The tolerances have been updated to compare performance with the prior year. The performance measure has been realigned under the new key activity.
BI-04 Targeted public communication and engagement activities.	The performance measure has been realigned under the new key activity.

Performance measures in Corporate Plan 2024–25	Change to performance measures
BI-05 Strengthened emergency management capabilities.	The measure type, targets, tolerances, methodology and data sources have been updated to improve the quality of the measure. The performance measure has been realigned under the new key activity.
BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	The target and tolerances have been updated to improve the quality of the measure. The performance measure has also been realigned under the new key activity.
BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	The performance measure has been realigned under the new key activity.
BI-08 Reduced levels of non-compliance with regulations administered by the department that apply to high-value cargo.	The measure wording and tolerances have been updated for greater clarity. The performance measure has been realigned under the new key activity.
BI-09 Reduced levels of non-compliance with regulations administered by the department that apply to international travellers and their goods.	The measure wording, targets and tolerances have been updated to improve the quality of the measure. The performance measure has been realigned under the new key activity.
BI-10 Reduced levels of non-compliance with regulations administered by the department that apply to approved arrangements.	The measure wording and tolerances have been updated for greater clarity. The performance measure has been realigned under the new key activity.
BI-11 Biosecurity service standards conducted at the border are met.	The tolerances have been updated. The performance measure has been realigned under the new key activity.
BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	The target and tolerances have been updated for consistency and greater clarity. The performance measure has been realigned under the new key activity.

Appendix B: Audit and Risk Committee membership

In 2024–25 the Audit and Risk Committee met 8 times, including out-of-session committee meetings. In addition, members attended specialised subcommittee meetings to further consider matters. Table B1 provides the membership details and committee meeting attendance.

Table B1 Audit and Risk Committee membership, 2024–25

Member name and qualifications	Knowledge, skills and experience	Number of committee meetings attended	Number of subcommittee meetings attended	Annual remuneration ^a (\$ GST inclusive)	Additional information (including role on committee)
Peter Achterstraat, AM, BCom, LLB, BEc (Hons), FAICDLife, FCA, FCPA, FGIA, FIPAA, FAIM	Mr Achterstraat has more than 30 years' experience in finance and governance. He was inducted into the Australian National University College of Business and Economics Hall of Fame and awarded a Member of the Order of Australia for significant service to public administration through financial management and governance roles. Mr Achterstraat is the NSW Productivity Commissioner, Chair of Bankstown Airport Limited, Chair of the ATO Audit and Risk Committee and Chair of the ASIC Audit and Risk Committee.	7	4 ^{b, c}	84,157	- Chair, Audit and Risk Committee (July 2024 to March 2025) - Member, Performance Reporting Subcommittee (July 2024 to December 2024) - Member, Internal Audit Subcommittee (July 2024 to December 2024)
Tim Youngberry, BBus (Acc), FCPA, FCA, CPFA	Mr Youngberry is an experienced senior executive and public financial management expert. He has held senior executive roles, including as chief financial officer of multiple Commonwealth entities. Mr Youngberry is a former divisional president for the ACT division of CPA Australia and completed the Executive Fellows Program at the Australia and New Zealand School of Government. Mr Youngberry has served as chair and member of several audit and risk committees for Australian Government departments.	1	0	0	Chair, Audit and Risk Committee (June 2025)
Mark Sercombe, BEc, FCA, PFIIA, CIA, CISA	Mr Sercombe has extensive experience in corporate governance, business management, financial management systems and public administration, and corruption prevention in the public sector. He founded and leads a boutique risk advisory firm serving private and public sector organisations. He specialises in internal controls and IT risk, including projects, cybersecurity, business systems	8	8 ^{b, d}	63,276	- Member, Audit and Risk Committee - Chair, Internal Audit Subcommittee - Member, Financial Statements Subcommittee

Member name and qualifications	Knowledge, skills and experience	Number of committee meetings attended	Number of subcommittee meetings attended	Annual remuneration ^a (\$ GST inclusive)	Additional information (including role on committee)
	and privacy. Mr Sercombe is a member of the audit and risk committees for the ATO, Services Australia, the NSW Cabinet Office, NSW Premier's Department, NSW Parliamentary Counsel's Office, the NSW Educational Standards Authority, Cancer Institute NSW and the NSW Electoral Commission. He is also a member of the audit, risk and improvement committees of 2 NSW councils – Bayside and Cumberland City – and a sessional lecturer at the University of Sydney.				
Alexandra Spark, BCom, FCA, GAICD	Ms Spark is a CA and CA Risk Specialist with experience in risk management, regulation, corporate governance, audit and accounting. Ms Spark provides independent advisory services to the Australian Government and is a member of several audit and risk committees, including the Department of Climate Change, Energy, the Environment and Water; the Climate Change Authority; and Net Zero Economy Authority. She is also a member of ACT Government directorate audit and risk committees and a non-executive director of a number of private entities.	7	8 ^{c, d}	55,572	- Member, Audit and Risk Committee - Chair, Financial Statements Subcommittee - Acting Chair, Performance Reporting Subcommittee (July 2024 to December 2024) - Member, Performance Reporting Subcommittee (January 2025 to June 2025)
Diana Hamono, Master of Information Studies (Knowledge Mgt), Dip. Risk Management (Security), CGEIT, CISA, PMIIA	Ms Hamono has over 37 years' experience in internal auditing, including IT and assurance. Ms Hamono has provided advice at the Commonwealth, state and territory and local government levels. Her qualifications and experience cover risk management, corporate governance, ICT, project management, data management and business operations. Ms Hamono is a member of audit and risk committees for several Commonwealth, ACT and local government entities. She is a professional member of IIA-Australia and a retired member of ISACA.	3	4 ^{b, c}	27,846	- Independent member - Chair – Performance Reporting Subcommittee - Member – Internal Audit Subcommittee

Note: Members are remunerated for attendance at Audit and Risk Committee meetings, attendance at relevant subcommittee meetings, ad hoc meetings with departmental officers, out-of-session considerations and providing advice to the department. **a** Remuneration reported is for amounts paid in 2024–25. **b** Internal Audit Subcommittee. **c** Performance Reporting Subcommittee. **d** Financial Statements Subcommittee.

Appendix C: Environmental performance

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* requires an annual report on measures to minimise our effect on the environment, the mechanisms (if any) for reviewing and increasing the effectiveness of those measures and our contribution to the principles of ecologically sustainable development.

Commonwealth Climate Disclosure

Our [climate risk governance structure](#) provides an outline of our climate risk governance framework. The framework was used to support management of climate risk and opportunities in accordance with section 16 of the PGPA Act and the Commonwealth Risk Management Policy.

Table C4 demonstrates our alignment to Commonwealth climate disclosure reporting, and the location of disclosures within the annual report.

Climate risk management

As outlined in our *Corporate Plan 2024–25*, reducing our emissions and responding to climate change are key challenges shaping our operating environment. Managing risk is a priority because it may affect our operations in various ways. The current and anticipated effects of our identified material climate-related risks and opportunities on our operating model include:

- reduced productivity due to extreme weather and business disruptions
- impacts on business continuity if extreme weather events prevent safe access to offices or technology
- increased costs to manage growing climate risks.

In 2024–25 we allocated additional resources to manage our climate-related risks and completed our first climate risk and opportunities assessment. Representatives across divisions participated in a climate risk and opportunity assessment process.

We referred to the Commonwealth Risk Management Policy to identify the skills needed for effective risk management. Climate Risk and Opportunity Management Program (CROMP) training modules were made available for all staff to further strengthen capability. Our division heads, deputy secretaries, People and Culture Committee and Executive Board supported the secretary in managing climate risk capability by approving workforce plans and incorporating capability-related risks and strategies into broader planning, in line with our *Workforce Planning Framework*.

We aligned our time horizons with the recommendations in the [Climate Risk Management Guide: Organisation Application Guide](#). Relevant timeframes included 2030 (short term) and 2050 (long term). Our climate risk assessment found that with higher levels of warming the likelihood and severity of climate risks increases. However, many of our climate risks were extensions of existing risks, and we are well positioned to manage them in the short term (to 2030). In the longer term (to 2050), increased adaptation pressures and changing climate scenarios will require us to review and strengthen our controls, invest in monitoring and maintain strong engagement with stakeholders.

We assessed a range of climate-related risks and opportunities but focused on those most relevant to our key objectives and assets. These are:

- sector growth and market access
- sector resilience and sustainability
- national biosecurity
- our reputation, engagement and partnerships
- our people
- our business continuity
- our financial sustainability.

The climate risk and opportunity assessment was informed by:

- our ERMFP
- staff input via workshops
- the [Intergovernmental Panel on Climate Change Sixth Assessment Report](#)
- [Climate Change in Australia](#)
- the [State of the Climate 2024](#) report
- climate scenario and transition summaries in DCCEEW's *Climate Risk Management Guide: Organisation Application Guide*
- [ABARES Insights: Analysis of climate change impacts and adaptation on Australian farms](#)
- [Climate Risk Management: The Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026](#).

Key roles and responsibilities

Our secretary, as the accountable authority, has ultimate responsibility for ensuring effective risk oversight, risk management and risk controls in line with the PGPA Act. They determine and communicate our risk appetite and tolerance, delegate responsibilities, allocate resources and report to the minister on risk. They assign risk management oversight to the Executive Board, including oversight of climate risks, assessment processes and performance targets such as the development of emissions reduction targets for our emissions reduction plan, and the monitoring of progress against broader climate-related risk and opportunity management targets.

Our Executive Board approves climate-related strategies, targets and policies. They support the accountable authority in determining our risk appetite and tolerance statements and drive leadership, culture and performance through the oversight and management of risk.

The Finance and Performance Committee (FPC) provides senior executive oversight and accountability for climate risk management. As our overarching governance body for financial and performance matters, the FPC offers strategic advice and ensures policies and procedures meet governance, risk and reporting obligations, including for climate-related risks and opportunities. The FPC meets monthly and considers climate-related risks and opportunities as required. Significant

matters are escalated to the Executive Board and accountable authority through the chair, enabling the accountable authority to remain informed on relevant issues on a monthly basis. In 2024–25 the FPC briefed the accountable authority on climate risk progress and Commonwealth climate disclosure requirements on 2 occasions.

Our Audit and Risk Committee Charter provides further detail on risk authority, reporting and oversight systems.

Our climate specialist risk area develops our strategic approach and provides advice about managing climate as a specialised risk, aligned with our ERMFP and government requirements.

