



Australian Government  
Department of Agriculture,  
Fisheries and Forestry

# Corporate Plan 2025–26



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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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# Secretary's foreword

The Department of Agriculture, Fisheries and Forestry (DAFF) is committed to supporting sustainable and prosperous agricultural, fisheries and forestry industries across Australia, particularly through growth in international trade and production and ongoing investment in biosecurity.

Our role is providing food and fibre for all Australians and to overseas markets, where demand for Australian commodities continues to be strong. The total value of agricultural, fisheries and forestry production is expected to reach \$97.5 billion in 2025–26 according to the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES). This would be the third-highest production value on record, with almost \$77 billion of that being exports.

This record production is a testament to the hard work of Australia's farmers, fishers, foresters, the workers in those industries and the whole agricultural supply chain.

DAFF is proud to be backing Australian agriculture to succeed. The world wants our produce, and we are committed to helping agricultural producers take advantage of increased productivity and export opportunities. We will continue to have a particular focus this year on our top 5 trading partners – China, the United States, Japan, South Korea and Indonesia – and on engaging with countries like India and across Southeast Asia and the Pacific.

Alongside our stakeholders we operate in a complex and dynamic environment. We face international issues such as geopolitical shifts and changes of policy. There are increasing economic, productivity and fiscal challenges. Climate challenges, including severe floods, fires and drought, are impacting farmers across Australia.

In this context, my vision is for DAFF to be globally recognised as a leader in supporting agricultural trade and managing biosecurity risks, and to be a trusted partner and key advisor on issues and challenges facing the agricultural sector, including climate adaptation and sustainable agriculture.

In the forward years covered by this corporate plan, DAFF will be tackling many priorities. These include navigating a shifting international trade environment to facilitate better trade outcomes for our farmers and exporters. We will be working on key initiatives, such as the development of a national food security strategy, to help ease cost of living pressures on Australian families and farmers. We will continue to deliver climate-smart initiatives, policies, programs and partnerships, and we will be strengthening engagement through our new stakeholder collaboration framework and First Nations Partnership Framework.

The *DAFF Biosecurity 2030 Roadmap* outlines our vision for a stronger and more integrated biosecurity system to strengthen Australia's capacity and capability to protect its borders and ecosystems from harmful pests and diseases. The roadmap focuses on leveraging technology, improving risk management and enhancing response capabilities. Australia's biosecurity system is essential to the long-term profitability of our agricultural, fisheries and forestry industries. It underpins the sustainability of farm production, tourism and Australia's unique environment.

Greater numbers of travellers, diversifying trade, geopolitics and changes in climate mean biosecurity threats are dynamic. We are improving our emergency response capabilities to respond to emerging

diseases such as the H5 variant of highly pathogenic avian influenza (H5 bird flu), which is not present in Australia.

We will continue investing in our people. A highly skilled, well-trained, collaborative and motivated workforce improves the quality of our service delivery. Our workforce has a great diversity of skills, expertise and background. We are one of the most regionally distributed major Australian Government agencies, with 159 offices across Australia.

We are committed to continually improving our capabilities to meet the expectations of government and align with the broader Australian Public Service Reform agenda. Our Transformation Action Plan explains how we are lifting our capability over the next few years. This includes strengthening our ability to provide informed, high-quality policy advice, improving the delivery of regulatory services and modernising our ICT systems to increase efficiencies for agricultural producers and exporters.

By working together as One DAFF, we are building a stronger, more connected organisation and collaborating with our stakeholders to better support agriculture, fisheries and forestry across Australia.

## Statement of preparation

As the accountable authority of the Department of Agriculture, Fisheries and Forestry, I present DAFF's *Corporate Plan 2025–26*. This plan covers the reporting periods from 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in black ink, appearing to read 'Adam Fennessy', with a stylized flourish at the end.

Adam Fennessy PSM  
Secretary  
Department of Agriculture, Fisheries and Forestry

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# Overview

Our corporate plan explains who we are, what we do and how we measure progress towards achieving our purpose and strategic objectives. Figure 1 shows the key elements of our corporate plan and how they connect.

**Figure 1 Elements of our corporate plan**



# About us

## Our role

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

We play a vital role in advancing a more resilient, prosperous and secure Australia. We protect Australia's food security, strengthen productivity, profitability and resilience in the agricultural sector and enhance our domestic and international competitiveness. We safeguard our plants, animals and the environment from pests and diseases.

Our policies and services span and protect the entire supply chain, helping to grow Australia's economy and enable the Australian agricultural sector to produce high-quality, more sustainable products for consumption within Australia and overseas.

We are a national regulator with 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 role is summarised by the 2 outcome statements in our *Portfolio Budget Statements 2025–26* (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.
- **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.

## 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

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.

The sector growth and sector resilience and sustainability strategic objectives are aligned with Outcome 1. The national biosecurity strategic objective is aligned with Outcome 2 (Table 1).

For details of the work we undertake in relation to each strategic objective, see [Our performance framework](#).

## Our key activities

Our key activities reflect our core priorities as a department. Since the publication of the previous corporate plan, we have reviewed and consolidated our key activities to align more directly with our 2 PBS outcome statements and related strategic objectives.

Table 1 lists our key activities by PBS outcome and strategic objective. Table A1, Table A2 and Table A3 in [Appendix A](#) explain the adjustments made since our last corporate plan.

A description of the work we undertake to achieve each key activity is provided in [Our performance framework](#) along with information on the associated PBS programs, performance measures, targets, rationale, methodology and data sources.

We will assess the key activities and associated performance measures for 2025–26 during our annual performance planning cycle to ensure they remain relevant and appropriate.

**Table 1 Our key activities**

PBS outcome statement	Strategic objective	Key activities
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.	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.	1.1 Support sector productivity growth and innovation. 1.2 Regulate exports and enable, improve and protect access to international markets.
	Objective 2 Sector resilience and sustainability – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.	2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector. 2.2 Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.

PBS outcome statement	Strategic objective	Key activities
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.	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.	<p>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.</p> <p>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.</p> <p>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.</p> <p>3.4 Manage non-compliance with biosecurity and other relevant portfolio legislation.</p>

## Our people: One DAFF

Our people across Australia and around the world work together, under the banner of One DAFF, to deliver policy, regulation and operations domestically and internationally, maintaining and growing overseas markets and protecting the economy and environment from the impacts of exotic pests and diseases.

## Our Core 4 values

Our values and associated behaviours help guide our interactions with each other, our stakeholders and the broader community.

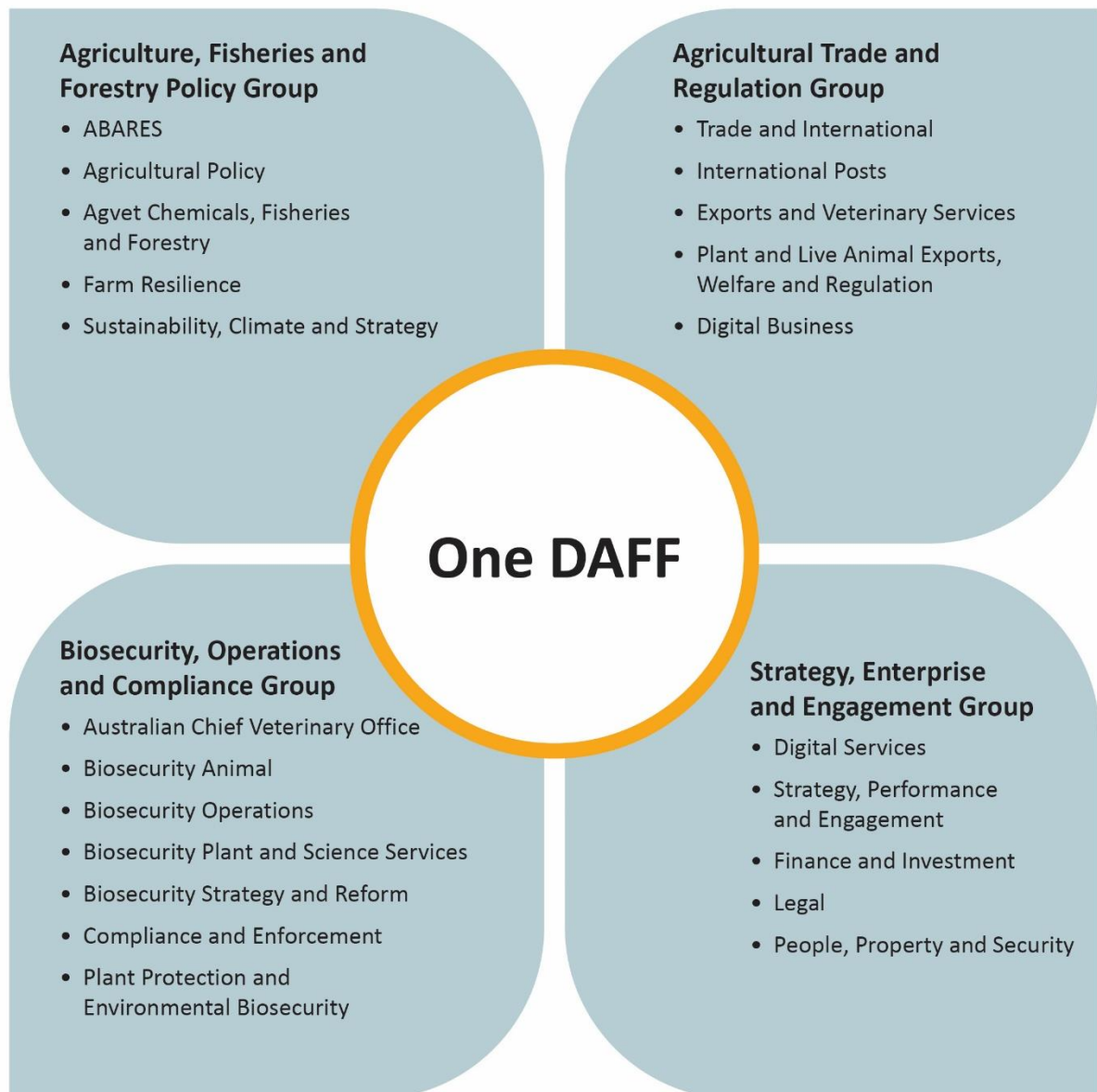
Our Core 4 values are:

- **Working together** – We collaborate, share information and actively look for opportunities to connect across our department and with our stakeholders, partners and the community. We look after each other, support each other and work together as a team.
- **Courage** – We look for opportunities to innovate, try new things and engage with risk positively. We call out unacceptable behaviour, and we own up to and learn from our mistakes.
- **Diversity** – We are a diverse workforce both in who we are and the work we do. We listen to and draw on the expertise, knowledge and experience of others to get the best outcomes.
- **Excellence** – We are accountable and accept personal responsibility for the quality of our work. We use data, science and research to make well-informed decisions and measure our outcomes.

## Our structure

We work in divisions organised into 4 groups (Figure 2). As One DAFF, our 6,900 people work together and with our stakeholders to achieve our purpose and strategic objectives.

**Figure 2 Our departmental structure**



# Our operating context

## Operating environment

Our operating environment is challenging and dynamic. This is partly because the agricultural sector is exposed to global trade and climatic fluctuation, both of which can be rapid and unpredictable. Biosecurity threats and significant pest and disease outbreaks are continually evolving. At the same time, major changes to global trade policies can disrupt supply chains, raise inflationary pressures and constrain economic activity. Domestic factors such as increased pressure for land and water, slowing productivity growth and the transition to a net-zero economy pose additional challenges to the sector and our stakeholders. Despite these fundamental challenges in our operating environment, the sector is agile, resilient and well placed to take advantage of the opportunities that these shifts present. Australian producers are at the forefront of climate adaptation, innovation and harnessing new technologies and practices.

## Another strong year forecast for agriculture

According to ABARES [Agricultural commodities report: June 2025](#), the value of Australian agricultural production in 2025–26 is forecast to be \$90.7 billion. This is down 3% on last year but would still be the third-highest result on record. Total sector production is expected to reach \$97.5 billion in 2025–26, which would be the third-highest value on record.

Crop production is forecast to decline in 2025–26 due to drier conditions in some states following more favourable conditions in 2024–25. The value of production for livestock and livestock products is expected to fall from record highs to \$40 billion in 2025–26, driven by lower sheep and cattle turn-off. Over the medium-term, higher expected global consumption of food, particularly in key Asian markets, will put Australian exporters in a strong position to capitalise given proximity to the region. Robust growth in the Middle East, China and Southeast Asia is expected to support demand for Australian exports.

Australian agriculture reached a record gross value of production in 2022–23 on the back of past reforms, investments in productivity and industry responses to domestic and global pressures. These factors put the sector in a strong position that year to take advantage of historically favourable climatic conditions and high global commodity prices. Despite operating costs for agricultural businesses remaining relatively elevated in historical terms, 2025–26 is expected to be another strong year. Average broadacre farm business profit is forecast to decrease from \$169,000 in 2024–25 to \$141,000 per farm in 2025–26, driven by marginally lower cropping and livestock production.

## Trade critical in uncertain times

Significant uncertainty surrounds the near-term trade outlook, with new US import tariffs and other potential changes to global trade policies that could impact the global economic outlook. However, Australia remains in a strong position to meet growing demand for agricultural products, both domestically and abroad. ABARES forecasts the value of agricultural, fisheries and forestry exports to reach \$76.7 billion in 2025–26, supported by our ongoing work to deliver value for exporters by facilitating access to overseas markets.

With more than two-thirds of Australia's agricultural products exported, Australia continues to enjoy an international reputation as a trusted partner in feeding and clothing the world's growing population. The burgeoning global middle class presents opportunities for expanded trade, and we continue to facilitate global consumer access to Australia's high-quality food and fibre products.

We play a vital role in maintaining and growing Australia's global share of trade through market access and the effectiveness of our biosecurity. We deliver export controls, invest in traceability and undertake the facilitation and regulation required to export goods and meet importing country requirements. Our work to negotiate market access and regulate exports is supported by our [Overseas Counsellor Network](#). Our counsellors are based around the world in key agricultural trade markets, promoting Australia's interests and helping our agricultural sector to grow.

Productivity and profitability for our farmers, fishers and foresters in an international trading environment relies on a robust multilateral trade system committed to free and open markets. Regulatory decision-making in the development of agriculture and food health and safety standards must be science based and risk based. We maintain our competitive edge in global markets by playing an active role in multilateral trade and standard-setting forums, growing Australia's reputation as an exporter of climate-smart, sustainable food and fibre.

## **Addressing biosecurity risks and threats**

Australia is fortunate to be free of many of the damaging plant pests and animal diseases that are found in other countries. This favourable status helps Australian producers access overseas markets, protects our unique environment and supports a healthy way of life for all Australians.

Increasingly complex supply chains and the movement of goods bring elevated biosecurity risks. Engagement with international standard-setting organisations is also essential to improve biosecurity regulatory outcomes for the import of goods.

Our biosecurity operating environment faces new and increasing challenges. These include biosecurity risks at our doorstep, fuelled by greater numbers of travellers, diversifying trade and cargo, geopolitics and changes in climate. Increased biosecurity threats, especially to Australia's north, create a need for stronger prevention and surveillance in Australia and across the Southeast Asia and Pacific regions, and constant improvements and investment in our joint preparedness and response ability. Continual engagement with trading partners, particularly in Asia and the Pacific, is important to enable biosecurity risk management capacity and capability improvements.

The [DAFF Biosecurity 2030 Roadmap](#) guides our priorities and the development of business activities to manage biosecurity risks. The Commonwealth also leads national coordination on the implementation of the inaugural [National Biosecurity Strategy Action Plan 2024](#).

We are investing in the enablers identified in the roadmap to improve biosecurity outcomes, with a focus on our people, governance, technology and regulation. For example, remote inspections arising from COVID-19 impacts are now a valuable addition to our regulatory toolkit. Our development and deployment of innovative diagnostic tools is enhancing regulatory and surveillance outcomes.

We are bolstering our biosecurity preparedness and response with state and territory governments and industry through the National Biosecurity Strategy. The [Northern Australia Quarantine Strategy](#) augments the work of states, territories and industry to detect and report incursions of exotic pests

and diseases in northern Australia. We continue to engage with and rely on approved arrangements with industry to help manage biosecurity risks effectively and efficiently, while performing regulatory and operational assurance activities to adapt and improve the biosecurity system.

We are becoming increasingly intelligence led with respect to biosecurity threats. We recruit professionals across our intelligence functions and invest in and use contemporary and rigorous tools and techniques (including horizon-scanning, futures analysis, data analytics and trend monitoring) to develop strategic intelligence assessments. These assessments inform reasonable and defensible strategic decision-making to diminish future harm to Australia's biosecurity, strengthen our risk-based approach and provide an appropriate level of protection to Australia's people, our environment and economy.

## **Supporting sustainable agriculture**

We are working to maintain Australia's long-term food and fibre security and competitive market advantages by supporting producers to embrace climate-smart practices and improve productivity.

We will administer \$60.8 million in funding to build on the knowledge and innovation of Australian farmers and landholders, helping them understand how they might reduce their emissions. We will examine the potential to grow a domestic biofuels feedstock industry to help meet national emissions-reduction targets. We will continue to work with our stakeholders to ensure the agricultural sector is well placed to take advantage of opportunities in the net-zero transition.

However, even with progress on emissions reduction, some climate impacts are locked in. For example, with a hotter, drier future predicted, we can expect to see an increase in heatwaves, droughts and other extreme weather events. We are investing in adaptation and resilience through initiatives such as the Future Drought Fund.

We are supporting the adoption of climate-smart and sustainable agricultural practices through the \$302.1 million Climate-Smart Agriculture Program, funded through the Natural Heritage Trust. Through 9 integrated investment streams, the Climate-Smart Agriculture Program is driving agricultural sustainability, productivity and competitiveness. It supports farmers to adopt climate-smart practices that manage emissions, build resilience to climate change, improve soil health and protect natural capital. The program is well advanced in every state and territory, with over \$262 million committed and over 150 projects underway.

Partnerships are critical to achieving climate-smart agricultural outcomes. We are partnering with states and territories through a Federation Funding Agreement to deliver \$20 million of on-ground activities on National Soil Action Plan priorities, and we will continue working together to deliver the commitments in the [National Statement on Climate Change and Agriculture](#).

Our continued efforts in delivering climate-smart initiatives, policies, programs and partnerships will help producers contribute to Australia's climate goals, boost farm productivity and profitability and secure vital trade outcomes.



## Responsive regulation

We conduct our responsibilities as a regulator to help stakeholders achieve outcomes, while also meeting community expectations. We regularly review and, where necessary, adjust policies, protocols and operating procedures to ensure we can respond to the environment we operate in.

## Strengthening departmental capability

We are committed to continually improving our capabilities to meet the expectations of government and align with the broader Australian Public Service (APS) Reform agenda.

## Our transformation action plan

We focus our capability improvements through our [Transformation Action Plan](#) (TAP) priority actions. These are aligned with the 5 domains of the Australian Public Service Commission capability framework (Table 2).

**Table 2 Transformation action plan priority actions, at 30 June 2025**

Domain	Priority actions
Leadership and culture	<ul style="list-style-type: none"> <li>Enhance our governance system (substantially completed).</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Develop a stakeholder collaboration and practice framework (substantially completed).</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>Improve our enterprise performance and reporting framework (substantially completed).</li> <li>Build a strong and proactive strategic policy capability (in progress).</li> <li>Improve regulatory service delivery (in progress).</li> <li>Embed an enterprise approach to program evaluation (in progress).</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>Develop a strategic workforce framework to support the attraction, development and retention of staff with critical skills (substantially completed).</li> <li>Enhance our culture, so all staff feel valued and connected to our purpose (in progress).</li> </ul>
Enabling functions	<ul style="list-style-type: none"> <li>Update our operating model to strengthen collaboration and take an enterprise-wide approach to planning, performance, strategic policy and regulation (substantially completed).</li> <li>Deliver a 10-year digital investment and sustainment roadmap to modernise systems and address key risks (substantially completed).</li> <li>Strengthen our data analytics capability (in progress).</li> <li>Develop an enterprise-wide approach to financial management (in progress).</li> </ul>

Our TAP was published in December 2023 as a 4-year plan. Under the guidance of a Transformation Steering Committee, we continue to progress our priority actions. Our focus in 2025–26 is on:

- improving our strategic policy capability
- improving our regulatory service delivery to stakeholders
- embedding an enterprise approach to program evaluation
- continuing to uplift our data maturity through our new enterprise data strategy.

## **Improving our technology infrastructure and digital services**

Technology plays a crucial role in supporting our operations and services, including safeguarding Australia from biosecurity risks and facilitating hundreds of millions of dollars in trade imports and exports daily.

We are investing in our digital, data and ICT infrastructure to deliver innovative, effective and efficient digital services.

We are modernising Australia's import and export systems through 2 flagship programs: 1) Simplified Targeting and Enhanced Processing System, and 2) Digital Services to Take Farmers to Markets. These initiatives contribute to improving our services in biosecurity and trade – aligned with the government's productivity agenda – by making services faster, simpler and more efficient for industry stakeholders.

To support this transformation, we will continue to enhance our digital products, ensuring staff and stakeholders can operate seamlessly in an increasingly digital environment. This will be underpinned by a strengthened enterprise data capability, which will enable more informed decision-making across biosecurity, export operations and trade market access, while also improving corporate insight and performance.

We are committed to the safe and ethical adoption of emerging technologies. We will explore and invest in artificial intelligence (AI) frameworks and safeguards, implementing AI where it adds meaningful value. This approach will help us deliver smarter, more responsive services to our stakeholders and empower our workforce with modern digital tools.

## **Capital security, technology and asset refresh**

One of our TAP priority actions is to deliver a 10-year digital investment and sustainment roadmap to modernise systems and address key risks. As part of this initiative, we have started a 4-year security, technology and asset refresh program aimed at modernising and securing our ICT operating environment and reducing the risk of system failures and cybersecurity threats to our business.

Robust governance will ensure efficient and effective delivery of this program to refresh and sustain our ICT and property assets and ensure our critical business systems are supported, patched and resilient. The program of work is governed by a dedicated program management office and a project board, with reporting obligations to the Department of Finance and the Digital Transformation Agency.

## **Investing in our people**

We aim to cultivate a modern, innovative workforce by improving planning, streamlining processes, fostering leadership and investing in critical workforce development.

Our *Workforce Strategy 2024–27* outlines our approach to attracting, developing and retaining talent, and addresses workforce priorities, risks and initiatives. We will proactively develop capabilities and skills to meet the evolving needs of our organisation and our stakeholders. In a competitive labour market, robust planning will help us identify skill gaps and build capability within our APS workforce. We will focus on strategies that position us as a preferred employer, fostering continuous learning and professional growth. We will integrate workforce planning into

departmental processes, refine strategic recruitment and implement a capability framework to ensure we are well prepared for future challenges.

The DAFF *Recruitment Strategy 2024–27* addresses the challenges of attrition, unexpected departures and an ageing workforce. It provides focused actions to identify skill gaps, attract and retain top talent, build our skills and make us an employer of choice. Activities include strengthening our employee value proposition and implementing a comprehensive entry program.

We are also committed to fostering a cohesive culture that prioritises collaboration and communication, enhancing employee engagement and retention. Data from the 2024 APS Census highlights the diversity of our workforce, including people with a disability and staff who identify as First Nations and/or LGBTIQ+. Through initiatives in our diversity action plans, we aim to build a culture that embodies our Core 4 values and supports employee growth. This approach will create a more inclusive workplace and strengthen our reputation as a leading employer. We will refine our mobility framework, promote flexible working arrangements and develop mental health resources. These initiatives will help us manage risks, promote resilience and build a sustainable, resilient, adaptive and high-performing workforce capable of thriving in dynamic conditions.

Our commitment to improving our workforce ensures that we remain an employer of choice and continue to deliver the highest standards of performance expected by the government and the Australian people.

### **APS Strategic Commissioning Framework**

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.

In 2025–26 we will reduce outsourcing of core work in line with the framework. We will focus on reducing outsourcing in administration, accounting and finance, data and research, ICT and digital services, and portfolio program and project management work.

Success in reducing outsourcing is dependent on labour market supply, successful recruitment strategies and developing and promoting new career paths. Progress will be reported in our Annual report 2025–26.

### **Maintaining a robust culture of integrity**

Integrity-based behaviour and ethical decision-making are fundamental to the way we operate. We are stewards of the APS values, employment principles and [APS Code of Conduct](#) and we demonstrate ethical behaviour in connection with our APS employment.

We continue to enhance our integrity framework and policy suite, training, and outreach and education activities to help our people fulfill their obligations as public office holders.

Through our integrity framework and dedicated in-house integrity functions, we proactively prevent, detect and respond to integrity matters. We educate our people about fraud and corruption and the behavioural standards set out in the APS Code of Conduct. We give our people tools to fulfill their integrity obligations. We remain committed to addressing allegations of wrongdoing, including investigating allegations of fraud, corruption and misconduct. We embrace and promote a positive

integrity culture that is ethical, fair and appropriate by maintaining high standards of professionalism and accountability, and responsible behaviour.

## Investing in regulatory maturity

Effective and efficient regulation enhances Australia's economy, supports business and benefits the wider community. As a regulator, we are responsible for administering laws that cover:

- assessing and managing biosecurity risks and risks relating to ballast water
- regulating exports of goods
- the prohibition of the importation of illegally logged timber and the processing of illegally logged domestic raw logs
- ensuring food imported into Australia complies with Australian food standards and public health and safety requirements
- agricultural levies and charges and their collection and the disbursement of certain funds for research and development (R&D), marketing, biosecurity activities, residue testing and biosecurity emergency responses.

We continue to improve our regulatory performance, capability and culture as required under the Department of Finance's Resource Management Guide – Regulator Performance ([RMG 128](#)) and in accordance with the principles of regulator best practice:

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

Under RMG 128, our regulatory context is informed by the Ministerial Statement of Expectations and our responding Regulator Statement of Intent, available at [Regulator performance](#).

Our Regulatory Practice Committee and regulatory leaders continue to oversee and guide our regulatory maturity initiatives, with a focus on enhancing enterprise regulatory maturity and performance, improving regulatory capability and fostering a culture of continuous improvement.

## Governance

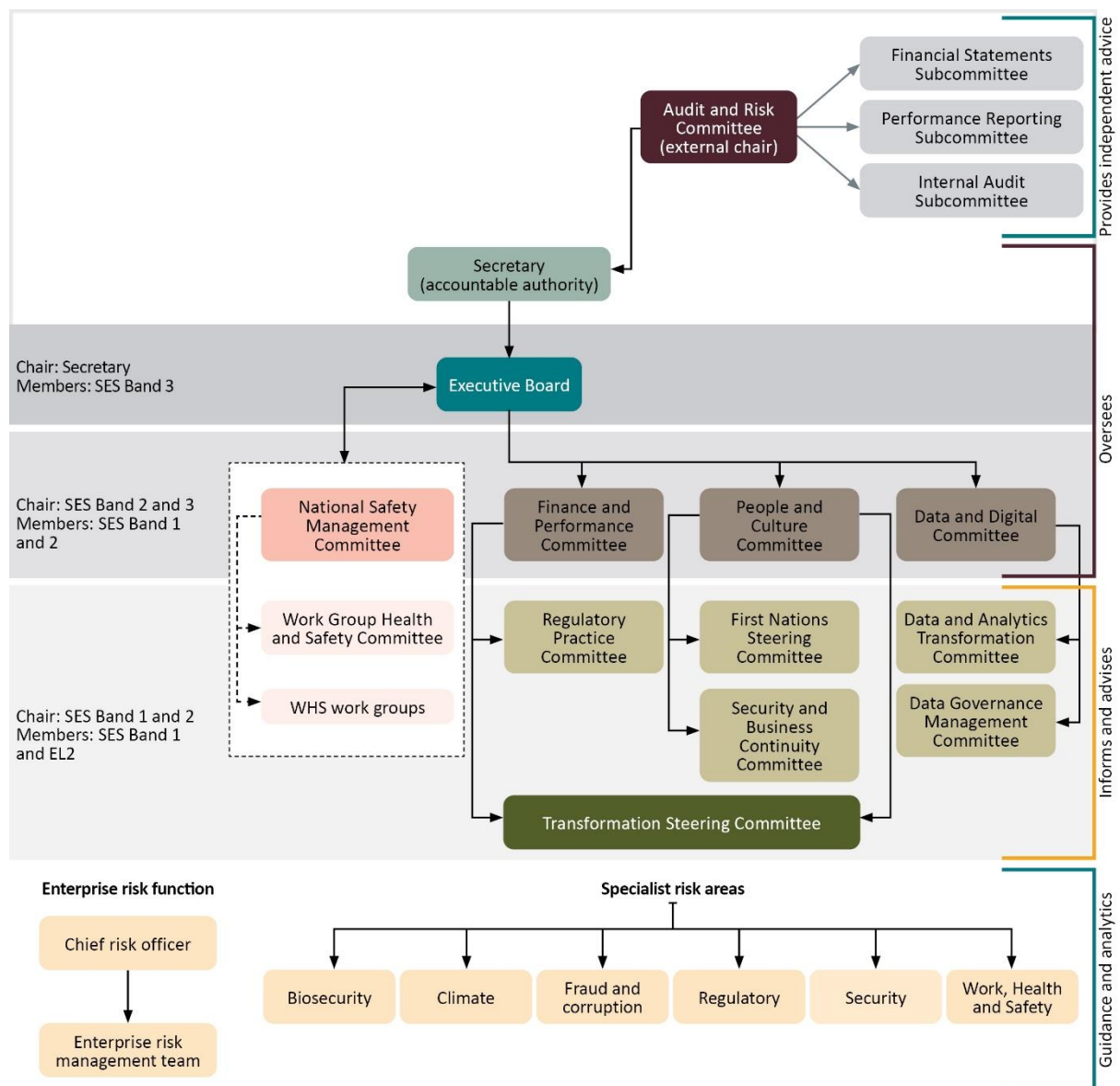
Our corporate governance framework promotes good governance across the department and helps us to achieve our purpose and strategic objectives. The framework provides assurance and oversight of our management responsibilities and supports compliance with our legislative, regulatory, financial and other obligations. The framework also assists our secretary (the accountable authority) to meet his legislated obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and under section 57 of the *Public Service Act 1999*.