Our chief risk officer and enterprise risk management team lead advice on applying our risk framework and collaborate with the specialist risk areas to analyse and report on new and emerging risks.

Heads of divisions maintain risk registers to monitor climate-related risk identification, assessment and management within their areas of responsibility.

Climate-related risks intersect with our broader risk categories, including enterprise, divisional and operational risks. Consequently, all staff are responsible for considering specialist risks within the context of their own risk exposures and management practices, and for managing them in line with our policies and procedures.

Our strategy for managing climate-related risks and opportunities

We aligned with the government’s CROMP approach by embedding climate risk into our existing frameworks and conducting our risk and opportunity assessment.

We identified and categorised our climate-related risks and opportunities through our climate risk and opportunity assessment (Table C1). Climate risks can be both physical risks and transition risks. Physical climate risks arise from the impacts of the changing climate – for example, increasing severity and frequency of extreme weather events. Transition risks arise from efforts to transition to a lower-carbon economy. Transition risks include policy, legal, technological, market and reputational risks. This process helped ensure our strategic planning was guided by an understanding of the risks and opportunities presented by climate change.

Table C1 Categorisation of material organisational climate-related risks and opportunities

Risk or opportunity statement	Risk or opportunity	Risk or opportunity type
Extreme weather events may threaten critical infrastructure and business continuity.	Risk	Physical
Heightened risks to workforce health and a growing need for new skills in sustainable practices and disaster response.	Risk	Physical
Managing climate impacts may increase workloads and place significant pressure on financial resources.	Risk	Physical and transition
The Net Zero in Government Operations Strategy and greater sharing of IT resources will help us reduce emissions, lower costs and improve operational efficiency.	Opportunity	Transition

Note: Material means anything that has, or could have, a significant impact on our operations, public policy delivery or financial outlook. The Department of Finance has developed [application guidance](#), which further details materiality.

We operate across all Australian states and territories and face a wide range of region-specific climate risks. In response, we have prioritised the ongoing analysis of climate impacts by region to ensure our strategies remain responsive and effective.

Our climate-related risks and opportunities are managed and monitored through established governance structures, risk systems, policies and tools. We assessed identified climate risks using our risk rating matrix and prioritised them based on their residual risk rating against our risk appetite and tolerance statements. To ensure ongoing oversight and continuous improvement, we:

- integrate climate risk into the annual divisional risk management process to allow for regular review and updates of identified climate risks
- undertake a comprehensive climate risk assessment every 5 years, aligned with whole-of-government updates to climate scenario analysis.

This structured approach helps ensure climate risks and opportunities are systematically identified, assessed and managed, supporting our ability to achieve strategic objectives in a changing climate.

Net-zero emissions in government operations by 2030

Metrics and targets

The APS aims to reduce greenhouse gas emissions to net zero by 2030. As part of the [Net Zero in Government Operations Strategy](#), and section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, we are required to report our operational greenhouse gas emissions. This section provides the report for 2024–25.

We monitor the [APS Net Zero by 2030 targets](#) as part of our annual business planning and reporting processes.

Climate-related metrics

Greenhouse gas emissions inventory

Table C2 and Table C3 present our greenhouse gas emissions over the 2024–25 financial year. Our results, presented as tonnes of carbon dioxide equivalent (CO₂-e) emissions, are based on the best available data at the time of reporting, and are in line with the government's [Emissions Reporting Framework](#). Corrections to data may be supplied in future reports if better data becomes available. Our greenhouse gas emissions reporting methodology is consistent with the *Net Zero in Government Operations Strategy* and Commonwealth climate disclosure requirements.

Table C2 Electricity greenhouse gas emissions inventory, location-based method, at 30 June 2025

Emission source	Scope 1 CO ₂ -e (t)	Scope 2 CO ₂ -e (t)	Scope 3 CO ₂ -e (t)	Total
Electricity (location-based approach) ^{a, b}	n/a	5,471.76	585.03	6,056.79
Natural gas	1,842.51	n/a	150.33	1,992.85
Solid waste ^a		n/a	105.41	105.41
Refrigerants ^c	Not available	Not available	Not available	Not available
Fleet and other vehicles	1,093.83	Not available	273.61	1,367.43
Domestic commercial flights	n/a	n/a	2,897.36	2,897.36
Domestic hire car ^d	n/a	n/a	189.40	189.40

Emission source	Scope 1 CO ₂ -e (t)	Scope 2 CO ₂ -e (t)	Scope 3 CO ₂ -e (t)	Total
Domestic travel accommodation	n/a	n/a	1,266.46	1,266.46
Other energy	Not available	Not available	Not available	Not available
Total CO₂-e	2,936.34	5,471.76	5,467.60	13,875.70

CO₂-e Carbon dioxide equivalent. **n/a** Not applicable. **Scope 1** Direct greenhouse gas emissions. **Scope 2** Indirect greenhouse gas emissions associated with purchased electricity. **Scope 3** Indirect emissions. Scope 3 categories included in APS Net Zero Emissions Reporting Framework for 2024–25 are: domestic air travel; domestic non-air business travel (including hotel accommodation and hire cars); extraction, production and transport of energy sources; transmission and distribution losses associated with electricity use; and solid waste disposal and treatment. The transition of property service providers under the whole-of-government arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the amendments process, which is due to take place in the first half of 2026. **a** A portion of electricity and solid waste data was unable to be sourced and has not been included. **b** Due to the billing cycles not aligning with the end of the financial year, some electricity data was not available during the initial collection process in July and August 2025. Adjustments to the data may be required in future reports. **c** Reporting on refrigerants is optional for 2024–25 and will be phased in over time as emissions reporting matures. **d** Hire car emissions data for 2024–25 has been sourced from third party providers and may be incomplete. The quality of data is expected to improve over time as emissions reporting matures. Learn more about the government's Emissions Reporting Framework

Table C3 Electricity greenhouse gas emissions, market and location-based methods, at 30 June 2025

Emission source	Scope 2 CO ₂ -e (t)	Scope 3 CO ₂ -e (t)	Total CO ₂ -e (t)	Electricity (kWh)
Location-based electricity emissions	5,471.76	585.03	6,056.79	7,950,255.27
Market-based electricity emissions	4,175.72	567.07	4,742.79	5,155,210.27
Total renewable electricity consumed	n/a	n/a	n/a	3,213,328.10
Renewable power percentage ^a	n/a	n/a	n/a	1,446,548.95
Jurisdictional renewable power, ^b	n/a	n/a	n/a	1,139,721.41
GreenPower ^c	n/a	n/a	n/a	208,774.65
Large-scale generation certificates ^c	n/a	n/a	n/a	n/a
Behind the meter solar ^d	n/a	n/a	n/a	418,283.10
Total renewable electricity produced	n/a	n/a	n/a	419,540.58
Large-scale generation certificates ^c	n/a	n/a	n/a	n/a
Behind the meter solar ^d	n/a	n/a	n/a	419,540.58

CO₂-e Carbon dioxide equivalent. **Scope 2** Indirect greenhouse gas emissions associated with purchased electricity. **Scope 3** Indirect emissions. **a** Listed as mandatory renewables in 2023–24 annual report. The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the renewable energy target. **b** The ACT is currently the only state with a jurisdictional renewable power percentage. **c** Listed as voluntary renewables in 2023–24 annual report. **d** Reporting on behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

APS Net Zero 2030 target

We are committed to leading climate action within the public sector and contributing to the APS Net Zero 2030 target. See the [APS Net Zero 2030 Target Factsheet](#) for details, including scope, emissions sources and timeframes. We have not deviated from the approach in the fact sheet.

The target – forming part of Australia's international climate commitments, including Australia's nationally determined contribution under the Paris Agreement – covers the entirety of our

operations. This includes scope 1 and scope 2 greenhouse gas emissions, with decisions on additional scope 3 greenhouse gas emissions to be made as further data becomes available.

Emissions reduction plan

Our [2024–2030 Operations Emissions Reduction Plan](#) (ERP), details our approach to reducing emissions. We established emissions reduction activities to meet our commitment to the government’s Net Zero by 2030 target, aligned with the *Net Zero in Government Operations Strategy*. Our ERP reports on our annual progress towards the target.

To progress towards the APS Net Zero by 2030 target, we also:

- completed a comprehensive passenger fleet vehicle audit
- completed an audit of gas-consuming assets at our highest gas-consuming site – the PEQ facility – to inform future electrification planning
- completed voluntary National Australian Built Environment Rating System (NABERS) assessments at key sites with leased areas exceeding 1,000 m²
- continued investigating and installing rooftop solar photovoltaic systems at high energy-consuming sites
- engaged with landlords to incorporate minimum NABERS rating requirements and/or energy efficiency upgrades into lease renewals
- implemented recommendations from our Net Zero by 2030 readiness assessments at key sites, such as lighting upgrades and replacing end-of-life gas assets with electric alternatives
- installed low-emissions vehicle (LEV) chargers at key sites, in alignment with our electric vehicle charging plan
- procured renewable electricity at departmental sites where this was available
- replaced aging passenger fleet vehicles with LEVs, in accordance with operational needs.

We also continued to progress a range of interim goals and metrics to monitor our performance against the ERP and the APS Net Zero 2030 target, as part of our broader climate-related strategy.