The Executive Board is our key leadership, planning and accountability forum, and plays a critical role in the department’s enterprise-wide governance and strategic direction. The Executive Board helps the secretary to achieve the department’s objectives and is supported by 3 committees:

- **Finance and Performance Committee** – provides strategic oversight of our financial and organisational performance management
- **People and Culture Committee** – oversees the policies and practices that enhance workforce skills and foster a work culture where everyone is safe, healthy and secure
- **Data and Digital Committee** – provides strategic oversight and direction for our digital transformation and data-governance initiatives.

Figure 3 shows the functions of our governance committees and the relationships between them.

**Figure 3 Our governance framework**



The governance committees with a particular focus on risk management include:

- **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 control, as part of their broader remit in accordance with the [Audit and Risk Committee Charter](#)
- **other governance committees** – oversee the management of specialist risks or enterprise risks that are relevant to their areas of responsibility.

## Risk oversight and management

Every day, we face a diverse range of risks in the pursuit of our vision, purpose and strategic objectives.

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

This framework also defines our risk appetite and provides risk tolerance statements that articulate the amount and type of risk we are willing to accept or retain to achieve our strategic objectives. We use a departmental risk matrix to assess, report and escalate risk in a consistent manner. This ensures that we maintain an appropriate level of risk-management oversight, accountability and control.

Our chief risk officer oversees risk management, culture and capabilities across the department. This includes regularly informing the Executive Board and Audit and Risk Committee about current and emerging risks and issues.

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

## Enterprise risks

At an enterprise level, we manage 9 risks that may impact our ability to achieve our strategic objectives. Table 3 outlines these risks and the key mitigation strategies (or controls) that are in place to manage them.

Our first 3 enterprise risks are directly aligned with our strategic objectives. The remaining 6 enterprise risks relate to how we manage our organisational resources and capabilities to support the achievement of our strategic objectives.

Managing our enterprise risks is critical to our ability to perform our core functions and achieve our key responsibilities effectively. Our risks are mitigated by organisation-wide business processes and improvement initiatives.



**Table 3 Enterprise risks**

Enterprise risks	Key mitigations for these risks
1) Sector growth and market access – Inadequate support of sector growth and market access limits the ability of the agricultural, food and fibre industries to remain competitive and sustainable.	<ul style="list-style-type: none"> <li>• Support sector productivity and growth through science, policy and partnerships.</li> <li>• Maintain, regain and expand international markets by certifying and regulating exports and negotiating new and improved market access.</li> <li>• Provide facilitation and regulation services to support the export of goods from Australia.</li> <li>• Ensure certification and regulation protocols meet regulatory and legal requirements.</li> </ul>
2) Sector resilience and sustainability – Ineffective support of the agricultural, fisheries and forestry industries to enhance or adopt innovative practices which build resilience, sustainability and contribute to mitigating the impacts of climate change.	<ul style="list-style-type: none"> <li>• Develop policy and deliver programs that build sustainability and resilience, mitigate the impacts of climate change and market disruptions, and reduce emissions.</li> <li>• Build innovative, competitive and sustainable practices through funding partnerships and engagement activities.</li> </ul>
3) National biosecurity – Insufficient ability to adapt and protect Australia from biosecurity threats and respond effectively to biosecurity incursions.	<ul style="list-style-type: none"> <li>• Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.</li> <li>• Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.</li> <li>• Minimise the impact of biosecurity incursions through appropriate response measures.</li> <li>• Work together with industry, states and territories, international trading partners, research institutions and other key stakeholders to support a connected, resilient and national biosecurity system.</li> </ul>
4) Engagement and partnerships – Inadequate engagement and ineffective partnerships with stakeholders, including First Nations Australians.	<ul style="list-style-type: none"> <li>• Enhance engagement with Commonwealth, portfolio, state, territory and local government agencies, private and philanthropic sectors, research and academia, and community groups.</li> <li>• Use policy and initiatives to improve both engagement with, and access to, international markets.</li> <li>• Invest in the uplift of the department’s strategic policy capabilities to deliver high-quality, timely and trusted strategic policy advice to key stakeholders in a whole-of-government context.</li> <li>• Partner with agricultural, food and fibre industries, including First Nations Australians, government, private and research entities to ensure industries remain innovative and sustainable.</li> <li>• Empower First Nations Australians economic self-determination across agricultural, fisheries and forestry industries through implementation of the department’s First Nations Commitment and delivery of outcomes in support of the National Agreement on Closing the Gap.</li> </ul>

Enterprise risks	Key mitigations for these risks
5) Financial resources – Inadequate management of financial resources to achieve our strategic objectives.	<ul style="list-style-type: none"> <li>• Manage the department’s cost-recovery arrangements in accordance with the Australian Government Charging Framework and the level of cost recovery set by government.</li> <li>• Manage departmental expenses to achieve appropriate value for money. This includes ensuring the department’s financial systems, capabilities and processes are fit for purpose and support staff in delivering effective financial management outcomes.</li> <li>• Undertake reform priorities to strengthen the department’s current and future financial needs.</li> <li>• Optimise federal Budget outcomes for the portfolio by uplifting organisational budget maturity through a forward-looking strategic roadmap.</li> </ul>
6) Regulatory obligations and outcomes – Inadequate achievement of regulatory responsibilities and failure to deliver effective regulatory outcomes.	<ul style="list-style-type: none"> <li>• Strengthen our regulatory capabilities, improve engagement with stakeholders and support reform efforts.</li> <li>• Continuous improvement of our regulatory systems to maintain or improve regulatory outcomes in a changing environment.</li> <li>• Ensure the department’s regulatory framework is fit for purpose to execute appropriate regulatory action.</li> </ul>
7) Digital service-delivery capability – Ineffective departmental digital service-delivery capabilities to support our business objectives.	<ul style="list-style-type: none"> <li>• Invest in fit-for-purpose digital architecture and products which meet the digital capability needs of the department and industry.</li> <li>• Progress initiatives to further mature the department’s information and data practices, management, culture and capabilities.</li> <li>• Invest in a 10-year strategy for digital and ICT investment, supported by rolling 3-year plans which address ICT technical debt, and establish an ongoing, robust and secure digital and ICT landscape.</li> <li>• Undertake continuous digital product enhancements to provide better functionality and utility for our customers and stakeholders.</li> </ul>
8) Workforce capability, health and safety – Ineffective management of our diverse and dispersed workforce and failure to protect the health and safety of our people.	<ul style="list-style-type: none"> <li>• Invest in workforce strategies, practices and policies which address workforce priorities and support staff to effectively deliver the department’s objectives.</li> <li>• Strengthen our systems and safe work practices to protect the physical and psychological health of our people.</li> <li>• Progress initiatives under the <i>DAFF Recruitment Strategy 2024–27</i> to better attract and retain workforce.</li> </ul>
9) Security and critical infrastructure – Inadequate management of cyber, data, critical infrastructure, physical and personnel security and integrity.	<ul style="list-style-type: none"> <li>• Invest in fit-for-purpose infrastructure, systems, digital technology and cyber expertise, assured by disaster-recovery and business-continuity arrangements.</li> <li>• Develop and maintain policies, frameworks, systems and training which uphold and enforce appropriate physical, personnel and cybersecurity standards in accordance with the Protective Security Policy Framework.</li> <li>• Continue to invest in the department’s ability to prevent, detect and respond to security incidents, misconduct, fraud and corruption.</li> </ul>

## **Management of climate-related risks**

Australia's agricultural, fisheries and forestry industries are among the most climate-exposed in the world, making effective climate-risk management a critical priority for us. Hazards caused or intensified by a changing climate threaten the achievement of our strategic objectives and pose risks to our people, assets, operations and partnerships.

During 2024–25 we undertook a climate risk and opportunity assessment under the whole-of-government Climate Risk and Opportunity Management Program. We also further embedded climate change as a specialist risk under our Enterprise Risk Management Framework and Policy. Specialist risks are relevant to all other types of risks within the department, including enterprise-, divisional- and operational-level risks. Through this approach, our staff consider specialist risks in the context of risk exposure and management approaches and ensure risks are managed in accordance with departmental policies and procedures.

Our teams across climate policy, enterprise risk, governance, property and finance work together to implement, assess, manage and disclose our climate-related risks and opportunities in accordance with government policy, including through the annual Commonwealth climate disclosure in our annual reports.

## **Collaborating with others**

We operate in a complex and evolving stakeholder environment, where meaningful collaboration is key to achieving our strategic objectives. Effective engagement and collaboration are critical to help safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

We work across the agricultural sector, drawing on the values and experience of First Nations Australians. We work in partnership with Australian Government agencies, state, territory and local governments, private and philanthropic sectors, research and academic entities, and communities, particularly in rural and regional Australia. In particular, we work closely with the 15 rural research and development corporations (RDCs) that invest \$1 billion in industry levies and government funding to build the productivity of the agricultural sector.

We work with our portfolio agencies to develop and implement effective policies and provide confidence in regulations relating to biosecurity, resource management, trade and the health and safety of people, animals and the environment.

We build on the knowledge and innovation of Australian farmers and landholders. We work with regional natural resource management groups, non-government organisations, scientists, environmental groups and the private sector to address some of our greatest challenges, including sustainable resource management. We conduct and use innovative research and technology to build an evidence-driven information base and encourage information sharing. These partnerships are central to our efforts to ensure industries are competitive and sustainable.

We engage internationally and work bilaterally with trading partners to negotiate requirements that enable the efficient international trade of food and fibre products. We work in partnership with our agricultural sector to ensure Australia achieves its full potential as a world-leading, climate-smart producer and exporter.

Our *Stakeholder Collaboration Framework* outlines our approach to collaborating with stakeholders. It sets out our principles, standards and approaches for stakeholder engagement in policy, program and service delivery, including:

- why we engage with our stakeholders and the value it brings
- how we engage through our values, principles and standards
- ways of engaging and partnering with stakeholders.

When engaging and partnering effectively, we foster trust and realise shared benefits with our stakeholders, improve public trust and confidence in our decisions and deliver more meaningful and innovative work.

## **Our commitment to partnering with First Nations Australians**

Our [First Nations Commitment](#) is set out in our *Statement of Strategic Intent*.

We are working to empower First Nations economic self-determination, build genuine partnerships with First Nations stakeholders and embed First Nations voices across Australia's agricultural, fisheries and forestry industries.

We recognise the importance of listening to and learning from First Nations Australians, ensuring their perspectives and aspirations are integral to decision-making processes. Our *First Nations Partnership Framework* supports us in building stronger partnerships with First Nations Australians. By supporting self-determination, cultural integrity and economic aspirations, we aim to create mutually beneficial relationships that contribute to the economic growth and sustainability of our sector.

Capability uplift is a key priority to ensure the successful implementation of our First Nations Commitment. Through the delivery of our flagship initiatives, such as the *First Nations Workforce Strategy*, we will focus on fostering a culturally safe and competent workforce.

We commit to embedding the priority reforms and supporting the achievement of outcomes in the [National Agreement on Closing the Gap](#). We will do this by working across all levels of government and cultivating accountable partnerships with First Nations Australians.

We will continue to improve access, management and evaluation of Indigenous knowledges and data through the inclusion of Indigenous Cultural Intellectual Property and Free, Prior and Informed Consent principles in our work.

## **Subsidiaries**

The department does not have any subsidiaries.

# Our performance framework

We measure our performance to provide accountability to our ministers, the Australian Government, parliament and the public. Performance measurement also helps us focus on the key activities required to deliver our purpose and strategic objectives.

Our approach to non-financial performance measurement and reporting is underpinned by our *Enterprise Performance Framework*. The framework provides a consistent approach to planning, monitoring and reporting performance measurement information to ensure we meet the requirements of the PGPA Act, the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the [Commonwealth Performance Framework](#).

We publish performance measures relating to each of our key activities in this plan and our PBS. Results against these performance measures are included in our annual report through the annual performance statements.

We are committed to continuously improving the quality of our performance measurement and the systems and governance structures supporting it.

## Changes since the last corporate plan

We have reviewed the key activities from our *Corporate Plan 2024–25* and consolidated them (from 21 to 8) to more directly align with our purpose, strategic objectives and PBS outcomes. We have updated the 2024–25 performance measures, re-aligned them under these new key activities and changed measure numbering.

We developed a materiality policy to assess how our performance measures demonstrate achievement of our purpose, strategic objectives and key activities. This resulted in the development of one new performance measure and the removal of 3 performance measures that appeared in the 2024–25 corporate plan. [Appendix A](#) details all the changes made since last year.

We continue to review our performance measures individually and collectively to meaningfully communicate what we do and why it matters. We aim to have a balanced mix of output, efficiency, effectiveness and proxy performance measures.

## Alignment with our Portfolio Budget Statements 2025–26

The key activities and performance measures in our PBS reflect those in our *Corporate Plan 2024–25*, which was the current corporate plan when the PBS was published. The key activities and performance measures in this *Corporate Plan 2025–26* supersede those in the PBS.

Our PBS programs reflect the breadth of our portfolio. They collectively align with our PBS outcome statements, strategic objectives and key activities rather than aligning individually and directly with each key activity. This is because of the way that funding is allocated to specific industries within the agricultural sector.

Table 4, Table 5 and Table 6 show alignment between our 2025–26 key activities, PBS programs and performance measures.

## Regulator performance reporting

We approach regulatory performance reporting in accordance with RMG 128.

We measure against regulatory outcomes and address the 3 principles of regulator best practice listed in the [Investing in regulatory maturity](#) section. Our regulatory performance measures (as identified by the measure type in Table 4, Table 5 and Table 6) encompass the 3 principles and collectively demonstrate our regulatory activity. Reporting against each of the principles will appear in our Annual report 2025–26.

## Key activities, performance measures and targets

This section details the performance measures and targets for each of the key activities under our 2 PBS outcomes and 3 strategic objectives.

The performance measures do not describe everything we do under each key activity. They focus on work that makes a significant contribution to achieving that key activity, the related strategic objective and our purpose. We use both qualitative and quantitative measures to assess our outputs, efficiency and effectiveness over time.

Table 4, Table 5 and Table 6 list the key activities and performance measures associated with our strategic objectives, as well as the measure type and alignment with the relevant PBS program. Each table is followed by a summary of the key activity and details for associated performance measures, including annual targets, tolerances, methodology and data sources.

### 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 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.**

We work in close partnership with the agricultural, fisheries and forestry industries to innovate, strengthen productivity and maintain Australia’s reputation as a producer and exporter of the highest-quality sustainable food and fibre products.

Around two-thirds of Australia’s agricultural products are exported. The agricultural sector’s profitability relies on the multilateral trade system commitment to free and open markets, along with science-based and risk-based decision-making in the development of standards for agriculture, including food safety and animal welfare. We enable greater overseas trade opportunities for Australian agricultural producers, promote the quality of Australian food and fibre and support global food security.

We regulate within complex global and domestic supply chains. This demands highly integrated data and digital services that generate efficiencies and improve speed to market. Our export regulatory framework is designed to help trade, providing a transparent and predictable environment for businesses involved in international trade. Cutting red tape leads to more efficient access to



information and benefits for exporters and allows Australia to maintain its competitive edge by building better market intelligence.

Table 4 shows the key activities and associated performance measures for this strategic objective.

**Table 4 Objective 1 Sector growth – performance measure overview**

Key activity	PBS-related programs	Performance measure	Measure type
1.1 Support sector productivity growth and innovation.	Program 1.1 Agricultural Adaptation Program 1.3 Forestry Industry Program 1.4 Fishing Industry Program 1.5 Horticulture Industry Program 1.6 Wool Industry Program 1.7 Grains Industry Program 1.8 Dairy Industry Program 1.9 Meat and Livestock Industry Program 1.10 Agricultural Resources	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 measure.
	Program 1.3 Forestry Industry Program 1.4 Fishing Industry Program 1.5 Horticulture Industry Program 1.6 Wool Industry Program 1.7 Grains Industry Program 1.8 Dairy Industry Program 1.9 Meat and Livestock Industry Program 1.10 Agricultural Resources Program 2.2 Plant and Animal Health	SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	Quantitative efficiency and regulatory measure.
	Program 1.12 Rural Programs	SG-03 Proportion of farm businesses making new capital investments.	Quantitative effectiveness measure.
	Program 1.3 Forestry Industry	SG-04 Encourage forestry industry investment in innovation.	Quantitative output measure.

Key activity	PBS-related programs	Performance measure	Measure type
1.2 Regulate exports and enable, improve and protect access to international markets.	Program 1.13 International Market Access	SG-05 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Qualitative output measure.
		SG-06 Significant representation of Australian interests on multilateral standard-setting bodies.	Quantitative proxy measure.
		SG-07 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act.	Quantitative effectiveness and regulatory measure.
		SG-08 Increase in the number of paperless exchanges for exports.	Quantitative efficiency and regulatory measure.

### Key activity 1.1

#### Support sector productivity growth and innovation.

This key activity focuses on how we develop policies, undertake research, implement programs and provide regulatory oversight to support productivity, profitability and innovation across Australia's agricultural sector (agricultural, fisheries and forestry industries).

#### Performance measure 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.

#### Targets

2025–26	2026–27	2027–28	2028–29
Greater than or equal to 0% difference over the past 10 years.	As for 2025–26.	As for 2025–26.	As for 2025–26.

#### Tolerances

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

#### Rationale

Productivity is a key measure of performance because it considers the efficiency of production. Agricultural productivity growth rates that are higher than the market sector average show that the agricultural sector is increasing in performance and competitiveness relative to other sectors.

Productivity is best measured over longer time periods. This performance measure tracks progress over a 10-year period to provide an assessment of long-term productivity trends in the agricultural sector.

#### **Methodology and data sources**

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

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

Productivity is best measured over long periods because short-term fluctuations in measured productivity may be due to short-term influences on the production process – for example, fluctuations in prices paid or prices received.

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

ABARES publishes climate-adjusted productivity data as official statistics. The statistics are generated through a machine-learning microsimulation model that produces estimates of farm-level productivity under a range of climate scenarios. The process adjusts the productivity measure to account for climate and weather effects. The methodology used to produce the climate-adjusted productivity statistics has been peer reviewed and published in the academic journal *Food Policy*, under the title [Controlling for the effects of climate on total factor productivity: A case study of Australian farms](#).

We base market sector productivity estimates on the ABS data source *Estimates of Industry Multifactor Productivity*. Again, due to the time lag between measurement, publication of the productivity data and the performance reporting deadline, we use a forecast for the most recent year of data. The forecast assumes that productivity growth in the most recent financial year equals the long-run productivity growth rate.

The agricultural productivity result is for the Australian broadacre industries. Farm businesses engaged in other agricultural production, such as sugarcane farming, dairy farming and horticultural (fruit and vegetable) production are not included in the performance measure because climate-adjusted productivity measures are not available for these industries.

Broadacre industries account for around two-thirds of Australia's agricultural production by total value and the majority of agricultural land use. The performance of the broadacre sector is the main driver of total agricultural industry productivity.

**Performance measure SG-02**

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

**Targets**

2025–26	2026–27	2027–28	2028–29
Levies administration cost is less than or equal to 1.2% of levies disbursed.	To be reviewed.	Subject to outcome of 2026–27 review.	Subject to outcome of 2026–27 review.

**Tolerances**

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

**Rationale**

We are responsible for administering the agricultural levies system, which is a partnership between government and industry.

This measure supports sector growth because the efficient collection and disbursement of levies will enable greater amounts to be directed to biosecurity preparedness, emergency plant pest and animal disease responses, marketing, R&D and residue testing.

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

More than 110 levies and levy charges are collected on more than 70 commodities across the agricultural, fisheries and forestry industries. We disburse around \$600 million in levy funds to 15 RDCs, Animal Health Australia, Plant Health Australia and the National Residue Survey, and \$500 million in Commonwealth matching payments for eligible R&D to the RDCs. The funds raised from the levies help industries drive growth, maintain competitiveness, manage risks and ensure their ongoing contribution to the Australian economy.

The levies team undertakes business improvement programs and projects that increase the capability and efficiency of the levy system's administration and regulation. We regularly liaise with key industry representative bodies to share information on trends, developments and compliance issues. Through this engagement, we identify areas of interest and potential risk, create strategic compliance projects that target specific risk factors, and increase stakeholder understanding of the levies compliance program. The program increases staff awareness of industry-specific issues and risks and how levies are used to benefit levy payers. This work aligns with the [3 principles of regulatory best practice](#).

**Methodology and data sources**

Levies cost recovery is based on the principles of activity-based costing and a risk-based approach to compliance activities. The framework supports transparent, equitable and consistent allocation of charges across industries.

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

The performance result for the relevant period is calculated as total levies administration cost (excluding appropriation-funded activities) divided by the total levies disbursed (rounded to 2 decimal places).

If the 1.2% target benchmark is exceeded, this indicates that levies administration is no longer effective or some of the levies' settings may need to be changed as they are no longer appropriate.

In 2026–27 the benchmark performance target of 1.2% will be subject to review to determine whether it is still appropriate as an indicator of the efficiency of levies collection and disbursement.

Results can be compared from year to year because the target is measured in percentage terms rather than nominal dollar terms, which can fluctuate. The efficiency of the system to collect those monies, and all other necessary levy information, from the affected levy collection agents can also fluctuate.

### ***Performance measure SG-03***

Proportion of farm businesses making new capital investments.

#### **Targets**

<b>2025–26</b>	<b>2026–27</b>	<b>2027–28</b>	<b>2028–29</b>
Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).	As for 2025–26.	As for 2025–26.	As for 2025–26.

#### **Tolerances**

<b>Achieved</b>	<b>Partially achieved</b>	<b>Not achieved</b>
The proportion of farms making new capital investments increases (based on annual reporting of a 5-year moving average).	Not applicable.	The proportion of farms making new capital investments decreases or is the same (based on annual reporting of a 5-year moving average).

#### **Rationale**

Many of our programs focus on building farmers' financial stability and their capacity to make investments. Sector growth partly relies on farm businesses investing and taking advantage of new opportunities, so supporting the long-term growth of farm businesses contributes to our sector growth objective. While capital investment is affected by income and profitability, government interventions that support growth in farmers' confidence are likely to contribute as well.

Farmers are more likely to make capital investments when they are confident or have positive expectations about the future. Confidence is influenced by having suitable skills, tools and financial resources available to manage drought and other climate-related risks. Our Farm Resilience Division manages policies and programs that build farmers' skills by offering business tools and financial resources that improve confidence in decision-making and, in turn, influence their ability to make capital investments.

These programs include the:

- **Farm Management Deposits Scheme** – a financial risk-management program that creates a financial buffer for farm businesses in the agricultural sector
- **Regional Investment Corporation** – which administers the Australian Government’s concessional loans for farmers and farm-related small businesses
- **Farm Household Allowance program and the Rural Financial Counselling Service** – which provide assistance for those in, or at risk of, financial hardship to manage their financial situation and build their financial stability.

These policies and programs managed by the Farm Resilience Division support profitability and increase farmers’ capacity to sustainably invest in their businesses. The outcomes of our activities are expected to contribute to investment levels. There may be other external factors that will influence farm businesses’ investment levels, such as interest rates and input prices, but these factors are outside our control.

#### Methodology and data sources

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

ABARES has been conducting surveys of farms since the 1950s to provide a range of financial and physical information on farm activities and an empirical basis for understanding Australian agriculture at a farm level. The data on which this measure is based have been collected annually since 1977–78.

#### Performance measure SG-04

Encourage forestry industry investment in innovation.

#### Targets

2025–26	2026–27	2027–28	2028–29
Deliver 20% of total committed grant funding for active grants at the end of the financial year.	Not applicable – program terminates in 2025–26.	Not applicable – program terminates in 2025–26.	Not applicable – program terminates in 2025–26.

#### Tolerances

Achieved	Partially achieved	Not achieved
70 to 100% of grants have met their milestone requirements to enable grant payments to be made in the year.	50 to 69% of grants have met their milestone requirements to enable grant payments to be made in the year.	0 to 49% of grants have met their milestone requirements to enable grant payments to be made in the year.

#### Rationale

Forestry and forest products contribute to the Australian economy, providing jobs for regional Australians and timber products for the construction industry.



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

The Australian Government's policy *A Future Grown in Australia: A Better Plan for Forestry and Forest Products* establishes grant programs to strengthen and support a sustainable forestry industry. This measure covers our administration of the Accelerate Adoption of Wood Processing Innovation Program established under this policy.

Announced in the October 2022 Budget, the program provides financial support for wood-processing businesses to adopt new or innovative technologies designed to support their medium- to long-term sustainability. These technologies will increase the industry's capacity to meet Australia's demand for wood and be more resilient to future supply chain disruptions.

The final year of the measure is 2025–26, aligning with the cessation of grant funding under the program. From 2026–27 a new forestry measure will be used.

### **Methodology and data sources**

The primary information reported is expenditure against grant agreements based on successful completion and acceptance of milestone reporting.

Grantees are required to submit an activity work plan and budget in June and December each year. Payments to grantees are triggered by the review and acceptance of this milestone reporting and processed through the Community Grants Hub.

We record and verify payment information monthly against a Department of Social Services financial system report, corresponding grant agreements and approval minutes.

Analysis to support the measure target may also be drawn from information about how much of their grant payments grantees have spent, combined with expenditure from their own project co-contribution. However, this does not influence whether or not the target for the measure has been met.

The total grant funding paid is then compared against the annual target to determine whether the measure is on target or not.

The targets and tolerances for each year are linked to the requirement that payments to grantees can only be made upon provision and acceptance of milestone reporting. Our targets may be affected if grantees do not provide milestone reports and we are therefore unable to make payments.

### **Key activity 1.2**

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

This key activity aims to grow and maintain Australia's global reputation as a producer and exporter of high-quality, safe and sustainable food and fibre products.

Australia exports more than two-thirds of its agricultural production, and the agricultural sector accounts for around 14% of the value of total goods exported. We play a vital role supporting export

controls and providing the facilitation and regulation services required to export goods from Australia. We provide opportunities for producers and exporters by enabling access to new markets and improving and maintaining existing markets. We proactively engage with international trading partners to ensure trading protocols and standards are evidence based and achieve their objectives without unduly burdening Australian exporters.

### **Performance measure SG-05**

Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
Each year, the department can qualitatively describe the impact of technical market access achievements and how these achievements grow access for Australian agricultural, fisheries and forestry exporters. Achievements should include opening, improving, maintaining and restoring access. Examples are provided to demonstrate that different markets and commodities have had their technical access progressed.	As for 2025–26.	As for 2025–26.	As for 2025–26.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
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 exporters.	The department provides examples of opening, improving, maintaining or restoring access but not all 4 categories. 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 exporters.	The department cannot provide any examples of opening, improving, maintaining or restoring access to any markets or commodities.

#### **Rationale**

Australia's agricultural, fisheries and forestry industries must have access to international markets to achieve the department's sector growth strategic objective. Approximately 70% of agricultural sector production is exported to overseas markets, supporting food security around the world. In 2023–24 [agriculture contributed 2.4% to Australia's GDP](#).

We create new and improved market access through establishing technical (non-tariff) requirements for trade. These include treatment and testing protocols, labelling and certification requirements. We must 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 2020* (Export Control Act) and associated legislation. Cumulatively, these efforts ensure Australian exporters have stable, reliable and economically viable access to international markets.

### Methodology and data sources

We maintain internal registers of market access requests and the status of negotiations to identify finalised trade outcomes, which are added to a central register. Finalised outcomes are where conditions of trade have been agreed with overseas trading partners and made available to Australian exporters. Finalised outcomes are reviewed to ensure they are 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. This includes negotiating new biosecurity protocols, or certification and assurance requirements, with international trading partners.
- 2) **Improved access** – The conditions for a commodity or product entering a market are now more favourable to Australian exporters. This includes revised protocols for market access that reduce the time, cost or requirements for exporters to access a given market.
- 3) **Maintained access** – Trade for a commodity into a given market was threatened or ceased, but the disruption was avoided or resolved within 6 months due to our remedial actions, including providing assurances or negotiating improved outcomes with international trading partners.
- 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.

To describe the impact of technical market access achievements, we select qualitative examples that demonstrate market access was progressed for a diverse range of markets and commodities (including a variety of plant and animal products). To support these examples, illustrative trade values are sourced from the ABS, using the most recent complete year of data available at the time of analysis and the relevant [Harmonized System \(HS\) codes](#) for impacted commodities.

### Performance measure SG-06

Significant representation of Australian interests on multilateral standard-setting bodies.

#### Targets

2025–26	2026–27	2027–28	2028–29
At least one meeting, with in-person attendance, to each of the multilateral trade standard-setting bodies: FAO (IPPC & Codex), OECD, WOA, WTO.	As for 2025–26.	As for 2025–26.	As for 2025–26.

**Codex** Codex Alimentarius Commission for food safety and quality. **FAO** Food and Agriculture Organization of the United Nations. **IPPC** International Plant Protection Convention. **OECD** Organisation for Economic Co-operation and Development. **WOAH** World Organisation for Animal Health. **WTO** World Trade Organization.

## Tolerances

Achieved	Partially achieved	Not achieved
There is evidence the department has participated (in person) at each of the multilateral trade standard-setting bodies: FAO (IPPC & Codex), OECD, WOA, WTO.	There is evidence the department participated (in person) in at least one, but not all of the multilateral trade standard-setting bodies: FAO (IPPC & Codex), OECD, WOA, WTO.	The department does not participate in person at any of the specified multilateral trade standard-setting bodies: FAO (IPPC & Codex), OECD, WOA, WTO.

## Rationale

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 agricultural products to transit smoothly between international markets. It is important for us to proactively engage with international trading partners to ensure that trading protocols and standards for agricultural, fisheries and forestry products are evidence based and achieve their objectives without unduly burdening Australian exporters.

Significant representation at 5 key multilateral, standard-setting forums is used as a proxy for representing Australia's agricultural interests internationally. These multilateral forums are important for Australia to regularly attend to demonstrate our commitment to fair, open and stable trade and advocate for rules-based approaches. 'Significant representation' is defined as in-person attendance (not including virtual attendance or written submissions). The 5 forums are the:

- 1) Codex Alimentarius Commission (Codex) for food safety and quality, under the Food and Agriculture Organization of the United Nations (FAO)
- 2) International Plant Protection Convention (IPPC), under the FAO – Australia is a contracting party and is represented at relevant meetings and on subgroups
- 3) Organisation for Economic Co-operation and Development (OECD)
- 4) World Organisation for Animal Health (WOAH)
- 5) World Trade Organization (WTO).

Over the long term, this engagement is expected to grow Australia's status as a trusted trading partner that makes a valuable contribution to setting international standards for agricultural, fisheries and forestry products.