Table C4 Commonwealth climate disclosure Index

Core requirement	Overview	Disclosed
G0	Governance objective	Achieved through G1
G1(a)	Identify accountable authority	Our executive, page 2
G1(a)i	Responsibilities of accountable authority	Our executive, page 2
G1(a)ii	Skills and competencies	Climate risk management, page 181
G1(a)iii	Informing accountable authority	Key roles and responsibilities, page 182
G1(a)iv	Strategy and risk management	Key roles and responsibilities, page 182
G1(a)v	Setting targets	Key roles and responsibilities, page 182
G1(a)vi	Risk oversight	Governance framework, Figure 4, page 83
G1(b)	Controls and procedures	Governance framework, Figure 4, page 83

Core requirement	Overview	Disclosed
G2(a)	Regard to Climate Risk and Opportunity Management Program approach	Our strategy for managing climate-related risks and opportunities, page 183
G2(b)	Alignment with other policies	Metrics and targets, page 184
S0	Strategy objective	Achieved through S1
S1(a)	Material information on climate risks and opportunities	Achieved through S2 and S3
S1(b)	Operational model effects	Achieved through S4
S2(a)	Progressive implementation schedule	Table C1, page 183
S2(b)	Physical and transition risks	Table C1 page 183
S2(c)	Time horizon specification	Climate risk management, page 181
S2(d)	Time horizon definition	Climate risk management, page 181
S3(a)	Climate Risk and Opportunity Management Program or alternative methodology	Our strategy for managing climate-related risks and opportunities, page 183
S4(a)	Current and anticipated effects on operational model	Climate risk management, page 181
S4(b)	Concentration of effects	Climate risk management, page 181
R0	Risk management objective	Achieved through R1
R1(a)	Processes and related policies	Climate risk management, page 181
R1(a)i	Inputs and parameters used	Climate risk management, page 181
R1(a)ii	How climate risks are assessed	Our strategy for managing climate-related risks and opportunities, page 183
R1(a)iii	How climate risks are prioritised	Our strategy for managing climate-related risks and opportunities, page 183
R1(a)iv	How climate risks are managed	Our strategy for managing climate-related risks and opportunities, page 183
R1(a)v	How climate risks are monitored	Our strategy for managing climate-related risks and opportunities, page 183
R1(a)vi	Any changes to the processes used	Our strategy for managing climate-related risks and opportunities, page 183
R1(b)	The processes used	Our strategy for managing climate-related risks and opportunities, page 183
R1(c)	How the processes are integrated	Our strategy for managing climate-related risks and opportunities, page 183
R2(a)	Alignment with Climate Risk and Opportunity Management Program	Our strategy for managing climate-related risks and opportunities, page 183
M0	Metrics and targets objective	Achieved through M1
M1(b)	Information on greenhouse gases	Achieved through M3
M1(c)	Information on targets and progress towards targets	APS Net Zero 2030 target, page 185 (see also APS Net Zero 2030 Target fact sheet)
M3(a)	Greenhouse gas emissions generated in tonnes CO ₂ -e	Climate-related metrics, Table C2 and Table C3, pages 184 and 185
M3(b)	Greenhouse gas emissions approach, inputs, assumptions and methodologies	As per the Emissions Reporting Framework on the Department of Finance website

Core requirement	Overview	Disclosed
M3(e)	Scope 2 and 3 greenhouse gas emissions	Climate-related metrics, Table C2 and Table C3, pages 184 and 185
M3(f)	Confirmation of scope 3 emissions	Table C1, page 184 (see also Emissions Reporting Framework)
M5	Quantitative and qualitative climate-related targets	As set out in our 2024–2030 Operations Emissions Reduction Plan (see also <i>APS Net Zero 2030 Target fact sheet</i>)
M6	Information about approach to setting and reviewing each target	As per the <i>APS Net Zero 2030 Target fact sheet</i>
M8	Scope of target	As per <i>APS Net Zero 2030 Target fact sheet</i>
M9	Information on the APS Net Zero 2030 target and sub-targets	As set out in our <i>2024–2030 Operations Emissions Reduction Plan</i> (see also <i>APS Net Zero 2030 Target fact sheet</i>)

Environmental impact of operations

In 2024–25 we continued to review, improve and report on the environmental performance of our operations.

Energy efficiency

We apply the National Australian Built Environment Rating System (NABERS) to buildings we own and lease. Its targets are in line with APS Net Zero by 2030 requirements.

From 2023–24 to 2024–25, our NABERS ratings improved by 0.5 stars at our Cairns, Adelaide and Perth regional offices. This reflects decreased energy consumption at these sites due to efficiency upgrades such as window tinting and increased occupancy rates.

In July 2025 we completed major solar photovoltaic (PV) installations at the Mickleham Post Entry Quarantine (PEQ) Facility – our most energy-intensive site. This milestone project forms a key part of our *2024–2030 Operations Emissions Reduction Plan*, which aligns with the APS Net Zero 2030 Strategy.

The suite of solar PV installations completed at the PEQ facility are expected to generate 1,422 MWh each year. These installations are expected to offset approximately 35% of the site’s total annual electricity usage.

Water conservation

Our Canberra national office continued to re-use captured and filtered rainwater in the building’s cooling towers. Bathrooms are equipped with water-efficient features, including water-saving shower heads, infrared motion-activated hand basin taps and dual-flush toilets.

We continued to use water sustainably at our PEQ facility by purchasing treated recycled water for non-potable applications such as toilet and urinal flushing.

In 2024–25 we started planning for water tanks as part of capital works upgrades at our sites in Bamaga and Boigu Island. Installation is expected to be completed in 2025–26, further enhancing our water conservation efforts.

Waste management

To minimise landfill, we continued recycling practices at key sites. We recycled toner cartridges and batteries at our key regional offices. We provided separate bins for general waste, organic waste and commingled recycling in our Canberra national office, and for general waste and commingled recycling at our regional offices.

Organic waste from our Canberra national office continued to be converted into protein and fertiliser. Manure from horses in quarantine was used as mulch at our PEQ facility. This resulted in approximately 3,519 cubic meters of manure being diverted from landfill in 2024–25, instead being used to improve the soil at the site.

Principles of ecologically sustainable development

In 2024–25 we developed policies and programs that aim to support Australia’s food and fibre needs while considering short-term and long-term economic, environmental and social factors. This included funding of over \$55 million for sustainable agriculture projects across all states and territories.

We funded programs that integrated innovation with management practices to conserve and improve natural capital, including biodiversity, ecosystems, soils and environmental services. These programs supported the adoption of new processes and technologies to improve productivity and natural resource management. We delivered sustainable agricultural programs through the Natural Heritage Trust and [National Soil Strategy](#).

Our biosecurity programs supported the protection of biodiversity and agricultural production in Australia and overseas. Through international engagement, we contributed to policies and agreements that addressed global biological diversity and ecological integrity.

2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development is a non-binding global roadmap that includes 17 sustainable development goals (SDGs). We remain committed to being an active participant in the whole-of-government implementation of the 2030 agenda and the SDGs.

SDG2 Zero hunger

We led the Australian Government’s work on SDG2. During the year, we:

- commenced the development of a \$3.5 million national food security strategy to help secure Australia’s food future by boosting the security and supply chain resilience of Australia’s agricultural and food production system
- secured and strengthened food value chains through our biosecurity work
- provided capacity development to partners in border operations, plant biosecurity, pest diagnostics and surveillance across the Asia-Pacific region through multilateral and bilateral programs. These consisted of the Pacific Biosecurity Partnerships Program, the Timor-Leste Biosecurity Development Program and the Solomon Islands Biosecurity Development Program, as well as ongoing work through the Pacific Horticultural & Agricultural Market Access Plus Program

- continued to partner with the National Farmers’ Federation on the development of the \$9 million government-funded, industry-led [Australian Agricultural Sustainability Framework](#). The framework advances a principles-based approach to sustainability while aligning with environmental, social and governance principles and the SDGs, and is assisting industry to measure progress and guide investments to further promote sustainable agriculture. In 2024–25 the project completed a data analysis and report outlining a strategy to enable exchange of sustainability data by shifting the culture of Australia’s agricultural data sharing
- promoted rules-based agricultural trade policies, including
 - supporting science-based and risk-based decision-making in multilateral forums such as the Food and Agriculture Organization of the United Nations (FAO), Asia-Pacific Economic Cooperation (APEC), the G20 and the Organisation for Economic Co-operation and Development
 - avoiding market distortions such as export restrictions
- continued to use data to support global food trade through digitisation, paperless certification and traceability systems. These initiatives support increased efficiencies, reduced costs, improved traceability crucial for biosecurity and food safety, and enhanced transparency
- worked to improve Australia’s soil health and long-term food security through the *National Soil Strategy* and the [National Soil Action Plan 2023 to 2028](#)
- invested in drought preparedness and resilience programs to support long-term productivity and profitability in the agricultural industry, including delivering \$100 million annually through the Future Drought Fund to help Australian farmers prepare for the impacts of climate-related events
- worked with the Department of Foreign Affairs and Trade and the Department of the Prime Minister and Cabinet to shape and join the [Global Alliance Against Hunger and Poverty](#), which was established via the G20 in 2024.

SDG13 Climate action

We contributed to the Australian Government’s work on SDG13 as it relates to the agricultural sector. During the year, we:

- continued stakeholder consultation to inform development of the Agriculture and Land Sector Plan – one of 6 sector plans that will support the government’s net-zero goals
- commenced joint delivery with DCCEEW of \$60.8 million in measures announced in the 2024–25 Budget to support emissions reduction efforts in agricultural and land sectors, and continued to engage in United Nations Framework Convention on Climate Change agriculture negotiations at the COP29, including welcoming the [Baku Harmoniya Climate Initiative for Farmers](#) to accelerate climate action and resilience
- continued to engage in international climate-related agricultural initiatives, such as the [Coalition on Sustainable Productivity Growth for Food Security and Resource Conservation](#) and the [Global Research Alliance on Agricultural Greenhouse Gases](#), to support increased global action on climate change

- continued to advance the \$302.1 million Climate-Smart Agriculture Program to support farmers to build capacity and adopt climate-smart practices that manage emissions, build resilience to climate change, improve soil health and protect natural capital. For example
 - we finalised 3 open-competitive grant rounds, with over \$56 million in funding provided for small- to large-scale climate-smart, sustainable agriculture projects across Australia
 - we supported funding for Sustainable Agriculture Facilitators in 52 regions across Australia – a \$40.7 million investment that supports farmers, landholders, community groups and industry on the ground through sharing information, facilitating partnerships and supporting agriculture projects
 - we became a formal partner to the [Net Zero Emissions Agriculture Cooperative Research Centre](#) to better connect national policymaking with cutting edge science and research.

SDG14 Life below water

We contributed to the Australian Government’s work on SDG14 as it relates to the fisheries industry. During the year, we:

- continued to deliver on the [National Fisheries Plan](#), which provides a shared vision and strategic framework for Australian governments to drive sustainable growth of the fishing, aquaculture and seafood industries
- engaged with multiple regional fisheries management organisations (RFMOs) and other multilateral and regional forums on international fisheries issues
- supported and helped build the capacity of regional architecture in the Indo-Pacific, including as members of the Pacific Islands Forum Fisheries Agency and the G16 group in the Indian Ocean
- employed a multifaceted approach to combat illegal, unreported and unregulated fishing, including taking direct domestic action; engaging in bilateral, regional and global cooperation; and taking an active and collaborative role in regional and international forums and in work to strengthen the capacity of neighbouring countries.