## Methodology and data sources

We maintain internal records of international, multilateral engagement activities. At the end of each quarter, the activities undertaken are summarised and submitted to a central register, maintained by our Trade and International Division, to confirm:

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

Examples of key meetings and outcomes are selected to demonstrate achievement of the target and to qualitatively describe the value of this engagement for Australian agricultural, fisheries and forestry industries.

### **Performance measure SG-07**

Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
Over 99% of all relevant export applications are completed within the requisite consideration period specified by the Export Control Act.	As for 2025–26.	As for 2026–27.	As for 2027–28.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
Over 99% of all relevant export applications are completed within the requisite consideration period specified by the Export Control Act.	95% to 99% of all relevant export applications are completed within the requisite consideration period specified by the Export Control Act.	Under 95% of all relevant export applications are completed within the requisite consideration period specified by the Export Control Act.

#### **Rationale**

This measure is designed to capture the effectiveness of our administrative obligations as a regulator of exports under the Export Control Act.

To help Australian exporters get their goods to market, we must provide assurance to our trading partners as to the integrity, safety and traceability of prescribed export agricultural commodities. Businesses and people seeking to export such goods from Australia are required to obtain requisite regulatory approval and permission from the Australian Government. Exporters must first apply for, and progress through, requisite regulatory processes under the Export Control Act to become approved and licensed to conduct export operations.

We also demonstrate to our trading partners the compliance of our industry with traceability, sanitary and phytosanitary standards through further regulatory actions such as inspections, quarantine procedures, seals and certification of goods.

This measure tracks 4 key indicators of regulatory success for relevant applications for prescribed goods under the Export Control Act. These applications are:

- 1) Registering an export establishment.
- 2) Accrediting a farm property to meet the requirements of the European Union Cattle Accreditation Scheme (EUCAS).
- 3) Varying an approved arrangement that a registered establishment holds with the department.
- 4) Obtaining a licence to export meat and meat products.

Exporters will be delayed in getting to market unless they receive streamlined and effective regulatory services from authorised departmental officers who conduct these assessments and approvals.

Measuring the proportion of relevant applications that were processed within the requisite consideration period specified by the Export Control Act enables us to determine whether we are achieving our goal of delivering streamlined regulation that enables industry to get its goods to market efficiently.

We define relevant applications as those that have been made validly in accordance with the requirements under the Export Control Act and its subordination legislation and able to be assessed by us. This measure does not include incomplete applications or applications that we were unable to process due to the actions of the applicant.

### **Methodology and data sources**

We are the identified competent authority for the purposes of regulatory decision-making for applications under the Export Control Act. This identifies that successful regulatory decision-making by departmental officers for specific types of applications occurs when a relevant officer completes their assessment of specified types of applications within the specified consideration period defined within the Export Control Act.

The methodology takes the combined percentage of on-target completion of all relevant prescribed export goods under each of the 4 key indicators of regulatory success. This final percentage is then divided by the number of indicators to provide an overall averaged figure of success. Data is sourced from departmental administered systems (such as the [Export Service](#)).

In 2024–25 we established a baseline to determine the targets and tolerances for 2025–26 onwards. On this basis, we have revised the tolerance for success upwards from an initial target of 95% to over 99%.

### **Performance measure SG-08**

Increase in the number of paperless exchanges for exports.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
3 or more new paperless exchanges.	3 or more new paperless exchanges.	Measure to be reviewed.	To be confirmed.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
An increase of 3 or more paperless exchanges compared to the prior year.	An increase of one or more paperless exchanges compared to the prior year.	An increase of less than one paperless exchange compared to the prior year.

#### **Rationale**

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

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

This measure tracks the transition of our export agricultural trade processes from a reliance on paper-based government certificates – which are at risk of fraud, getting lost or being damaged – to increased use of modern and secure electronic certification. It demonstrates the number of new paperless electronic certificate exchanges for export commodities established with overseas government agencies, per financial year.

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

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

This measure demonstrates the improved efficiencies we are making in relation to our regulatory responsibility within Australia and on behalf of importing countries that ask us to regulate a certification on their behalf. It demonstrates not only our reform work but also our commitment to improve how we regulate better under the Export Control Act. For example, the use of eCert means that we, not exporters, manage the return of export certificates. Because we no longer issue a paper certificate to exporters, they no longer need to return it.

eCert also allows us to be more efficient and responsive to changes in agreed certification. For example, a paper-based certification for the European Union (EU) that needs to be developed across all EU markets and be bilingual for all countries requires us to produce 46 versions of the same template. For eCert we can reduce that down to 8.

This measure demonstrates our desire for continuous improvement in how we conduct cross-border trade to improve our regulatory role while also building greater levels of trust with our government trading partners. Taking a collaborative approach to help government trading partners progress to eCert assists in our regulatory modernisation.

#### **Methodology and data sources**

We extract reports on the number of electronic certificates from our internal eCert SharePoint system.

Only the number of eCert exchanges for export commodities that have been progressed to paperless are in scope for this measure. The measure does not include how certification is applied for nor the overall percentage of paperless certificates issued as a proportion of all certifications.

We have updated the targets and tolerances from last year, moving from measuring the increase in the percentage of eCerts to the number of new eCert paperless exchanges that have been made. This better considers the dependencies and risks that are outside our control in achieving the target.



## Strategic objective 2 Sector resilience and sustainability

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

Climate change will affect all industries, particularly those parts of the Australian economy dependent on natural resources, such as agriculture, fisheries and forestry. Global supply chains, international markets and the finance sector increasingly require agricultural producers to show their climate and sustainability credentials. We work closely with farmers, land managers, First Nations groups, industry and rural communities to support sustainable agriculture and best-practice land management.

We support producers to reduce emissions and embrace climate-smart practices to ensure Australia's long-term agricultural productivity and food and fibre security. Sustainable agricultural opportunities provided through the Australian Government's Net Zero Plan will help achieve greater economic prosperity.

Adaptation and innovative land, water and sea management practices adopted by industry play an important role in building resilience and mitigating the impacts of climate change. Australia's farmers, agribusinesses and rural communities face many risks, including droughts, floods, pests and diseases, and market disruptions. We work with these industries to manage programs and services that help Australian producers and their communities prepare for, manage and recover from climate-related events.

Table 5 shows the key activities and associated performance measures for this strategic objective.

**Table 5 Objective 2 Sector resilience and sustainability – performance measure overview**

Key activity	PBS-related programs	Performance measure	Measure type
2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	Program 1.11 Drought Programs	RS-01 Increased investment in activities to build economic, social and environmental resilience to drought.	Quantitative output measure.
	Program 1.2 Sustainable Management – Natural Resources	RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Quantitative output measure.
	Program 1.2 Sustainable Management – Natural Resources	RS-03 The proportion of Australian Government–managed fish stocks that are sustainable.	Quantitative effectiveness measure.
2.2 Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	Program 1.2 Sustainable Management – Natural Resources	RS-04 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.	Quantitative composite output measure.

## Key activity 2.1

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

This key activity focuses on helping agricultural, fisheries and forestry industries be more sustainable and self-reliant. We help build resilience in Australian agricultural communities, including managing drought. We focus on drought policy and preparedness and administering the Future Drought Fund (FDF).

We support farmers to increase on-farm productivity as they adopt sustainable natural resource management practices to build natural capital and biodiversity. We ensure Australian Government fisheries are sustainably managed by developing and reviewing legislative and policy settings and other initiatives.

#### Performance measure RS-01

Increased investment in activities to build economic, social and environmental resilience to drought.

#### Targets

2025–26	2026–27	2027–28	2028–29
\$105 million of FDF funding is invested.	\$121 million of FDF funding is invested.	\$113 million of FDF funding is invested.	\$66 million of FDF funding is invested.

FDF Future Drought Fund.

#### Tolerances

Achieved	Partially achieved	Not achieved
70 to 100% of financial year target funding is invested.	50 to 69% of financial year target funding is invested.	0 to 49% of financial year target funding is invested.

#### Rationale

This measure covers drought policy and FDF programs to support long-term drought resilience.

The Australian Government is committed to implementing policies and programs that support the agricultural, fisheries and forestry industries to adapt to the impact of climate change, including drought. One of the objectives of the Australian Government's drought policy is to build the drought resilience of farming businesses by enabling preparedness, risk management and financial self-reliance.

The FDF contributes to this policy objective. The delivery of FDF programs is a responsibility of the Commonwealth under the National Drought Agreement, working with the states and territories. The FDF is also outlined in the [Australian Government Drought Plan](#), which explains the government's approach to drought and how it is delivered.

FDF investments are governed by the *Future Drought Fund Act 2019* and the Drought Resilience Funding Plan, which is renewed every 4 years. For this reporting period, the *Future Drought Fund (Drought Resilience Funding Plan 2024–2028) Determination 2024* is the relevant governing document, and the strategic objectives of the plan are to build economic, social and environmental resilience to drought.

Each year, \$100 million is made available to build long-term drought resilience. This provides funding for investments that support Australian farmers and regional communities to prepare for, and become more resilient to, the impacts of future droughts. Investments are aligned with the 4-year funding plan, with the target of spending \$400 million over 4 years. The FDF may commit less funding in some years, as programs are established, and to ensure prudent financial management of program funds. In other years, more funding (over \$100 million) will be invested, in line with the total funding available for the funding period.

FDF investments are delivered by the Australian Government in partnership with third parties (including industry, universities and non-government organisations) and state and territory governments through a variety of arrangements, including grants, procurement and Federation Funding Agreements. The capacity of our delivery partners, and on-ground challenges, can affect program timelines and therefore the timing of funding expenditure.

This measure captures a high-level, whole-of-fund financial output. Monitoring, evaluation and learning work is underway to better capture the achievements of drought policy and FDF investments, and this will likely inform revision of this measure in the future.

#### **Methodology and data sources**

We manage the flow of funds in to and out of the FDF Special Account. The FDF's financial commitments are verified through invoices, contractual arrangements and data held in our financial management system. We keep up-to-date, accurate summaries that record the monthly actual and forecast expenditure of the FDF administered funds, by program, for each financial year. The funding commitments and all payments are then managed, released and monitored through our financial management system.

In each of the financial years between 2025–26 and 2027–28, more than the annual \$100 million funding appropriation (\$105 million, \$121 million and \$113 million respectively) has been committed. In 2028–29, \$66 million has been allocated under the *Future Drought Fund (Drought Resilience Funding Plan 2024–2028) Determination 2024* so far, with further funding for that year possible under the next funding plan. This is in line with the expectation that \$400 million in new funding is available for delivery over the period, along with supplementation from underspends from previous financial years. The [Future Drought Fund Investment Strategy](#) provides additional information about activities.

The measure tolerances recognise that the FDF works with many stakeholders and delivery partners to maximise the on-ground impact of its activities. Delays in establishing effective co-designed programs, as well as the capacity of delivery partners and on-ground conditions, can affect our ability to deliver FDF programs in line with our targets each financial year.

**Performance measure RS-02**

Sustainable farming practices are funded through the Climate-Smart Agriculture Program.

**Targets**

2025–26	2026–27	2027–28	2028–29
Deliver 100% of 2025–26 funding profile according to agreed milestones for Climate-Smart Agriculture Program.	Deliver 100% of 2026–27 funding profile according to agreed milestones for Climate-Smart Agriculture Program.	Deliver 100% of 2027–28 funding profile according to agreed milestones for Climate-Smart Agriculture Program.	To be determined (current program terminates).

**Tolerances**

Achieved	Partially achieved	Not achieved
100% of financial year funding profile for Climate-Smart Agriculture Program funding delivered.	80 to 99% of financial year funding profile for Climate-Smart Agriculture Program funding delivered.	0 to 79% of financial year funding profile for Climate-Smart Agriculture Program funding delivered.

**Rationale**

The Natural Heritage Trust's Climate-Smart Agriculture Program is a key Australian Government investment to support farmers and land managers in their adoption of sustainable agricultural practices. The current focus is to develop well-targeted programs supported by high-quality systems and processes to deliver funding for on-ground and capacity-building activities. These activities involve farmers, land managers, Landcare and community groups, industry, research organisations, natural resource management organisations and other stakeholders.

Natural Heritage Trust (NHT) investments are governed by the *Natural Heritage Trust of Australia Act 1997*. The current investment phase commenced in 2023–24 and will operate until 2027–28.

Funding is being delivered in a staged process over 5 years, via a series of grant and procurement investment streams that support trials, demonstrations and climate-smart sustainable agricultural practices. Funding also supports a national network of sustainable agriculture facilitators and underpins the development of a national soil information system.

Climate-Smart Agriculture Program investments are delivered by the Australian Government and third parties through a variety of arrangements (including grants and procurements). The capacity of our delivery partners, and on-ground challenges, can influence the preferred timelines of programs and therefore the timing of funding commitments.

This measure may be adapted over time to ensure continued relevance to emerging issues, innovations and technologies.

**Methodology and data sources**

We administer all Climate-Smart Agriculture Program funding agreements in partnership with the Department of Climate Change, Energy, the Environment and Water (DCCEEW). We maintain records of funding committed and spent based on the NHT estimates of debits, as approved by the Natural Heritage Ministerial Board. We use financial systems and reporting from service providers to monitor expenditure throughout the life of the program. Tracking of expenditure and commitments is verified through invoices, contractual arrangements and data held in our financial management system, as well as DCCEEW's financial management system.

Progress against this measure is updated using program financial data supported by appropriate quality assurance processes.

### **Performance measure RS-03**

The proportion of Australian Government–managed fish stocks that are sustainable.

#### **Targets**

<b>2025–26</b>	<b>2026–27</b>	<b>2027–28</b>	<b>2028–29</b>
The proportion of fish stocks assessed as ‘not subject to overfishing’ is maintained or increases year-on-year.	As for 2025–26.	As for 2026–27.	As for 2027–28.

#### **Tolerances**

<b>Achieved</b>	<b>Partially achieved</b>	<b>Not achieved</b>
The proportion of Australian Government–managed fish stocks assessed as ‘not subject to overfishing’ is maintained or increases compared with the previous year.	Not applicable.	The proportion of Australian Government–managed fish stocks assessed as ‘not subject to overfishing’ decreases compared with the previous year.

#### **Rationale**

We are responsible for ensuring Commonwealth fisheries are sustainably managed. To do this, we develop and review legislative and policy settings that are designed to maximise the benefits to the Australian community from fisheries management.

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 our policy settings.

For fisheries within international waters, we lead Australia’s engagement in regional fisheries management organisations (RFMOs) that manage fish 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 work to ensure the sustainability of internationally shared fish stocks of importance to Australia.

The Commonwealth fisheries policy framework is designed to achieve sustainably managed fish stocks by setting clear requirements and standards that AFMA must consider when establishing and implementing management arrangements for each Commonwealth fishery. The framework also articulates the Australian Government’s preferred approach for stocks managed jointly by an RFMO or other international arrangement.

Every year, ABARES prepares [Fishery status reports](#) for all fisheries that are managed or jointly managed by the Australian Government. These reports provide an independent assessment of the biological status of fish stocks and the economic status of each fishery. The Fishery status reports play a critical role in ensuring transparency and accountability for the management of these fisheries, consistent with the requirements of legislation and policy. They provide the Australian public with confidence that Australia’s marine resources are being managed appropriately. The reports can also

be a key source of information for the fishing industry – for example, to support independent certification processes that can increase industry market access and economic viability.

The Fishery status reports classify each fish stock managed by the Australian Government as either ‘not subject to overfishing’, ‘subject to overfishing’ or ‘uncertain’. This classification can be used to determine the proportion of fish stocks that are assessed as sustainable and then be compared to previous years.

If the proportion of fish stocks that are sustainable were to decline, this would trigger us to review AFMA’s management measures. If these are found to be consistent with the policy settings, this may indicate changes to the policy framework are required.

#### **Methodology and data sources**

The number of fish stocks assessed as ‘not subject to overfishing’ in ABARES annual Fishery status reports is divided by the total number of fish stocks assessed to determine the proportion of fish stocks that are considered to be sustainable in the reporting year – that is, the proportion of fish stocks that are not considered ‘uncertain’ or ‘subject to overfishing’.

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

The Fishery status reports use information that is available to ABARES at the time of preparation and is published in July each year. The report assesses the previous year’s performance. In some instances, biological status is assessed using information that was not available to AFMA to inform its management decision-making for the period being assessed.

#### **Key activity 2.2**

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

The path to net zero will require innovation and investment across all sectors. We ensure the interests of the agricultural sector are considered in Australian Government climate policies and provide pathways that support the sector to transition to a low-emissions future. DCCEEW is responsible for the Australian Government’s emissions-reduction strategies and policies.

**Performance measure RS-04**

Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.

**Targets**

2025–26	2026–27	2027–28	2028–29
<ul style="list-style-type: none"> <li>Deliver the Agriculture and Land Sector Plan to government.</li> <li>Deliver 100% of 2025–26 funding profile according to agreed milestones for Budget measures related to emissions-reduction activities.</li> <li>Undertake 2 engagement activities with another country.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver 100% of 2026–27 funding profile according to agreed milestones for Budget measures related to emissions-reduction activities.</li> <li>Undertake 2 engagement activities with another country.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver 100% of 2027–28 funding profile according to agreed milestones for Budget measures related to emissions-reduction activities.</li> <li>Undertake 2 engagement activities with another country.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver 100% of 2028–29 funding profile according to agreed milestones for Budget measures related to emissions-reduction activities.</li> <li>Undertake 2 engagement activities with another country.</li> </ul>

**Tolerances**

Achieved	Partially achieved	Not achieved
<ul style="list-style-type: none"> <li>Agriculture and Land Sector Plan is delivered to the government in 2025–26.</li> <li>100% of relevant financial year administered funding profile for Budget measures delivered.</li> <li>Planned engagement with other countries is delivered.</li> </ul>	<ul style="list-style-type: none"> <li>80 to 99% of relevant financial year administered funding profile for Budget measures delivered.</li> <li>Engagement with other countries is planned but not delivered.</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture and Land Sector Plan is not delivered in 2025–26.</li> <li>0 to 79% of relevant financial year administered funding profile for Budget measures delivered.</li> <li>No engagement with other countries is planned or delivered.</li> </ul>

**Rationale**

Agriculture represents 17.8% of Australia's total emissions in the year to December 2024. The sector has an important role to play in helping Australia mitigate the impacts of climate change and meet its net-zero goals. The Australian Government is committed to supporting the agricultural sector 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 strengthen their productivity and competitiveness while contributing to Australia's net-zero goals. The Agriculture and Land Sector Plan will explore ways that these sectors can contribute to this economy-wide goal. It will also set the strategic direction for how we develop and implement climate policy for the agricultural sector.

This performance measure demonstrates our contribution to helping the agricultural sector build an understanding of emissions-reduction opportunities and adopt technologies and practices over time. For this and the following 3 financial years, we will implement initiatives to demonstrate how we are providing pathways that help the sector transition to a low-emissions future.

In direct response to what we heard through our consultations, the Australian Government committed \$60.8 million over 10 years from 2024–25 for measures to support initial emissions-



reduction efforts in the agricultural sector. Delivered jointly by us and DCCEEW, these measures will continue to build the capacity of Australian farmers and trusted advisors, improve greenhouse gas accounting at national and farm levels and drive innovation for emissions reduction and carbon sequestration in the sector.

For this package of measures, we are administering grant funding to RDCs to develop commodity-specific information that supports the Carbon Farming Outreach Program knowledge bank. We continue to deliver the Improving Consistency of On-farm Emissions Estimates Program grant and fund a formal partnership between the department and the Zero Net Emissions Agriculture Cooperative Research Centre to support long-term research into the reduction of emissions produced by Australian agriculture.

The global shared commitment to collaborate and innovate on climate issues will continue to be paramount. We are pursuing ways to establish productive and enduring international partnerships that will leverage international knowledge, expertise and technology. These partnerships will help Australian producers reduce emissions, respond to climate change impacts and provide co-benefits to partner countries. In 2025–26 we will hold workshops with our international counterparts to share policy approaches to agricultural climate issues and identify opportunities for collaboration.

ABARES is undertaking work on improving climate modelling and data. This includes a 3-year work program that commenced in 2023–24 on regional land-use modelling to better understand likely regional and land-use impacts of emissions policies.

The sector is expected to reduce emissions over time, as awareness and adoption of tools and techniques increases. Many of the initiatives that are facilitating pathways to adoption only commenced in 2024–25 and there will be other variables that impact the pace and extent of adoption and the consequential reduction in emissions. We will work towards developing an outcome-oriented performance measure as the development and implementation of pathways mature.

### **Methodology and data sources**

The multiple targets and associated tolerances for this measure reflect that performance will be measured using more than one metric.

A branch within our Sustainability, Climate and Strategy Division (SCSD) is leading the development of the Agriculture and Land Sector Plan, the relevant Budget measures and international engagement. That team manages record keeping on this body of work and reports on progress as required, specifically to address this measure. Endorsement and announcement of the plan is a matter for government.

Responsibility for implementing individual Budget measures is allocated to teams within SCSD. Program managers use the expertise of the internal grants policy teams and the Community Grants Hub to ensure processes are being delivered consistent with the Commonwealth Grants Rules and Principles 2024 and departmental policies and procedures.

## 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 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.**

A resilient biosecurity system is central to protecting Australia’s people, our environment and economy. Our national biosecurity leadership focuses on preserving animal, plant and human health through a connected, resilient and shared risk-based approach that is underpinned by science and knowledge.

We are committed to a risk-based biosecurity system that effectively, efficiently and sustainably protects Australia’s health, economic, environmental and national security interests. We work to provide an appropriate level of protection, which is a very low level of risk, but not zero risk.

Risks to biosecurity are becoming more complex and varied. We work with industry, states and territories, research institutions and other key stakeholders – such as the WOA – to address the threats to our natural and productive ecosystems.

We follow the World Health Organization’s One Health approach to sustainably balance and optimise the health of people, animals and ecosystems. We apply this approach to the control of zoonoses – diseases that can pass from animals to humans. Zoonoses include rabies, highly pathogenic avian influenza and COVID-19.

We maintain the largest cohort of biosecurity diagnosticians in Australia, encompassing entomology, plant pathology, botany, molecular biology and aquatic biology. We are also the largest public sector employer of veterinarians in Australia. This expertise supports import and export regulatory activities and key preparedness, surveillance and diagnostic capabilities that enable us to assess and manage biosecurity risks.

Australia’s biosecurity system consists of 3 focus areas for preventing or responding to the incursion of pests and diseases: 1) pre-border, 2) at the border and 3) post-border activities. Across these focus areas, we undertake a range of policy, operational and compliance functions. These are supported by research, intelligence, innovation and data analytics, and a series of third-party agreements and partnerships with industry, and state and territory governments. We also undertake education, engagement and public communication campaigns.

Table 6 shows the key activities and associated performance measures for this strategic objective.

**Table 6 Objective 3 National biosecurity – performance measure overview**

Key activity	PBS-related programs	Performance measure	Measure type
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.	Program 2.1 Biosecurity and Export Services.	BI-01 The import permit service standard is met.	Quantitative output and regulatory measure.
	Program 2.2 Plant and Animal Health.	BI-02 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.	Quantitative effectiveness and regulatory measure.
	Program 2.1 Biosecurity and Export Services.	BI-03 Targeted public communication and engagement activities.	Quantitative output measure.
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.	Program 2.1 Biosecurity and Export Services.	BI-04 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention.	Quantitative effectiveness and regulatory measure.
		BI-05 Rates of non-compliance with regulations administered by the department that apply to high-value cargo.	Quantitative effectiveness and regulatory measure.
		BI-06 Rates of non-compliance with regulations administered by the department that apply to international travellers.	Quantitative effectiveness and regulatory measure.
		BI-07 Rates of non-compliance with regulations administered by the department that apply to approved arrangements.	Quantitative effectiveness and regulatory measure.
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.	Program 2.1 Biosecurity and Export Services.	BI-08 Strengthened emergency management capabilities.	Quantitative and qualitative effectiveness measure.
3.4 Manage non-compliance with biosecurity and other relevant portfolio legislation.	Program 2.1 Biosecurity and Export Services.	BI-09 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	Quantitative output and regulatory measure.

**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.**

This key activity focuses on our pre-border (overseas) biosecurity activities. We work with foreign governments and agencies, importers and other stakeholders to mitigate risk and reduce the number and frequency of exotic pests and diseases that reach Australia. Our work includes developing international standards, assessing offshore risks and setting appropriate import conditions, treating goods offshore to reduce biosecurity risks, educating stakeholders and building industry capability.

We monitor imported food to ensure it meets Australian food standards and public health and safety requirements by using the risk-based Imported Food Inspection Scheme. We publicly report on this monthly through our [Failing food reports](#). We have not duplicated this work by creating a separate performance measure on the regulation of imported food.

### **Performance measure BI-01**

The import permit service standard is met.

#### **Targets**

<b>2025–26</b>	<b>2026–27</b>	<b>2027–28</b>	<b>2028–29</b>
Achieve 2 targets:	Achieve 2 targets:	As for 2026–27.	As for 2026–27.
1) 90% or more of Category 1 permit applications are processed and finalised within 20 business days.	1) 90% or more of Category 1 permit applications are processed and finalised within 20 business days.		
2) 50% or more of categories 2 to 5 applications are processed and finalised within 40 business days.	2) 90% or more of categories 2 to 5 applications are processed and finalised within 40 business days.		

#### **Tolerances**

<b>Achieved</b>	<b>Partially achieved</b>	<b>Not achieved</b>
Both target criteria are met:	One of the target criteria is met, but not both.	Neither of the target criteria are met.
1) Target % of Category 1 permit applications are processed and finalised within 20 business days.		
2) Target % of categories 2 to 5 applications are processed and finalised within 40 business days.		

#### **Rationale**

We are committed to regulatory best practice by ensuring timely, risk-based and science-driven decision-making. A critical component of this in biosecurity is our role in assessing and managing import permit applications to ensure high-risk goods – defined in the *Biosecurity Act 2015* as conditionally non-prohibited – are effectively regulated.

Under the *Biosecurity Act 2015* (Biosecurity Act) and its subordinate legislation, we have up to 123 business days to assess permit applications and decide whether to grant an import permit. However, to deliver a timely and reliable regulatory service, we have set an import permit service standard:

- **Category 1** – Standard applications should be processed and finalised within 20 business days.
- **Categories 2 to 5** – Non-standard applications should be processed and finalised within 40 business days.

Permit applications are categorised as standard or non-standard by the [fee charging category](#) in [BICON](#). Non-standard applications are more technically complex and require longer for their assessment.

This performance measure reflects our commitment to meeting these service standards. We aim to process 90% of applications within the target timeframes. Timely and efficient timeframes for permit assessment reduce regulatory burden, support industry compliance and build trust through sensible

governance to meet the evolving needs of safe trade. Businesses that import goods can plan with confidence, knowing permit timeframes are predictable and aligned with business needs.

This measure ensures that 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.

#### **Methodology and data sources**

For goods imported into Australia, our enterprise system BICON provides guidance on the import conditions that may generally apply and associated biosecurity risk management. Australian businesses and individuals can submit permit applications in BICON for conditionally non-prohibited 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 pause under certain circumstances, such as when additional information is needed to support the application. Following assessment, recommendations are made to an independent delegate of the Director of Biosecurity. The timeframe ends when a final decision is made by the delegate on the application, or the statutory timeframe expires.

Timeframes are logged by BICON to the closest minute. Data from BICON is extracted into a data warehouse for analysis and reporting. Results are calculated based on whether the timeframes met 20 business days for applications made under Category 1 and 40 business days for applications made under categories 2 to 5. Results are based on a standard '8-hour business day' and exclude weekends and ACT public holidays. The performance measure outlines what proportion of the total permit applications achieved the import permit service standard over the fiscal year.

#### **Performance measure BI-02**

Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
Government-to-government and/or government-to-industry arrangements with at least 17.5% of countries in the world.	Government-to-government and/or government-to-industry arrangements with at least 18% of countries in the world.	Government-to-government and/or government-to-industry arrangements with at least 18.5% of countries in the world.	Government-to-government and/or government-to-industry arrangements with at least 19% of countries in the world.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
0.5% or more increase on the prior year.	Between a 0% and 0.49% increase on the prior year.	More than a 0% reduction over the prior year.

#### **Rationale**

We engage with government and industry stakeholders, domestically and overseas, to establish and administer pre-border arrangements that reduce biosecurity risks that may be present in imported goods before they reach Australia.

Pre-border biosecurity treatment assurance schemes are conducted in conjunction with industry treatment providers and the governments of overseas countries that establish, apply and verify

biosecurity treatment of goods being exported to Australia. Biosecurity treatment (e.g. fumigation, heat treatment, and cleaning and inspection) includes both government-to-government arrangements such as the Australian Fumigation Accreditation Scheme (AFAS) and government-to-industry arrangements (e.g. AusTreat).

These arrangements increase offshore understanding of Australia's import requirements and support faster clearance of commodities at our borders. We build and maintain relationships with trading partners to strengthen regional and global biosecurity frameworks and practices. Collaboration and engagement help us manage biosecurity risks offshore and enhance Australia's status as a trade partner of choice.

This measure demonstrates our commitment to providing safeguards against biosecurity risks through pre-border biosecurity arrangements. It assesses whether we have installed government-to-government arrangements and/or government-to-industry arrangements in countries that previously did not have pre-border arrangements in place, whilst also maintaining existing arrangements. Increasing the number of countries that have arrangements in place will lead to greater assurance that biosecurity risks are being addressed pre-border.

The target of increasing government-to-government and/or government-to-industry arrangements to be in at least 19% of countries in the world by 2028–29 is a measure of what could be achieved should all required resources be available.

The achieved tolerance of government-to-government and/or government-to-industry arrangements increasing 0.5% or more each year directly reflects both an increase in countries with arrangements in place and maintenance of existing arrangements. An increase of 0.5% each year would represent one new country having an arrangement in place, which would be a significant achievement given the effort required and the additional pre-border assurance this would provide.

We have updated the targets and tolerances since the last corporate plan to reflect a more realistic and achievable goal that effectively balances expanding our influence overseas while maintaining existing arrangements to effectively manage biosecurity risk.

#### **Methodology and data sources**

All government-to-government arrangements are published on our website under the [Australian Fumigation Accreditation Scheme](#). All government-to-industry arrangements are published on our [list of treatment providers](#).