SDG15 Life on land

We contributed to the Australian Government’s work on SDG15 as it relates to the forestry industry. During the year, we:

- progressed a suite of initiatives, totalling over \$300 million, to strengthen and support the long-term sustainability of the forestry industry, including
 - the Support Plantation Establishment program for new long-term softwood and hardwood plantation forests in Australia
 - the establishment of Australian Forest and Wood Innovations (AFWI), an Australia-wide National Institute for Forest Products Innovation, to support transformative research, development and innovation for Australia’s timber industry, while also supporting the training and development of forestry industry researchers
 - extending the 11 regional forestry hubs to provide strategic planning, technical assessments and analysis to support growth in the forestry industry
 - the Forestry Workforce Training Program to equip the workforce to attain the essential skills to sustain and grow Australia’s forest and wood products industry

- reformed Australia’s illegal logging laws to ensure they remain fit for purpose and align with international best practice, including by adding powers to test and identify timber species
- remained strongly engaged in multilateral forestry processes, including through FAO Committee on Forestry, the United Nations Forum on Forests, the International Tropical Timber Organization, the APEC Experts Group on Illegal Logging and Associated Trade, the Forest & Climate Leaders’ Partnership and the Montréal Process Working Group.

Appendix D: Entity resource statement

Table D1 Entity resource statement subset summary, 2024–25

Category	Item	Actual available appropriation 2024–25 (a) (\$'000)	Payments made (b) (\$'000)	Balance remaining (a) – (b) (\$'000)
Departmental	Annual appropriations – ordinary annual services	947,893	594,678	353,215
	Prior year appropriations available – ordinary annual services	250,087	250,087	0
	Annual appropriations – other services – non-operating	46,366	27,732	18,634
	Prior year appropriations available – other services – non-operating	37,493	36,270	1,223
	Total departmental annual appropriations (c)	1,281,839	908,767	373,072
	Total departmental special appropriations (d)	0	0	0
	Opening balance – special accounts	42,939	0	42,939
	Special account receipts	812,185	787,502	24,683
	Total special accounts (e)	855,124	787,502	67,622
	<i>Less departmental appropriations drawn from annual/special appropriations and credited to special accounts (f)</i>	<i>(142,080)</i>	<i>(142,080)</i>	<i>0</i>
	Total departmental resourcing (c + d + e – f)	1,994,883	1,554,189	440,694
Administered	Annual appropriations – ordinary annual services	276,088	221,765	54,323
	Prior year appropriations available – ordinary annual services	27,536	14,150	13,386
	Annual appropriations – other services – non-operating	237,214	62,604	174,610
	Prior year appropriations available – other services – non-operating	160,554	160,554	0
	Total administered annual appropriations (g)	701,392	459,073	242,319
	Total administered special appropriations (h)	1,236,880	1,236,880	0
	Opening balance – special accounts	61,927	0	61,927
	Special account receipts	100,719	63,795	36,924
	Total special accounts receipts (i)	162,646	63,795	98,851
	<i>Less administered appropriations drawn from annual/special appropriations and credited to special accounts (j)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>0</i>
	<i>Less payments to corporate entities from annual/special appropriations (k)</i>	<i>(67,010)</i>	<i>(67,010)</i>	<i>0</i>
	Total administered resourcing (g + h + i – j – k)	1,933,908	1,592,738	341,170
Total resourcing and payments for Department of Agriculture, Fisheries and Forestry		3,928,791	3,146,927	781,864

Appendix E: Expenses by outcomes

Outcome 1

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.

Table E1 Expenses for Outcome 1, 2024–25

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
Program 1.1 Agricultural Adaptation	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Agriculture and Land Sectors – low emissions future	9,000	1,668	7,332
Total for Program 1.1			9,000	1,668	7,332
Program 1.2 Sustainable Management – Natural Resources	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Agriculture 2030 – Biosecurity – for reduction and prevention activities to reduce the economic and environmental burden of established feral animals, pests and weeds	8,726	8,770	–44
		Agriculture 2030 – Soil and Stewardship: Implement a National Soils Science Challenge	5,000	5,000	0
		National Carp Control Plan	1,838	0	1,838
Total for Program 1.2			15,564	13,770	1,794
Program 1.3 Forestry Industry	Administered expenses: ordinary annual services (Appropriation Act No. 1)	A Better Plan for Forestry and Forest Products: Australia-wide National Institute of Forest Products Innovation	25,000	25,000	0
		A Better Plan for Forestry and Forest Products: Forestry Workforce Training Program	4,000	3,500	500
		A Better Plan for Forestry and Forest Products: Support Plantation Establishment	22,426	10,158	12,268
		Accelerate Adoption of Wood Processing Innovation	35,000	21,292	13,708
		Agriculture 2030 – Forestry and Fisheries – establish new, Regional Forestry Hubs	3,600	3,600	0
	Administered expenses: special appropriations	<i>Forestry Marketing and Research and Development Services Act 2007, s. 9(1) – payments and matching payments to an industry services body and Commonwealth administration expenses</i>	14,390	14,901	–511
Total for Program 1.3			104,416	78,451	25,965

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
Program 1.4 Fishing Industry	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Powering Australia – Development of Australia’s Seaweed Farming	2,000	1,200	800
		Fisheries Resources Research Fund	776	686	90
	Administered expenses: special appropriations	<i>Primary Industries Research and Development Act 1989, s. 30A(3) and s. 30B(9) – Fisheries Research and Development Corporation</i>	28,621	29,527	–906
		<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Fishing Industry</i>	0	854	–854
Total for Program 1.4			31,397	32,267	–870
Program 1.5 Horticulture Industry	Administered expenses: special appropriations	<i>Horticulture Marketing and Research and Development Services Act 2000, s. 16(9) – payments to industry services body</i>	124,404	150,398	–25,994
		<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Horticulture Industry</i>	0	5,334	–5,334
Total for Program 1.5			124,404	155,732	–31,328
Program 1.6 Wool Industry	Administered expenses: special appropriations	<i>Wool Services Privatisation Act 2000, s. 31(4) – funding contract with research body</i>	84,000	46,133	37,867
Total for Program 1.6			84,000	46,133	37,867
Program 1.7 Grains Industry	Administered expenses: special appropriations	<i>Primary Industries Research and Development Act 1989, s. 30(3) – Grains Research and Development Corporation – Other Grains</i>	114,330	214,088	–99,758
		<i>Primary Industries Research and Development Act 1989, s. 30(3) – Grains Research and Development Corporation – Wheat</i>	127,946	164,523	–36,577
Total for Program 1.7			242,276	378,611	–136,335
Program 1.8 Dairy Industry	Administered expenses: special appropriations	<i>Dairy Produce Act 1986, s. 6(1) – payments under funding contract</i>	56,650	59,295	–2,645
	Administered expenses: expenses not requiring appropriation in the Budget year	Other expenses	0	779	–779
Total for Program 1.8			56,650	60,074	–3,424
Program 1.9 Meat and Livestock Industry	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Phase Out of Live Sheep Exports by Sea – transition support	1,000	1,000	0

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
	Administered expenses: special appropriations	<i>Australian Meat and Live-stock Industry Act 1997, s. 63(2) – payments to marketing body</i>	89,920	90,093	–173
		<i>Australian Meat and Live-stock Industry Act 1997, s. 64(2) – payments to research body</i>	30,714	31,166	–452
		<i>Australian Meat and Live-stock Industry Act 1997, s. 64A(2) – payments to marketing body</i>	3,150	2,587	563
		<i>Australian Meat and Live-stock Industry Act 1997, s. 64B(2) – payments to research body</i>	630	518	112
		<i>Australian Meat and Live-stock Industry Act 1997, s. 64C(2) – payments to marketing body</i>	8,007	9,173	–1,166
		<i>Australian Meat and Live-stock Industry Act 1997, s. 64D(2) – payments to research body</i>	12,011	13,759	–1,748
		<i>Australian Meat and Live-stock Industry Act 1997, s. 66(1) – Commonwealth contribution to research body</i>	93,137	89,272	3,865
		<i>Pig Industry Act 2001, s. 10(1) – payments under funding contract</i>	23,800	23,832	–32
Total for Program 1.9			262,369	261,400	969
Program 1.10 Agricultural Resources	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Agricultural and Veterinary Chemicals Minor Use Program	151	151	0
		Agriculture 2030 – Improving employment opportunities: Pilot AgUP program	69	71	–2
		Agriculture 2030 – Improving employment opportunities: Extend the Fair Farms program	722	684	38
		Agriculture 2030 – Supporting Trade: Extend the Improved Access to Agricultural and Veterinary Chemicals program	2,000	2,000	0
		Agriculture 2030 – Supporting Trade: Extend the Improved Access to Agricultural and Veterinary Chemicals program – Grants to Global Minor Use Foundation	50	50	0
		Agriculture 2030 – Supporting Trade: Fund projects in collaboration with the perishable agriculture goods industry that improve market transparency in the sector	1,300	701	599
		AgriFutures Australia	10,435	10,435	0

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
		Foundations for the Agricultural Workforce Package: Pilot AgCAREERSTART program	100	100	0
		Foundations for the Agricultural Workforce Package: AgConnections	500	498	2
		Foundations for the Agricultural Workforce Package: National Farm Safety Education Fund	125	125	0
		Support for Regional Trade Events	1,700	1,700	0
		Wine Tourism and Cellar Door Grant	10,000	10,000	0
	Administered expenses: payments to corporate entities (draw-down)	Australian Pesticides and Veterinary Medicines Authority	2,260	2,260	0
	Administered expenses: special appropriations	<i>Agricultural and Veterinary Chemicals (Administration) Act 1992 s. 58(6) – amounts payable to the APVMA</i>	42,164	43,493	–1,329
		<i>Egg Industry Service Provision Act 2002, s. 8(1) – payments under funding contract</i>	12,191	12,790	–599
		<i>Primary Industries Research and Development Act 1989, s. 30(3) – Cotton Research and Development Corporation</i>	19,227	21,407	–2,180
		<i>Primary Industries Research and Development Act 1989, s. 30(3) – Rural Industries Research and Development Corporation</i>	33,215	33,735	–520
		<i>Sugar Research and Development Services Act 2013, s. 7 – payment to industry services body</i>	30,000	31,000	–1,000
		<i>Wine Australia Act 2013, s. 32 – payments to the Authority</i>	26,720	25,478	1,242
		<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Agricultural Resources</i>	0	110	–110
	Administered expenses: expenses not requiring appropriation in the Budget year	Write-down and impairment of assets	0	769	–769
		Impairment loss on financial instruments	0	14	–14
Total for Program 1.10			192,929	197,571	–4,642
Program 1.11 Drought Programs	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Future Drought Fund – Administration Costs	203	80	123

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
	Administered expenses: payments to corporate entities (draw-down)	Regional Investment Corporation	15,383	15,383	0
		Regional Investment Corporation – Drought Loans	6,893	6,893	0
		Regional Investment Corporation – Agristarter Loans	310	310	0
	Administered expenses: special account	Agriculture Future Drought Resilience Special Account	57,914	66,798	–8,884
	Administered expenses: expenses not requiring appropriation in the Budget year	Drought Recovery Concessional Loans Scheme – state administration	234	234	0
		Farm Business Concessional Loans Scheme – discount expenses	43,518	30,660	12,858
		Farm Business Concessional Loans Scheme – state administration	980	980	0
		Write-down and impairment of assets	0	301	–301
	Total for Program 1.11		125,435	121,639	3,796
	Program 1.12 Rural Programs	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Rural Financial Counselling Service	19,965	19,965
Administered expenses: special appropriations		<i>Farm Household Support Act 2014, s. 105</i> – payments for Farm Household Allowance	70,421	62,007	8,414
Administered expenses: expenses not requiring appropriation in the Budget year		Write-down and impairment of assets	5,706	388	5,318
Total for Program 1.12		96,092	82,360	13,732	
Program 1.13 International Market Access	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Food and Agriculture Organization of the United Nations	19,921	16,482	3,439
		International Organisations Contributions	2,177	2,177	0
Total for Program 1.13		22,098	18,659	3,439	
Outcome 1 program totals by appropriation type	Total administered expenses	Ordinary annual services (Appropriation Act No. 1)	187,784	147,093	40,691
		Special appropriations	1,045,648	1,175,473	–129,825
		Special accounts	57,914	66,798	–8,884
		Payments to corporate entities (draw-downs)	24,846	24,846	0
		Expenses not requiring appropriation in the Budget year	50,438	34,125	16,313

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
	Total departmental expenses	Departmental appropriation ^{c,d}	191,810	344,583	–152,773
		Expenses not requiring appropriation in the Budget year ^e	41,377	28,719	12,658
Total for Outcome 1			1,599,817	1,821,637	–221,820

Note: Original budget as presented in the Portfolio Budget Statements 2024–25. Additional funding was received through Appropriation Bill No. 3 in February 2025. c Combines ordinary annual services (Appropriation Act No. 1) and retained revenue receipts under section 74 of the Public Governance, Performance and Accountability Act 2013. d Allocations are notional and reflect the current structure of the department. e Includes depreciation expenses, amortisation expenses, write-down and impairment of assets and resources received free of charge.

Table E2 Average staffing level for Outcome 1, 2024–25

Category	Budget 2024–25 (no.)	Actual 2024–25 (no.)
Average staffing level for Outcome 1	927	814

Outcome 2

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.

Table E3 Expenses for Outcome 2, 2024–25

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
Program 2.1 Biosecurity and Export Services	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Agriculture 2030 – Biosecurity – To ensure Australia continues to have a robust biosecurity preparedness and response capability in the event of a pest disease outbreak: Foot-and-mouth Vaccine	1,680	1,656	24
		Agriculture 2030 – Biosecurity – To ensure Australia continues to have a robust biosecurity preparedness and response capability in the event of a pest disease outbreak: Surveillance Animal	870	0	870
		Agriculture 2030 – Biosecurity – To ensure Australia continues to have a robust biosecurity preparedness and response capability in the event of a pest disease outbreak: Surveillance Plant	500	0	500
		Australian Trade System Support – Cultivating Australia’s Traceability – Promoting and Protecting Australian Premium Agriculture	6,958	4,548	2,410
		Bolstering Australia’s Biosecurity System – Protecting Australia from Escalating Exotic Animal Disease	1,550	941	609

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
		Bolstering Australia's Biosecurity System – National Livestock Traceability Reform to Enhance Agricultural Biosecurity and Export	6,554	6,439	115
		Centre of Excellence for Biosecurity Risk Analysis and Research	1,935	1,935	0
		Enhancing Australia's Biosecurity System – Priority Pest and Disease Planning and Response	3,034	2,407	627
		Indigenous Rangers Biosecurity Program	2,052	2,052	0
		Live Cattle Trade Disruptions	1,092	1,341	-249
		Modernising Agricultural Trade – Protecting Australia's Clean, Green Brand	2,000	2,000	0
		Priorities for Australia's Biosecurity System – Environmental Protection Officer	825	698	127
		Reducing Regulatory Burden and Streamlining Audit Arrangements in the Dairy Sector	2,400	755	1,645
	Administered expenses: expenses not requiring appropriation in the Budget year	Other expenses	0	25	-25
Total for Program 2.1			31,450	24,797	6,653
Program 2.2 Plant and Animal Health	Administered expenses: ordinary annual services (Appropriation Act No. 1)	Agriculture 2030 – Biosecurity – continue to protect Australia from the biosecurity risk posed by African swine fever	191	3	188
		Animal Biosecurity and Response Reform	1,108	825	283
		Commonwealth Membership of Animal Health Australia and Plant Health Australia	3,018	2,596	422
		International Organisations Contribution – World Organisation for Animal Health	276	503	-227
		Other Exotic Disease Preparedness Program	740	740	0
		Payment to CSIRO – contribution to the operating costs of the Australian Centre for Disease Preparedness	9,507	9,507	0
		Plant Biosecurity and Response Reform	1,563	1,847	-284
		Stronger Farmers, Stronger Economy – strengthening research, skills and management of natural resources – immediate assistance fund	3,912	1,020	2,892
		Supporting Australia's Avian Influenza Preparedness and Response	0	8,849	-8,849
	Administered expenses:	<i>Australian Animal Health Council (Live-stock Industries) Funding Act 1996, s. 5 – appropriation</i>	8,479	8,735	-256

Program	Category	Activity	Budget ^c 2024–25 (a) (\$'000)	Actual expenses 2024–25 (b) (\$'000)	Variation 2024–25 (a) – (b) (\$'000)
	special appropriations	<i>Plant Health Australia (Plant Industries) Funding Act 2002, s. 6 – appropriation</i>	5,990	6,844	–854
		<i>Plant Health Australia (Plant Industries) Funding Act 2002, s. 10B – payments to Plant Health Australia from Emergency Plant Pest Response levies and charges</i>	2,676	3,399	–723
		<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 62 – Plant Health Australia</i>	0	549	–549
	Administered expenses: expenses not requiring appropriation in the Budget year	Other expenses	0	3,140	–3,140
Total for Program 2.2			37,460	48,557	–11,097
	Departmental expenses: Special accounts	Biosecurity, Imported Food and Export Certification Special Account 2020	553,642	793,569	–239,927
		National Residue Survey Special Account – s. 80, PGPA Act 2013 [s. 6(1), <i>National Residue Survey Administration Act 1992</i>]	12,071	12,513	–442
Outcome 2 program totals by appropriation type	Total administered expenses	Ordinary annual services (Appropriation Act No. 1)	51,765	50,662	1,103
		Special appropriations	17,145	19,527	–2,382
		Expenses not requiring appropriation in the Budget year	0	3,165	–3,165
	Total departmental expenses	Departmental appropriation ^{c,d}	587,889	251,637	336,252
		Special accounts	565,713	806,082	–240,369
		Expenses not requiring appropriation in the budget year ^e	45,668	36,899	8,769
Total expenses for Outcome 2			1,268,180	1,167,972	100,208

Note: Original budget as presented in the *Portfolio Budget Statements 2024–25*. Additional funding was received through Appropriation Bill No. 3 in February 2025. **c** Combines ordinary annual services (Appropriation Act No. 1) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*. **d** Allocations are notional and reflect the current structure of the department. **e** Includes depreciation expenses, amortisation expenses, write-down and impairment of assets and resources received free of charge.

Table E4 Average staffing level for Outcome 2, 2024–25

Category	Budget 2024–25 (no.)	Actual 2024–25 (no.)
Average staffing level for Outcome 2	5,239	5,072

Appendix F: Employee statistics

All employees

Table F1 All ongoing employees, by location, gender and attendance type, at 30 June 2025

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
NSW	450	24	474	364	63	427	0	0	0	0	0	0	3	0	3	904
Qld	430	37	467	341	84	425	0	0	0	0	0	0	2	0	2	894
SA	145	11	156	137	35	172	0	0	0	0	0	0	3	0	3	331
Tas.	6	0	6	5	0	5	0	0	0	0	0	0	0	0	0	11
Vic.	488	20	508	405	85	490	0	0	0	0	0	0	5	0	5	1,003
WA	186	2	188	170	43	213	0	0	0	0	0	0	1	0	1	402
ACT	1,000	59	1,059	1,486	337	1,823	0	0	0	0	0	0	4	2	6	2,888
NT	25	8	33	40	5	45	0	0	0	0	0	0	0	0	0	78
External territories ^a	5	0	5	1	0	1	0	0	0	0	0	0	0	0	0	6
Overseas	9	0	9	10	0	10	0	0	0	0	0	0	1	0	1	20
Total	2,744	161	2,905	2,959	652	3,611	0	0	0	0	0	0	19	2	21	6,537

Note: Includes staff on leave without pay. Excludes statutory appointed positions. ^a Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Table F2 All non-ongoing employees, by location, gender and attendance type, at 30 June 2025

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
NSW	17	0	17	11	1	12	0	0	0	0	0	0	0	0	0	29
Qld	8	1	9	11	4	15	0	0	0	0	0	0	0	0	0	24

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SA	5	0	5	1	0	1	0	0	0	0	0	0	0	0	0	6
Tas.	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
Vic.	9	2	11	15	3	18	0	0	0	0	0	0	2	0	2	31
WA	8	0	8	15	0	15	0	0	0	0	0	0	0	0	0	23
ACT	37	7	44	60	22	82	0	0	0	0	0	0	1	0	1	127
NT	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	6
External territories ^a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	88	10	98	118	30	148	0	0	0	0	0	0	3	0	3	249

Note: Includes staff on leave without pay. Excludes statutory appointed positions. ^a Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Table F3 All ongoing employees, by location, gender and attendance type, at 30 June 2024

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
NSW	358	27	385	263	67	330	1	0	1	0	0	0	0	0	0	716
Qld	360	27	387	240	82	322	2	0	2	0	0	0	0	0	0	711
SA	91	10	101	75	27	102	3	0	3	0	0	0	0	0	0	206
Tas.	4	1	5	2	0	2	0	0	0	0	0	0	0	0	0	7
Vic.	381	15	396	284	76	360	2	0	2	0	0	0	0	0	0	758
WA	143	2	145	123	42	165	0	0	0	0	0	0	0	0	0	310
ACT	918	65	983	1,320	317	1,637	4	4	8	0	0	0	0	0	0	2,628
NT	16	7	23	25	5	30	0	0	0	0	0	0	0	0	0	53