A government-to-government arrangement is deemed to be in place when a formal partnership between the department and the government of the exporting country has been established. A government-to-industry arrangement is deemed to be in place when we have formalised an agreement between us and the respective treatment providers within the exporting country.

We publish a verified [list of overseas companies](#) with pre-border arrangements currently in place. A report of this list is generated from the online source, which produces a count of all countries that currently have agreements in place. This is divided by the total number of countries in the world, as per the United Nations declaration at the time of compiling the data, and a percentage is determined.

**Performance measure BI-03**

Targeted public communication and engagement activities.

**Targets**

2025–26	2026–27	2027–28	2028–29
Conduct at least 2 targeted biosecurity awareness campaigns per financial year.	As for 2025–26.	As for 2026–27.	As for 2027–28.

**Tolerances**

Achieved	Partially achieved	Not achieved
At least 2 targeted campaigns (paid or unpaid) are conducted per year.	One targeted campaign (paid or unpaid) is conducted per year.	No targeted campaigns are conducted.

**Rationale**

All Australians and people travelling to Australia or sending material via post or cargo have a role to play in managing biosecurity risk. Communication and engagement activities help Australians understand what biosecurity risk is, their role in helping to prevent pests and diseases entering the country and what to do if they suspect a biosecurity risk.

This measure tracks the number of public education campaigns we undertake to increase awareness of biosecurity requirements. Our communication and engagement activities align with the National Biosecurity Strategy and the strategic action ‘Generate greater shared responsibility through improved awareness and understanding’ in our *DAFF Biosecurity 2030 Roadmap*.

Well-informed audiences are a key contributor to a shared biosecurity culture, where everyone plays their part to support a strong national biosecurity system.

**Methodology and data sources**

We will count a communication activity as a ‘campaign’ if it is a time-limited, targeted program of messages with a specific aim to inform and educate a target audience. A campaign can either be unpaid, using our own channels and resources only, or a paid campaign that aligns with the *Australian Government Guidelines on Information and Advertising Campaigns by non-corporate Commonwealth entities*.

For unpaid campaigns, engagement metrics will be sourced from our departmental channels, including social media management software and internet page visits. For paid advertising campaigns, engagement metrics (including analysis of performance against industry benchmarks) are provided by Universal McCann – the Australian Government provider for media placement.

**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.**

This key activity covers the work we undertake at the border to enforce compliance with the Biosecurity Act. This involves screening and inspecting aircraft and sea vessels, cargo, mail and travellers for imported food and biosecurity threats. It is not feasible to inspect every vessel, container and passenger arriving in Australia. Our biosecurity system relies on risk assessment supported by technology-enabled processes to address increasing volumes and risks and allocate resources proportionately.



**Performance measure BI-04**

Effectiveness of the [Compliance-Based Intervention Scheme](#) (CBIS) for risk-based intervention.

**Targets**

2025–26	2026–27	2027–28	2028–29
50% or less of CBIS-processed consignment lines are selected for higher intervention, reflecting ongoing compliance with import conditions.	As for 2025–26.	To be determined.	To be determined.

**Tolerances**

Achieved	Partially achieved	Not achieved
50% or less of CBIS-processed consignment lines are selected for higher intervention, reflecting ongoing compliance with import conditions.	51% to 99% of CBIS-processed consignment lines are selected for higher intervention, reflecting partial compliance with import conditions.	100% of CBIS-processed consignment lines are selected for higher intervention, reflecting ongoing non-compliance with import conditions.

**Rationale**

Under the Biosecurity Act, we have powers to assess and manage the biosecurity risk associated with goods. This may include a document assessment, physical inspection and/or testing of the goods prior to importation.

CBIS enables a smarter, more risk-based approach to managing the biosecurity clearance process for commodities, and an improved overall experience at the Australian border. It aligns with our strategic objective of strengthening our national biosecurity system to minimise biosecurity risks and ensure an appropriate level of protection.

CBIS enables us to continuously monitor and adjust our intervention rates for commodities based on compliance. We start at 100% intervention. If goods are compliant, our intervention rate can decrease to monitoring levels. Our intervention rate will increase again to 100% if ongoing non-compliance is detected.

Those importers demonstrating and maintaining good compliance with our import requirements benefit from less time- and resource-intensive interventions by us. This leads to a more streamlined biosecurity clearance process at the Australian border and lower regulatory costs for industry. We can focus our efforts and finite resources on areas of higher biosecurity risk.

This measure considers the effectiveness of CBIS in managing risk-based biosecurity interventions for eligible animal and plant-based commodities. The target reflects the proportion of eligible commodities – lodged as consignment lines in our import management system – that benefit from reduced intervention due to good compliance. The fewer consignment lines selected for higher intervention, the more effective the system. This measure ties performance to the actual impact of CBIS on biosecurity risk management and trade. This demonstrates our commitment to improving the regulation of biosecurity risks for animal and plant-based commodities, benefiting our operations, importing businesses and the community.

**Methodology and data sources**

We use trade data and statistical modelling to inform decisions on whether CBIS is appropriately balancing intervention rates with biosecurity risks for specific animal and plant-based commodities.

We measure the proportion of imported eligible animal and plant-based commodities that require higher levels of intervention. Reduced intervention levels are only available for importers or suppliers that demonstrate, and continue to achieve, ongoing compliance with our import conditions.

#### **Performance measure BI-05**

Rates of non-compliance with regulations administered by the department that apply to high-value cargo.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
Reduction in high-value cargo non-compliance rate.	As for 2025–26.	As for 2026–27.	As for 2027–28.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
Reduction in high-value cargo non-compliance rate compared with 2021–22 rate of 1.33%.	No change in high-value cargo non-compliance rate compared with 2021–22 rate of 1.33%.	Increase in high-value cargo non-compliance rate compared with 2021–22 rate of 1.33%.

#### **Rationale**

Arriving cargo – including the container, goods and packaging – can present many potential biosecurity risks. Import requirements and procedures for arriving cargo are designed to reduce the risk of exotic pests and diseases establishing in Australia while facilitating the efficient clearance of cargo containers and the goods they carry. To achieve an appropriate level of protection, we adopt a risk-based approach and focus our efforts on items that pose the highest risk.

This measure relates specifically to high-value cargo that is imported on a full import declaration and includes goods being imported into Australia with a monetary value of over \$1,000.

We are committed to providing safeguards against biosecurity risks by reducing levels of non-compliance with the Biosecurity Act, in this case relating to the importation of high-value cargo. We apply onshore and offshore biosecurity controls to minimise incidents of biosecurity incursion that would compromise agricultural productivity and resilience.

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

Compliance with regulation is partly within our control. If we help individuals and businesses understand their obligations, they are more likely to choose compliant actions.

This measure remains important for managing biosecurity risks detected at the border. We will consider further development of this measure to improve data validation, encompass other cargo types and better determine the efficiency and effectiveness of interventions on import pathways.

## Methodology and data sources

We determine the non-compliance rate using data from:

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

## Performance measure BI-06

Rates of non-compliance with regulations administered by the department that apply to international travellers.

### Targets

2025–26	2026–27	2027–28	2028–29
Post-intervention non-compliance rate for international travellers that is less than 4%.	As for 2025–26.	As for 2026–27.	As for 2027–28.

### Tolerances

Achieved	Partially achieved	Not achieved
Post-intervention non-compliance rate for international travellers is less than 4%.	Post-intervention non-compliance rate for international travellers is between 4% and 4.9%.	Post-intervention non-compliance rate for international travellers is 5% or greater.

### Rationale

To safeguard our industries and environment, we have strong border controls to regulate the movement of goods that may harbour biosecurity pests and diseases. This measure demonstrates the effectiveness of biosecurity controls, including screening and interventions we apply at the border to international travellers.

Goods carried by travellers arriving in Australia are subject to biosecurity control in accordance with the requirements provided in the Biosecurity Act. We take a tailored intervention and compliance approach to identify goods that may pose a biosecurity risk. We employ tools, including traveller declarations, real-time risk assessments by biosecurity officers, screening of baggage by detector dogs and X-rays, and targeted interventions based on data analytics and intelligence. The controls we use are multilayered and underpinned by the Biosecurity Act. We also strive to educate and inform travellers about biosecurity requirements through multiple avenues, including websites, onboard messaging, airport signage and communication campaigns.

We aim to meet Australia’s appropriate level of protection – a very low level of risk, but not zero risk – by identifying as many travellers as possible who may be carrying high-risk goods and undertaking appropriate assessment and management to control identified risks.

The post-intervention non-compliance rate shows the effectiveness of biosecurity controls and policy settings, including the screening and intervention approaches applied at Australia’s international airports. Low non-compliance equates to a low number of products entering Australia that could harbour pest and disease risks. A low level of non-compliance directly supports the achievement of

our biosecurity objective to maintain Australia’s favourable pest and disease status, while supporting the movement of travellers across the border.

### **Methodology and data sources**

This performance measure is calculated using survey data. Over 50,000 traveller surveys are undertaken each year across all international airports.

Every day, at exit points in airports, arriving international travellers are randomly selected to undergo a survey inspection of their baggage. These travellers may have already been screened by biosecurity officers, detector dogs or X-rays, or they may have gone to a direct exit. The outcomes of these survey inspections are recorded electronically in real time on a departmental database.

If a surveyed traveller is found to have high-risk biosecurity material that passed through the airport unchecked, they are considered a non-compliant entity because the goods would have entered Australia had it not been for the survey.

The proportion of non-compliant entities found in the survey population is then applied to the entire traveller population, using volume data provided by the Department of Home Affairs.

The measure methodology is derived from a performance measure designed by the Australian Centre of Excellence for Risk Analysis in 2013 and known as the post-intervention compliance (PIC). The post-intervention non-compliance is the inverse of the PIC and is an estimate of the proportion of arriving international travellers who enter Australia carrying unchecked products that may harbour a biosecurity risk, such as pests, diseases and weeds.

### **Performance measure BI-07**

Rates of non-compliance with regulations administered by the department that apply to approved arrangements.

#### **Targets**

2025–26	2026–27	2027–28	2028–29
Reduction in non-compliance rate for approved arrangements.	As for 2025–26.	As for 2026–27.	As for 2027–28.

#### **Tolerances**

Achieved	Partially achieved	Not achieved
The result is lower than the non-compliance rate in the prior year.	The result is the same as the non-compliance rate in the prior year.	The result is higher than the non-compliance rate in the prior year.

### **Rationale**

Approved arrangements, previously known as quarantine approved premises and compliance agreements, allow operators to share the role of managing biosecurity risk with us. These operators include individuals and organisations whose operations are associated with imported cargo and other material of biosecurity concern. Entities are approved by us to perform biosecurity activities in accordance with an approved arrangement, using their own sites, facilities, equipment and people without constant supervision by us. The system of approved arrangements is a key element of Australia’s range of biosecurity safeguards.

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

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

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

### **Methodology and data sources**

During the year, we audit approved arrangements for compliance with the conditions. Non-compliance can be affected by several factors, including entity behaviour, trends in import types and volumes, changes in supply chains and environmental factors such as seasonal pests.

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

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

### **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.**

This key activity focuses on our post-border work to contain and eradicate any exotic pests and diseases that enter Australia or emerge in the country. We work with the states, territories and industry partners to detect and respond to incursions, plan emergency responses, and contain and eradicate pests and diseases within Australia.

### **Performance measure BI-08**

Strengthened emergency management capabilities.

#### **Targets**

<b>2025–26</b>	<b>2026–27</b>	<b>2027–28</b>	<b>2028–29</b>
An overall maturity increase of at least 30% compared to the 2023–24 baseline result.	An overall maturity increase of at least 45% compared to the 2023–24 baseline result.	Maintain a maturity level greater than or equal to 3 (established).	As for 2027–28.

**Tolerances**

<b>Achieved</b>	<b>Partially achieved</b>	<b>Not achieved</b>
Maturity level has increased by at least 30% compared to the 2023–24 baseline result.	Maturity level has remained steady or increased by less than 30% compared to the 2023–24 baseline result.	Maturity level has decreased compared to the 2023–24 baseline result.

**Rationale**

This measure captures the work we undertake to prepare for emergencies. We have a range of responsibilities in emergency management, including for the outbreak of exotic pests or diseases (biosecurity incursions). Under the *Australian Government Crisis Management Framework*, we are designated as the Australian Government coordinating agency for domestic biosecurity crises.

Our policies and coordination arrangements aim to improve departmental and Australian Government capabilities to prepare for, respond to and recover from biosecurity emergencies and other hazards affecting agricultural, fisheries and forestry stakeholders.

To do this, we deliver activities to enhance emergency management capabilities, including training programs, facilitation of exercises, application of lessons management and continual improvement processes. These activities are codified in a 3-year Emergency Management Capability Development Program. This measure assesses the impacts these activities have on our emergency management capability by requiring an annual capability assessment to measure change against a baseline set in 2023–24.

We work closely with a range of other Australian, state and territory government agencies and industry organisations on emergency preparedness. Our work benefits all agricultural sector stakeholders and the wider community by ensuring we maintain the capabilities needed to protect Australian agriculture, the environment and economy from biosecurity threats, other hazards and their consequences.

**Methodology and data sources**

An emergency management capability maturity assessment process is used to assess the effectiveness of our capability development activities. The process adopts best practice from the capability maturity assessment tool published by the Bushfire and Natural Hazards Cooperative Research Centre. It uses a repeatable approach to assessing emergency management capability across 5 core elements (people, resources, governance, systems and processes) described in the *Australian Disaster Preparedness Framework*.

Capability is the collective ability and power to deliver and sustain an effect within a specific context and timeframe. Capability maturity levels range from 1 (informal) to 4 (self-sustaining) (Table 7).

**Table 7 Emergency management capability maturity levels**

<b>Maturity level</b>	<b>Mostly demonstrates</b>
1 Informal	<ul style="list-style-type: none"> <li>• Critical weakness in current capability.</li> <li>• Critical weakness in ability to deliver the capability in the short or medium term.</li> <li>• No or minimal awareness of capability gaps.</li> <li>• No or minimal action underway to address the capability gaps.</li> <li>• No or minimal evidence of learning or a focus on continuous improvement.</li> </ul>
2 Developing	<ul style="list-style-type: none"> <li>• Weakness or gaps in current capability.</li> <li>• Concerns in ability to deliver future capability.</li> <li>• Some current and future capability gaps not clearly identified and forecasting of future capability challenges needs to be improved.</li> <li>• Identified weaknesses not systematically addressed.</li> <li>• Greater focus on learning and continuous improvement is needed.</li> </ul>
3 Established	<ul style="list-style-type: none"> <li>• Good current capability.</li> <li>• Majority of future capability gaps identified.</li> <li>• Activities to improve in areas of current and future capability gaps and well placed to continue improving.</li> <li>• Majority of business areas have some focus on learning.</li> </ul>
4 Self-sustaining	<ul style="list-style-type: none"> <li>• Excellent current capability.</li> <li>• Strategic and systematic approach to forecasting future capability challenges and responding accordingly.</li> <li>• Plans and undertakes development to meet future and changing needs and conditions.</li> <li>• Actively participates in learning and focuses on continuous improvement.</li> </ul>

While individual capabilities may increase or decrease in any given year, we use an overall assessment of capability maturity to measure the effectiveness of inputs across all areas.

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 the actual response.