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
External territories ^a	2	1	3	3	0	3	0	0	0	0	0	0	0	0	0	6
Overseas	10	0	10	9	0	9	0	0	0	0	0	0	0	0	0	19
Total	2,283	155	2,438	2,344	616	2,960	12	4	16	0	0	0	0	0	0	5,414

Note: Includes staff on leave without pay. Excludes statutory appointed positions. ^a Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Table F4 All non-ongoing employees, by location, gender and attendance type, at 30 June 2024

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
NSW	6	32	38	7	14	21	0	0	0	0	0	0	0	0	0	59
Qld	9	28	37	20	20	40	0	0	0	0	0	0	0	0	0	77
SA	5	10	15	6	7	13	0	0	0	0	0	0	0	0	0	28
Tas.	1	3	4	3	1	4	0	0	0	0	0	0	0	0	0	8
Vic.	11	33	44	16	23	39	0	0	0	0	0	0	0	0	0	83
WA	3	11	14	10	14	24	0	0	0	0	0	0	0	0	0	38
ACT	39	14	53	78	35	113	1	0	1	0	0	0	0	0	0	167
NT	2	2	4	1	1	2	0	0	0	0	0	0	0	0	0	6
External territories ^a	0	3	3	0	5	5	0	0	0	0	0	0	0	0	0	8
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	76	136	212	141	120	261	1	0	1	0	0	0	0	0	0	474

Note: Includes staff on leave without pay. Excludes statutory appointed positions. ^a Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Classification and gender

Table F5 APS Act ongoing employees, by classification, gender and attendance type, at 30 June 2025

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	1	0	1	3	0	3	0	0	0	0	0	0	0	0	0	4
SES 2	10	0	10	9	0	9	0	0	0	0	0	0	0	0	0	19
SES 1	35	0	35	39	0	39	0	0	0	0	0	0	0	0	0	74
EL 2 ^a	245	4	249	256	27	283	0	0	0	0	0	0	1	0	1	533
EL 1 ^b	504	27	531	615	159	774	0	0	0	0	0	0	1	0	1	1,306
APS 6 ^c	562	34	596	734	181	915	0	0	0	0	0	0	2	0	2	1,513
APS 5 ^d	332	12	344	431	101	532	0	0	0	0	0	0	5	1	6	882
APS 4 ^e	1,033	77	1,110	845	172	1,017	0	0	0	0	0	0	10	1	11	2,138
APS 3	18	5	23	23	12	35	0	0	0	0	0	0	0	0	0	58
APS 2	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	8
APS 1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	2
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2,744	161	2,905	2,959	652	3,611	0	0	0	0	0	0	19	2	21	6,537

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 2 includes principal legal officer, principal research scientist, senior public affairs officer and veterinary officer level 3T, 4 and 5. **b** EL 1 includes public affairs officer level 3, veterinary officer level 3 and senior legal officer level 1. **c** APS 6 includes legal officer level 1, on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **d** APS 5 includes APS meat inspector level 3, legal officer level 1, public affairs officer level 1 and veterinary officer level 1. **e** APS 4 includes APS meat inspector level 2, graduates and training broadbands.

Table F6 APS Act non-ongoing employees, by classification, gender and attendance type, at 30 June 2025

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	6	3	9	4	1	5	0	0	0	0	0	0	0	0	0	14
EL 1 ^a	8	1	9	14	5	19	0	0	0	0	0	0	0	0	0	28
APS 6 ^b	14	1	15	19	5	24	0	0	0	0	0	0	0	0	0	39
APS 5 ^c	19	1	20	24	8	32	0	0	0	0	0	0	1	0	1	53
APS 4 ^d	37	3	40	52	9	61	0	0	0	0	0	0	2	0	2	103
APS 3	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 2	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	8
APS 1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	88	10	98	118	30	148	0	0	0	0	0	0	3	0	3	249

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 1 includes veterinary officer level 3. **b** APS 6 includes on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **c** APS 5 includes APS public affairs officer level 1. **d** APS 4 includes APS meat inspector level 2 and legal officer level 1.

Table F7 APS Act ongoing employees, by classification, gender and attendance type, at 30 June 2024

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	2	0	2	3	0	3	0	0	0	0	0	0	0	0	0	5
SES 2	11	0	11	10	0	10	0	0	0	0	0	0	0	0	0	21
SES 1	29	0	29	33	0	33	0	0	0	0	0	0	0	0	0	62

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
EL 2 ^a	240	6	246	236	29	265	1	0	1	0	0	0	0	0	0	512
EL 1 ^b	428	23	451	495	145	640	0	1	1	0	0	0	0	0	0	1,092
APS 6 ^c	474	33	507	578	160	738	2	0	2	0	0	0	0	0	0	1,247
APS 5 ^d	288	20	308	391	99	490	1	2	3	0	0	0	0	0	0	801
APS 4 ^e	777	64	841	580	158	738	8	1	9	0	0	0	0	0	0	1,588
APS 3	26	8	34	13	24	37	0	0	0	0	0	0	0	0	0	71
APS 2	3	0	3	3	1	4	0	0	0	0	0	0	0	0	0	7
APS 1	4	2	6	2	0	2	0	0	0	0	0	0	0	0	0	8
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2,282	156	2,438	2,344	616	2,960	12	4	16	0	0	0	0	0	0	5,414

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 2 includes principal legal officer, principal research scientist, senior public affairs officer and veterinary officer level 3T, 4 and 5. **b** EL 1 includes public affairs officer level 3, veterinary officer level 3 and senior legal officer level 1. **c** APS 6 includes legal officer level 1, on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **d** APS 5 includes APS meat inspector level 3, legal officer level 1, public affairs officer level 1 and veterinary officer level 1. **e** APS 4 includes APS meat inspector level 2, graduates and training broadbands.

Table F8 APS Act non-ongoing employees, by classification, gender and attendance type, at 30 June 2024

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	2	2	4	4	1	5	0	0	0	0	0	0	0	0	0	9
EL 1 ^a	12	4	16	11	9	20	1	0	1	0	0	0	0	0	0	37

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
APS 6 ^b	24	36	60	45	27	72	0	0	0	0	0	0	0	0	0	132
APS 5 ^c	17	0	17	38	5	43	0	0	0	0	0	0	0	0	0	60
APS 4 ^d	22	80	102	40	62	102	0	0	0	0	0	0	0	0	0	204
APS 3	0	12	12	3	15	18	0	0	0	0	0	0	0	0	0	30
APS 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	78	134	212	141	120	261	1	0	1	0	0	0	0	0	0	474

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 1 includes veterinary officer level 3. **b** APS 6 includes on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **c** APS 5 includes APS public affairs officer level 1. **d** APS 4 includes APS meat inspector level 2 and legal officer level 1.

Employment type

Table F9 APS Act employees, by classification, employment and attendance type, at 30 June 2025

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	4	0	4	0	0	0	4
SES 2	19	0	19	1	0	1	20
SES 1	74	0	74	0	0	0	74
EL 2 ^a	502	31	533	10	4	14	547
EL 1 ^b	1,120	186	1,306	22	6	28	1,334
APS 6 ^c	1,298	215	1,513	33	6	39	1,552
APS 5 ^d	767	114	881	44	9	53	934
APS 4 ^e	1,889	250	2,139	91	12	103	2,242
APS 3	41	17	58	2	0	2	60
APS 2	8	0	8	6	2	8	16
APS 1	0	2	2	0	1	1	3
Other	0	0	0	0	0	0	0
Total	5,722	815	6,537	209	40	249	6,786

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 2 includes principal legal officer, principal research scientist, senior public affairs officer and veterinary officer level 3T, 4 and 5. **b** EL 1 includes public affairs officer level 3, veterinary officer level 3 and senior legal officer level 1. **c** APS 6 includes legal officer level 1, on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **d** APS 5 includes APS meat inspector level 3, legal officer level 1, public affairs officer level 1 and veterinary officer level 1. **e** APS 4 includes APS meat inspector level 2, graduates, training broadbands and legal officer level 1.

Table F10 APS Act employees, by classification, employment and attendance type, at 30 June 2024

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	
SES 3	5	0	5	0	0	0	5
SES 2	26	0	26	0	0	0	26
SES 1	91	1	92	1	0	1	93
EL 2 ^a	536	47	583	5	3	8	591
EL 1 ^b	1,030	188	1,218	25	13	38	1,256
APS 6 ^c	999	182	1,181	70	63	133	1,314
APS 5 ^d	678	113	791	59	5	64	855
APS 4 ^e	1,230	211	1,441	57	142	199	1,640
APS 3	34	30	64	2	27	29	93
APS 2	4	1	5	1	0	1	6
APS 1	6	2	8	0	1	1	9
Other	0	0	0	0	0	0	0
Total	4,639	775	5,414	220	254	474	5,888

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** EL 2 includes principal legal officer, principal research scientist, senior public affairs officer and veterinary officer level 3T, 4 and 5. **b** EL 1 includes public affairs

officer level 3, veterinary officer level 3 and senior legal officer level 1. **c** APS 6 includes legal officer level 1, on-plant veterinarians, veterinary officer level 2 and public affairs officer level 2. **d** APS 5 includes APS meat inspector level 3, legal officer level 1, public affairs officer level 1 and veterinary officer level 1. **e** APS 4 includes APS meat inspector level 2, graduates, training broadbands and legal officer level 1.

Employment type by location

Table F11 APS Act employees, by location and employment type, at 30 June 2025

Location	Ongoing	Non-ongoing	Total
NSW	904	29	933
Qld	894	24	918
SA	331	6	337
Tas.	11	3	14
Vic.	1,003	31	1,034
WA	402	23	425
ACT	2,888	127	3,015
NT	78	6	84
External territories ^a	6	0	6
Overseas	20	0	20
Total	6,537	249	6,786

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Table F12 APS Act employees, by location and employment type, at 30 June 2024

Location	Ongoing	Non-ongoing	Total
NSW	715	60	775
Qld	711	77	788
SA	206	28	234
Tas.	7	8	15
Vic.	759	82	841
WA	310	38	348
ACT	2,628	167	2,795
NT	53	6	59
External territories ^a	6	8	14
Overseas	19		19
Total	5,414	474	5,888

Note: Includes staff on leave without pay. Excludes statutory appointed positions. **a** Includes Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Indigenous employment

Table F13 APS Act Indigenous employees, by employment type, at 30 June 2025

Type	Number
Ongoing	156
Non-ongoing ^a	13
Total	169

Note: Includes staff on leave without pay. Excludes statutory appointed positions. ^a Includes casual employees.

Table F14 APS Act Indigenous employees, by employment type, at 30 June 2024

Type	Number
Ongoing	131
Non-ongoing	13
Total	144

Employment arrangements of SES and non-SES employees

Table F15 APS Act employees, by employment arrangement and category, at 30 June 2025

Arrangement	SES	Non-SES	Total
Department of Agriculture, Fisheries and Forestry Enterprise Agreement 2024–2027	0	6,880	6,880
Section 24(1) determinations	98	0	98
Total	98	6,880	6,978

Note: Employees are recorded against their primary instrument if covered by more than one instrument. Includes staff on leave without pay and excludes statutory appointed positions.

Table F16 APS Act employees, by employment arrangement and category, at 30 June 2024

Arrangement	SES	Non-SES	Total
Department of Agriculture, Fisheries and Forestry Enterprise Agreement 2024–2027	0	5,800	5,800
Section 24(1) determinations	88	0	88
Total	88	5,800	5,888

Note: Includes staff on leave without pay. Excludes statutory appointed positions.

Salary ranges

Table F17 APS Act employment salary ranges, by classification, at 30 June 2025

Classification	Minimum salary (\$)	Maximum salary (\$)
SES 3	386,809	455,241
SES 2	272,822	314,209
SES 1	221,756	269,813
EL 2 ^a	146,942	233,225
EL 1 ^b	124,861	157,454
APS 6 ^c	95,438	161,154
APS 5 ^d	84,794	102,431
APS 4 ^e	77,728	95,636

Classification	Minimum salary (\$)	Maximum salary (\$)
APS 3 ^f	68,946	89,256
APS 2	64,241	68,460
APS 1	54,516	60,677
Other	n/a	n/a
All classifications	54,516	455,241

a Reflects an individual flexibility arrangement for unique or exceptional circumstances. Maximum remuneration for an EL 2 within the DAFF EA is \$228,877, which only applies to positions meeting the requirements of a senior principal research scientist. **b** Only positions meeting the requirements of a public affairs officer receive actual salary of \$157,454. **c** Reflects an Individual Flexibility Arrangement for unique or exceptional circumstances. Maximum remuneration for an APS 6 within the DAFF EA is \$134,518, which only applies to positions meeting the requirements of an APS 6 on-plant veterinarian. **d** Only positions meeting the requirements of a meat inspector 3 receive \$102,431 (general stream maximum salary for APS 5 is \$93,020). **e** Only positions meeting the requirements of a meat inspector 2 receive \$95,636 (general stream maximum salary for APS 4 is \$84,619). **f** Only positions with a classification of meat inspector 1 receive \$89,256 (general stream salary for APS 3 is \$77,125).

Table F18 APS Act employment salary ranges, by classification, at 30 June 2024

Classification	Minimum salary (\$)	Maximum salary (\$)
SES 3	372,648	438,575
SES 2	286,197	315,873
SES 1	213,637	269,813
EL 2 ^a	141,563	203,742
EL 1 ^b	120,290	151,690
APS 6 ^c	91,944	129,593
APS 5 ^d	81,690	98,681
APS 4 ^e	74,882	104,517
APS 3	66,422	74,302
APS 2	61,889	65,954
APS 1	52,000	58,456
Other	0	0
All classifications	52,000	438,575

a Only positions meeting the requirements of a strategic policy advice and development officer received actual salary up to \$203,742. Positions meeting the requirements of a principal research scientist receive actual salary of up to \$190,967. Positions meeting the requirements of a principal legal officer receive actual salary from \$170,165 to \$188,292. **b** Only positions meeting the requirements of a public affairs officer receive actual salary of \$151,690. Positions meeting the requirements of a senior legal officer receive actual salary of up to \$147,317. Positions meeting the requirements of an EL 1 equivalent veterinary officer receive actual salary of up to \$143,888. **c** Only positions meeting the requirements of an APS 6 equivalent veterinary officer receive actual salary from \$104,441 to \$129,593. **d** Only positions meeting the requirements of an APS 5 equivalent meat inspector receive actual salary of up to \$98,681. **e** Only positions meeting the requirements of a meat inspector receive actual salary from \$92,135 to \$104,517.

Performance pay

We did not provide performance pay to any employees in 2024–25.

Non-salary benefits

SES employees received superannuation as the only non-salary benefit. Non-salary benefits for non-SES officers as part of their remuneration package were generally limited to superannuation. In exceptional cases, employees may have had private use of a Commonwealth vehicle where it was deemed necessary for the performance of their duties.

Appendix G: Executive remuneration

Table G1 Remuneration for key management personnel, at 30 June 2025

Name	Position title	Base salary (\$)	Bonuses (\$)	Other benefits and allowances (\$)	Superannuation contributions (\$)	Long service leave (\$)	Other long-term benefits (\$)	Termination benefits (\$)	Total remuneration (\$)
Adam Fennessy	Secretary	882,136	0	53,859	32,552	14,130	0	0	982,678
Tess Bishop	Deputy Secretary	432,122	0	0	66,950	7,691	0	0	506,763
Justine Saunders	Deputy Secretary	432,982	0	0	80,675	11,631	0	0	525,288
Matt Lowe	Deputy Secretary	436,881	0	0	66,615	9,387	0	0	512,883
Tina Hutchison	Deputy Secretary	380,872	0	0	62,978	9,883	0	0	453,733

Table G2 Remuneration for senior executives, at 30 June 2025

Remuneration band (\$)	Number of senior executives	Average base salary (\$)	Average bonuses (\$)	Average other benefits and allowances (\$)	Average superannuation contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average termination benefits (\$)	Average total remuneration (\$)
0–220,000	41	93,919	0	54	14,537	2,390	0	4,093	114,992
220,001–245,000	12	197,308	0	0	31,112	4,488	0	0	232,908
245,001–270,000	17	215,100	0	57	38,326	5,558	0	0	259,041
270,001–295,000	20	236,569	0	0	41,632	6,127	0	0	284,328
295,001–320,000	18	242,409	0	0	43,650	6,198	0	13,003	305,260
320,001–345,000	4	279,042	0	74	47,196	6,920	0	0	333,231
345,001–370,000	12	299,862	0	6	47,919	7,649	0	0	355,436
370,001–395,000	3	417,888	0	36	53,500	7,787	0	0	375,472
395,001–420,000	1	330,421	0	40,782	32,803	5,544	0	0	409,550
420,001–445,000	0	0	0	0	0	0	0	0	0
445,001–470,000	0	0	0	0	0	0	0	0	0
470,001–495,000	0	0	0	0	0	0	0	0	0

Remuneration band (\$)	Number of senior executives	Average base salary (\$)	Average bonuses (\$)	Average other allowances (\$)	Average superannuation contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average termination benefits (\$)	Average total remuneration (\$)
495,001–520,000	2	335,912	0	124,724	45,283	6,311	0	0	512,230
520,001 and over	2	407,660	0	175,504	44,867	6,311	0	0	634,342

Table G3 Remuneration for other highly paid staff, at 30 June 2025

Remuneration band (\$)	Number of senior executives	Average base salary (\$)	Average bonuses (\$)	Average other allowances (\$)	Average superannuation contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average termination benefits (\$)	Average total remuneration (\$)
\$260,000–\$270,000	2	186,922	0	6,064	13,634	979	0	58,266	265,865
\$270,001–\$295,000	3	219,276	0	40,583	24,160	0	0	0	284,019
\$295,001–\$320,000	4	218,496	0	66,326	23,135	0	0	0	307,956
\$320,001–\$345,000	0	0	0	0	0	0	0	0	0
\$345,001–\$370,000	5	231,068	0	69,317	23,263	1,352	0	34,690	359,690
\$370,001–\$395,000	1	249,938	0	110,539	24,860	0	0	0	385,337
\$395,001–\$420,000	0	0	0	0	0	0	0	0	0
\$420,001–\$445,000	2	297,794	0	104,890	24,675	0	0	0	427,359
\$445,001–\$470,000	4	311,928	0	124,070	26,281	0	0	0	462,279
\$470,001–\$495,000	2	324,844	0	122,189	34,950	1,956	0	0	483,939
\$495,001–\$520,000	0	0	0	0	0	0	0	0	0
520,001 and over	0	0	0	0	0	0	0	0	0

Appendix H: Correction of material errors in previous annual report

Our *Annual report 2023–24* contained the following errors:

- 1) On page x of the secretary's review, we reported that:

'In northern Australia, we expanded training opportunities and interagency service agreements through a joint regulatory arrangement in collaboration with biosecurity partners in the Torres Strait, while more than 100 rangers, who perform critical surveillance activities, benefited from \$1.5 million in biosecurity equipment and training through our Indigenous Ranger Biosecurity Program.'

The correct wording should read:

'In northern Australia, we expanded training opportunities and interagency service agreements through a joint regulatory arrangement in collaboration with biosecurity partners in the Torres Strait and delivered training to more than 100 rangers (through the Biosecurity Fundamentals Program and the Biosecurity Traineeship Program). Indigenous Ranger groups perform critical surveillance activities, and we further bolstered their capacity to deliver these activities through provision of \$1.5 million of essential biosecurity equipment.'

- 2) On page 38 (BI-05) we reported that the acronym LEADDR stood for 'Laboratories for Emergency Animal Disease and Response'. The correct title was 'Laboratories for Emergency Animal Disease Diagnosis and Response'.
- 3) On page 61, in our BI-08 analysis, we reported that we complied with the 'Australian Government Investigative Standards'. The correct title was the '*Australian Government Investigations Standards*'.
- 4) On pages 63 and 65 we referred to the 'National Heritage Trust (NHT)'. The correct trust name was 'Natural Heritage Trust'.
- 5) On page 70 we reported on the delivery of the 'Drought Resilience Innovation and Adoption Hubs'. The correct program name was 'Drought Resilience Adoption and Innovation Hubs'.
- 6) On page 88 we reported that we conducted 2 advertising campaigns on international travellers and biosecurity, and online shopping and biosecurity. The correct wording should read:

'During 2023–24 we conducted no advertising campaigns. However, we delivered public information activity and market research, as per the table in the original report.'

- 7) On page 204 we reported that:

'The volume of incoming cargo, people, mail and vessels is significant and predicted to continue to grow. In 2023–24 biosecurity officers supported the biosecurity clearance of more than:

- 113 million imported cargo consignments [The correct number was 124 million]
- 138,000 containers [The correct number was 2.5 million]
- 119 million international travellers [The correct number was 19.9 million] ...'