### **Key activity 3.4**

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

We are the national regulator of biosecurity and must make decisions and take actions within legal and operational frameworks. We administer the Biosecurity Act, Export Control Act, *Imported Food Control Act 1992* (Imported Food Control Act) and various other Acts in order to protect Australia's animal, plant and human health and maintain market access for Australian food and other agricultural exports. This key activity reinforces the importance of managing non-compliance with portfolio legislation as a critical component of reducing risk and safeguarding Australia's animal and plant health status.

**Performance measure BI-09**

Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.

**Targets**

2025–26	2026–27	2027–28	2028–29
100% of instances of high-risk non-compliance identified against the Biosecurity Act, Export Control Act and other relevant portfolio legislation are subject to enforcement action.	As for 2025–26.	As for 2026–27.	As for 2027–28.

**Tolerances**

Achieved	Partially achieved	Not achieved
100% of instances of high-risk non-compliance identified against the Biosecurity Act, Export Control Act and other relevant portfolio legislation are subject to enforcement action.	Not applicable.	Less than 100% of instances of high-risk non-compliance identified against the Biosecurity Act, Export Control Act and other relevant portfolio legislation are subject to enforcement action.

**Rationale**

We undertake enforcement actions against high-risk non-compliance referrals identified against relevant portfolio legislation. This includes but is not limited to breaches of the Biosecurity Act, Export Control Act, Imported Food Control Act, and the *Illegal Logging Prohibition Act 2012* and its associated Rules. 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 action non-compliance that poses the highest risk to the Australian community, as well as safeguard Australia's reputation as an exporter of premium produce.

Enforcement actions are appropriately identified through established processes. We identify risks and assess threats based on the country of origin, commodity, prevalence and how the risk may manifest in an imported commodity or pathway. Where non-compliance is detected, we respond in a coordinated, proportionate and appropriate regulatory manner to manage the risk. For example, we use civil sanctions (infringement notices, enforceable undertakings or civil litigation) and criminal prosecutions. High-risk non-compliance incidents require escalated intervention and resource allocation.

We consider a range of factors when assessing high-risk non-compliance, including the actual risk, the nature of the contravention, and the intent and frequency with which the non-compliance has been occurring. Some matters do not progress to assessment for valid reasons (e.g. lack of sufficient evidence). Similarly, a reported incident of non-compliance may not necessarily constitute a breach of legislation and may be used for intelligence purposes only.

**Methodology and data sources**

To determine which non-compliance reports are escalated to the Operations Coordination Committee (OCC) for enforcement action, our departmental officers lodge non-compliance referrals in the Compliance Case Management System (CCMS) for assessment and triage.



High-risk non-compliances are then referred to the OCC and each referral is reviewed and discussed for enforcement action. 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 areas 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 Jade case management system.

The measure result is calculated as the proportion of all high-risk non-compliance incidents that are endorsed by OCC as requiring enforcement action. Enforcement responses are also included as part of the result.

Non-compliance can be affected by several factors, including entity behaviour, departmental resourcing, risk and policy settings, trends in import and export types and volumes, changes in supply chains and environmental factors such as seasonal pests.

To reflect decision-making at a point in time, this measure reports only on instances of high-risk non-compliance identified and presented to the Operations Coordination Committee during the reported financial year.

# Appendix A: Alignment of key activities and performance measures

**Table A1 Strategic objective 1 Sector growth – changes to performance information**

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 1.1 Develop and deliver policies and manage programs to ensure primary producers are well positioned to maintain and increase their productivity.	Not applicable.	Removed.	Consolidated into Key activity 1.1 Support sector productivity growth and innovation.
Not applicable.	Key activity 1.1 Support sector productivity growth and innovation.	New.	New key activity for performance measures SG-01, SG-02, SG-03, SG-04.
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.	Not applicable.	Alignment.	Performance measure aligned with new Key activity 1.1.
Key activity 1.2 Work with levy stakeholders to effectively administer the agricultural levies system.	Not applicable.	Removed.	Consolidated into Key activity 1.1 Support sector productivity growth and innovation.
Not applicable.	Key activity 1.2 Regulate exports and enable, improve and protect access to international markets.	New.	New key activity for performance measures SG-05, SG-06, SG-07, SG-08.
SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	Not applicable.	Alignment.	Performance measure aligned with new Key activity 1.1.
Key activity 1.3 Deliver programs and work with portfolio agencies to support farmers' financial growth.	Not applicable.	Removed.	Consolidated into Key activity 1.1 Support sector productivity growth and innovation.
SG-03 Proportion of farm businesses making capital investments.	SG-03 Proportion of farm businesses making new capital investments.	Updated.	Minor change to measure wording for greater clarity. Performance measure aligned with new Key activity 1.1.

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
SG-08 Encourage forestry industry investment in innovation.	SG-04 Encourage forestry industry investment in innovation.	Alignment.	Target wording updated for clarity. Performance measure aligned with new Key activity 1.1 and numbering updated.
Key activity 1.4 Enable and protect international market access to provide growth opportunities for agricultural producers and exporters and support global food security.	Not applicable.	Removed.	Consolidated into Key activity 1.2 Regulate exports and enable, improve and protect access to international markets.
SG-04 Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	SG-05 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Updated.	Measure wording, target and tolerances updated to reflect transition to a qualitative performance measure. Performance measure aligned with new Key activity 1.2 and numbering updated.
Key activity 1.5 Represent Australia's interests and contribute to global standards for open and free trade by participating in multilateral standard-setting bodies.	Not applicable.	Removed.	Consolidated into Key activity 1.2 Regulate exports and enable, improve and protect access to international markets.
SG-05 Significant representation of Australian interests on multilateral standard-setting bodies.	SG-06 Significant representation of Australian interests on multilateral standard-setting bodies.	Updated.	Tolerances updated for greater clarity. Performance measure aligned with new Key activity 1.2 and numbering updated.
Key activity 1.6 Provide effective, efficient, and modernised regulation as the administrator of the <i>Export Control Act 2020</i> .	Not applicable.	Removed.	Consolidated into Key activity 1.2 Regulate exports and enable, improve and protect access to international markets.
SG-06 Effective delivery of regulatory responsibilities for relevant export applications under the <i>Export Control Act 2020</i> .	SG-07 Effective delivery of regulatory responsibilities for relevant export applications under the <i>Export Control Act</i> .	Updated.	Targets and tolerances updated now that baseline established. Performance measure aligned with new Key activity 1.2 and numbering updated.
SG-07 Increase in the number of electronic certificates issued for export.	SG-08 Increase in the number of paperless exchanges for exports.	Alignment.	Measure wording, targets and tolerances updated to measure the number of new paperless exchanges that have been made. Performance measure aligned with new Key activity 1.2 and numbering updated.
Key activity 1.7 Support a productive and sustainable Australian forestry industry.	Not applicable.	Removed.	Consolidated into Key activity 1.2 Regulate exports and enable, improve and protect access to international markets.

**Table A2 Strategic objective 2 Sector resilience and sustainability – changes to performance information**

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 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.	Not applicable.	Replaced.	Replaced with Key activity 2.2 Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.
Not applicable.	Key activity 2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	New.	New key activity for performance measures RS-01, RS-02, RS-03.
RS-01 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.	RS-04 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.	Updated.	Targets and tolerances updated for clarity. Performance measure aligned with new Key activity 2.2 and numbering updated.
Key activity 2.2 Deliver annual funding to support the agricultural sector to adopt sustainable agriculture practices in accordance with the Natural Heritage Trust.	Not applicable.	Removed.	Consolidated into Key activity 2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.
Not applicable.	Key activity 2.2 Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	New.	New key activity for performance measure RS-04.
RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Not applicable.	Alignment.	Performance measure aligned with new Key activity 2.1.
Key activity 2.3 Administer annual funding from the Future Drought Fund to build drought resilience in Australia's agricultural sector in accordance with the <i>Drought Resilience Funding Plan (2024–2028)</i> .	Not applicable.	Removed.	Consolidated into Key activity 2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.
RS-03 Increased investment in activities to build economic, social and environmental resilience to drought.	RS-01 Increased investment in activities to build economic, social and environmental resilience to drought.	Updated.	Targets updated to align with funding approved and announced as part of the 2024–25 Budget. Performance measure aligned with new Key activity 2.1 and numbering updated.

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 2.4 Ensure Australian Government fisheries are sustainably managed through the development and review of legislative and policy settings and other initiatives.	Not applicable.	Removed.	Consolidated into Key activity 2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.
RS-04 The proportion of Australian Government–managed fish stocks that are sustainable.	RS-03 The proportion of Australian Government–managed fish stocks that are sustainable.	Alignment.	Performance measure aligned with new Key activity 2.1 and numbering updated.

**Table A3 Strategic objective 3 National biosecurity – changes to performance information**

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 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.	Not applicable.	Replaced.	Replaced with new 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.
Not applicable.	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.	New.	New key activity for performance measures BI-01, BI-02, BI-03.
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.	Not applicable.	Removed.	Our materiality assessment determined that this performance measure was too similar to performance measures BI-01 and BI-02 this year, so it has been removed to avoid confusion.
Key activity 3.2 Assess and finalise applications for biosecurity risk goods that require an import permit, ensuring fit-for-purpose regulation and biosecurity risk management.	Not applicable.	Removed.	Consolidated into 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.
BI-02 The import permit service standard is met.	BI-01 The import permit service standard is met.	Updated.	Targets and tolerances updated for greater clarity. Aligned with new Key activity 3.1 and numbering updated.

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 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.	Not applicable.	Removed.	Consolidated into 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.
BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	BI-02 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.	Updated.	Minor changes to measure wording for greater clarity. Targets and tolerances updated to better compare performance with the prior year. Aligned with new Key activity 3.1 and numbering updated.
Key activity 3.4 Undertake targeted public engagement and communication to enhance awareness of biosecurity requirements.	Not applicable.	Removed.	Consolidated into 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.
BI-04 Targeted public communication and engagement activities.	BI-03 Targeted public communication and engagement activities.	Alignment.	Performance measure aligned with new Key activity 3.1 and numbering updated.
Key activity 3.5 Maintain and mature emergency management arrangements.	Not applicable.	Removed.	Consolidated into 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.
Not applicable.	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.	New.	New key activity for performance measure BI-08.
BI-05 Strengthened emergency management capabilities.	BI-08 Strengthened emergency management capabilities.	Updated.	Targets and tolerances updated to improve the quality of the measure. Performance measure aligned with new Key activity 3.3 and numbering updated.

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
Key activity 3.6 Establish and maintain biosecurity measures (both onshore and offshore) to prevent the entry or establishment of pests and diseases into Australia.	Not applicable.	Removed.	Consolidated into 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.
Not applicable.	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.	New.	New key activity for performance measures BI-04, BI-05, BI-06, BI-07.
BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	BI-04 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention.	Replaced.	2024–25 was the final year of this measure, so it has been reviewed and replaced. The replacement measure better demonstrates our commitment to improving the regulation of biosecurity risks for animal and plant-based commodities.
BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	Not applicable.	Removed.	2024–25 was the final year of this measure, so it has been removed. Performance measure BI-02 measures the effectiveness of pre-border controls (including treatments) used to manage biosecurity risks.
Key activity 3.7 Screen and inspect goods which present a high level of biosecurity risk at the border.	Not applicable.	Removed.	Consolidated into 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.
BI-08 Reduced levels of non-compliance with regulations administered by the department that apply to high-value cargo.	BI-05 Rates of non-compliance with regulations administered by the department that apply to high-value cargo.	Updated.	Measure wording and tolerances updated for greater clarity. Performance measure aligned with new Key activity 3.2 and numbering updated.
BI-09 Reduced levels of non-compliance with regulations administered by the department that apply to international travellers and their goods.	BI-06 Rates of non-compliance with regulations administered by the department that apply to international travellers.	Updated.	Measure wording, targets and tolerances updated for greater clarity. Performance measure aligned with new Key activity 3.2 and numbering updated.
Key activity 3.8 Verify and assure our controls through monitoring, auditing and applying actions against non-compliance.	Not applicable.	Removed.	Consolidated into 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.

Key activities and performance measures in the Corporate Plan 2024–25	Revisions to key activities and performance measures in the Corporate Plan 2025–26	Changes made	Reason for changes
BI-10 Reduced levels of non-compliance with regulations administered by the department that apply to approved arrangements.	BI-07 Rates of non-compliance with regulations administered by the department that apply to approved arrangements.	Alignment.	Measure wording, targets and tolerances updated for greater clarity. Performance measure aligned with new Key activity 3.2 and numbering updated.
Key activity 3.9 Manage biosecurity risks to an acceptable level while delivering quality services to our stakeholders.	Not applicable.	Removed.	Consolidated into 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.
BI-11 Biosecurity service standards conducted at the border are met.	Not applicable.	Removed.	Our materiality assessment determined this measure did not clearly demonstrate achievement of Key activity 3.2 or our national biosecurity strategic objective. It is more aligned with our client service charter and has been removed from the corporate plan. We will continue reporting against our service standards on our website.
Key activity 3.10 Manage non-compliance with biosecurity and other relevant portfolio legislation.	Key activity 3.4 Manage non-compliance with biosecurity and other relevant portfolio legislation.	Alignment.	Numbering updated.
BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	BI-09 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	Alignment.	Tolerances updated for greater clarity. Performance measure aligned with new Key activity 3.4 and numbering updated.



# Appendix B: PGPA Rule requirements

Five key requirements must be included in the corporate plan of every Commonwealth entity. These are outlined in section 16E(2) of the PGPA Rule and explained in the Department of Finance’s Resource Management Guide – Corporate plans for Commonwealth entities ([RMG 132](#)). Table B1 shows how this corporate plan meets the relevant requirements.

**Table B1 Alignment with PGPA Rule requirements**

PGPA Rule requirement	Relevant section in Corporate Plan 2025–26	Page
<b>Introduction</b>	Statement of preparation	iv
<ul style="list-style-type: none"> <li>Statement of preparation that the plan has been prepared for paragraph 35(1)(b) of the PGPA Act.</li> <li>Specifies the reporting period for which the plan is prepared.</li> <li>Specifies the reporting periods covered by the plan.</li> </ul>		
<b>Purposes of the entity</b>	Our role	2
	Our purpose	2
	Our strategic objectives	3
<b>Key activities</b>	Our key activities	3
For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.		
<b>Operating context</b>	Our operating context	6
For the entire period covered by the plan:		
<ul style="list-style-type: none"> <li>The environment in which the entity will operate.</li> </ul>	Operating environment	6
<ul style="list-style-type: none"> <li>The capability required by the entity to undertake its key activities to achieve its purposes.</li> </ul>	Strengthening departmental capability	9
<ul style="list-style-type: none"> <li>Summary of the risk oversight and management systems of the entity, the key risks the entity will manage and how those risks will be managed.</li> </ul>	Risk oversight and management	14
<ul style="list-style-type: none"> <li>Any organisations or bodies with which the entity cooperates that make a significant contribution to achieving the entity’s purposes.</li> </ul>	Collaborating with others	17
<ul style="list-style-type: none"> <li>How any subsidiary of the entity will contribute to achieving the entity’s purpose.</li> </ul>	Subsidiaries	18
<b>Performance</b>	Our performance framework	19
For each reporting period covered by the plan, details of how the entity’s performance in achieving the entity’s purposes will be measured and assessed through:		
<ul style="list-style-type: none"> <li>a) specified performance measures for the entity that meet the requirements of section 16EA</li> <li>b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.</li> </ul>		