Appendix I: List of requirements

Part of report	PGPA Rule reference	Description	Requirement	Page
Letter of transmittal (17AD(g))	17AI	Copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	iii
Aids to access (17AD(h))	17AJ(a)	Table of contents (print only)	Mandatory	v
	17AJ(b)	Alphabetical index (print only)	Mandatory	227
	17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	223
	17AJ(d)	List of requirements	Mandatory	217
	17AJ(e)	Details of contact officer	Mandatory	li
	17AJ(f)	Entity's website address	Mandatory	li
	17AJ(g)	Electronic address of report	Mandatory	li
Review by accountable authority (17AD(a))	17AD(a)	A review by the accountable authority of the entity	Mandatory	lx
Overview of the entity (17AD(b))	17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	1
	17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	2
	17AE(1)(a)(iii)	A description of the outcomes and programs administered by the entity	Mandatory	6
	17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	2
	17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	2
	17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	2
	17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	2
	17AE(1)(b)	An outline of the structure of the portfolio of the entity	Mandatory	4
	17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, mandatory	6
Report on the performance of the entity (17AD(c)): Annual performance statements	17AD(c)(i)16F	Annual performance statement in accordance with paragraph 39(1)(b) of the PGPA Act and section 16F of the PGPA Rule	Mandatory	5

Part of report	PGPA Rule reference	Description	Requirement	Page
Report on the performance of the entity (17AD(c)): Report on financial performance (17AD(c)(ii))	17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	107
	17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	107
	17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results	If applicable, mandatory	107
Management and accountability (17AD(d)): Corporate governance	17AG(2)(a)	Information on compliance with section 10 (fraud and corruption systems)	Mandatory	iii
	17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory	iii
	17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place	Mandatory	iii
	17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity	Mandatory	iii
	17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory	83
	17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance	If applicable, mandatory	107
Management and accountability (17AD(d)): Audit committee	17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory	84
	17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	179
	17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	179
	17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	179
	17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	179

Part of report	PGPA Rule reference	Description	Requirement	Page
Management and accountability (17AD(d)): External scrutiny	17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	94
	17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, mandatory	95
	17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman	If applicable, mandatory	95
	17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	87
Management and accountability (17AD(d)): Management of human resources	17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	90
	17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: • statistics on full-time employees • statistics on part-time employees • statistics on gender • statistics on staff location	Mandatory	202
	17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis, including the following: • statistics on staffing by classification level • statistics on full-time employees • statistics on part-time employees • statistics on gender • statistics on staff location • statistics on employees who identify as indigenous	Mandatory	205
	17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i>	Mandatory	211
	17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements, contracts or determinations identified in paragraph 17AG(4)(c)	Mandatory	211
	17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	211
	17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	213
	17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	212
	17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory	n/a

Part of report	PGPA Rule reference	Description	Requirement	Page
	17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	n/a
	17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	n/a
Management and accountability (17AD(d)): Assets management	17AG(5)	An assessment of the effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	109
Management and accountability (17AD(d)): Purchasing	17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	96
Management and accountability (17AD(d)): Reportable consultancy contracts	17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	98
	17AG(7)(b)	A statement that 'During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]'.	Mandatory	98
	17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory	97
	17AG(7)(d)	A statement that 'Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.'	Mandatory	98
Management and accountability (17AD(d)): Reportable non-consultancy contracts	17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period, the total actual expenditure on such contracts (inclusive of GST), the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period, and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	98
	17AG(7A)(b)	A statement that 'Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.'	Mandatory	99

Part of report	PGPA Rule reference	Description	Requirement	Page
Management and accountability (17AD(d)): Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts (17AD(daa))	17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	99
Management and accountability (17AD(d)): Australian National Audit Office access clauses	17AG(8)	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, mandatory	99
Management and accountability (17AD(d)): Exempt contracts	17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters	If applicable, mandatory	99
Management and accountability (17AD(d)): Small business	17AG(10)(a)	A statement that '[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.'	Mandatory	97
	17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	97
	17AG(10)(c)	If the entity is considered by the department administered by the Finance Minister as material in nature – a statement that '[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.'	If applicable, mandatory	97
Management and accountability (17AD(d)): Financial statements	17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the <i>PGPA Act</i>	Mandatory	111
Management and accountability (17AD(d)): Executive remuneration	17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the PGPA Rule	Mandatory	214

Part of report	PGPA Rule reference	Description	Requirement	Page
Other mandatory information (17AD(f))	17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that ‘During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.’	If applicable, mandatory	100
	17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	100
	17AH(1)(b)	A statement that ‘Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].’	If applicable, mandatory	86
	17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	94
	17AH(1)(d)	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory	86
	17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	216
	17AH(2)	Information required by other legislation	Mandatory	103

Glossary

Term	Definition
AA	approved arrangement
AAGIS	Australian Agricultural and Grazing Industries Survey
AASB	Australian Accounting Standards Board
ABARES	Australian Bureau of Agricultural and Resource Economics and Sciences
ABN	Australian Business Number
ABS	Australian Bureau of Statistics
ADIS	Australian Dairy Industry Survey
AFMA	Australian Fisheries Management Authority
AFWI	Australian Forest and Wood Innovations
AHECC	Australian Harmonized Export Commodity Classification
AIMS	Agricultural Import Management System
ALOP	appropriate level of protection
AM	Member of the Order of Australia
ANAO	Australian National Audit Office
AO	Officer of the Order of Australia
APM	Australian Police Medal
APS	Australian Public Service
APVMA	Australian Pesticides and Veterinary Medicines Authority
ARC	Audit and Risk Committee
ASF	African swine fever
ASIC	Australian Securities and Investments Commission
ASX	Australian Securities Exchange
ATD	Australia Travel Declaration
ATO	Australian Taxation Office
BBus (Acc)	Bachelor of Business (Accounting)
BCom	Bachelor of Commerce
BEc	Bachelor of Economics
BICON	Biosecurity Import Conditions system
BIP	business improvement program
BIPs	biosecurity industry participants
BIRA	Biosecurity Import Risk Analysis
BMSB	brown marmorated stink bug
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre
BPDN	biosecurity pest and disease notification
CA	Chartered Accountant
CALD	culturally and linguistic diversity

Term	Definition
CCD	Commonwealth Climate Disclosure
CCFICS	Codex Committee on Food Import and Export Inspection and Certification Systems
CCMS	Client Contact Management System
CDDA	Compensation for Detriment caused by Defective Administration
CGEIT	certified in the governance of enterprise IT
CGH	Community Grants Hub
CIA	certified internal auditor
CISA	certified information systems auditor
COLS	Cargo Online Lodgement System
CPFA	chartered public finance accountant
CPM	Commission on Phytosanitary Measures
CRO	chief risk officer
CROMP	Climate Risk and Opportunity Management Program
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSS	Commonwealth Superannuation Scheme
CWMS	Cargo Workflow Management System
DAFF	Department of Agriculture, Fisheries and Forestry
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DHA	Department of Home Affairs
DSS	Department of Social Services
EA	enterprise agreement
eCert	electronic certification
ECL	expected credit loss
EL	executive level
EOI	expressions of interest
ERMFP	Enterprise Risk Management Framework and Policy
ERP	emissions reduction plan
EU	European Union
EUCAS	European Union Cattle Accreditation Scheme
EUDR	European Union Deforestation Regulation
EXDOC	Export Documentation System
FAICD	Fellow of the Australian Institute of Company Directors
FAIM	Fellow of the Australian Institute of Management
FCA	Fellow of Chartered Accountants Australia and New Zealand
FCPA	Fellow certified practising accountant
FDF	Future Drought Fund
FGIA	Fellow of the Governance Institute of Australia
FHA	Farm Household Allowance
FIPAA	Fellow of the Institute of Public Administration Australia

Term	Definition
FMD	foot-and-mouth disease
FMS	financial management system
FOI	freedom of information
FOI Act	<i>Freedom of Information Act 1982</i>
FPC	Finance and Performance Committee
FRR	Financial Reporting Rule 2015
FTE	full-time equivalent
FVOCI	financial assets at fair value through other comprehensive income
FVTPL	financial assets at fair value through profit or loss
FY	financial year
G16	Group of 16
G20	Group of 20
GAICD	graduate of the Australian Institute of Company Directors
GST	goods and services tax
Hon	Honourable
Hons	Honours
HPAI	high pathogenicity avian influenza
ICS	Integrated Cargo System (owned by Australian Border Force, Department of Home Affairs)
IPP	Indigenous Procurement Policy
IPS	Information Publication Scheme
ISACA	Information Systems Audit and Control Association
LLB	Bachelor of Laws
MAPS	Mail and Passenger System
MBA	Master of Business Administration
MP	Member of Parliament
NABERS	National Australian Built Environment Rating System
NCP	national compliance program
NESB	non-English-speaking background
NEXDOC	Next Export Documentation System
NGO	non-government organisation
NHT	Natural Heritage Trust
OCC	Operational Coordination Committee
OECD	Organisation for Economic Co-operation and Development
OPA	Official Public Account
PAES	Portfolio Additional Estimates Statements
PBS	Portfolio Budget Statements
PEQ	post-entry quarantine
PFIIA	Professional Fellow of the Institute of Internal Auditors Australia
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>

Term	Definition
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PMIIA	professional member of the Institute of Internal Auditors Australia
PSM	Public Service Medal
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation accumulation plan
QPR	Quarantine Premises Register
QRM	quarantine regulators meeting
RCP	Regulatory Practice Committee
RDC	research and development corporation
RFCS	Rural Financial Counselling Service
RFMO	regional fisheries management organisation
RIC	Regional Investment Corporation
RMG 128	Resource Management Guide – Regulator Performance
ROU	right of use
SDG	sustainable development goal
SES	senior executive service
SESSF	Southern and Eastern Scalefish and Shark Fishery
SME	small and medium enterprises
SPF	Small Pelagic Fishery
SPPI	solely payments of principal and interest
STEPS	Simplified Targeting and Enhanced Processing System
TAMS	Traveller and Mail System
TAP	Transformation Action Plan
TBT	Technical Barriers to Trade
WELS	Water Efficiency Labelling and Standards
WHS	work health and safety
WOAH	World Organisation for Animal Health
WTO	World Trade Organisation
ZNE-Ag CRC	Zero Net Emissions Agriculture Cooperative Research Centre

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