Australian Government

Department of Agriculture, Fisheries and Forestry

Corporate Plan

2026–27

Cataloguing data

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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

Agricultural, fisheries and forestry industries sit at the heart of Australia's economy, communities and national wellbeing. They feed and clothe Australians, provide the materials we need to build our homes, support rural and regional jobs and communities, contribute to food security and help drive economic growth through trade.

At the Department of Agriculture, Fisheries and Forestry, our role is to help these industries succeed – not only in the conditions they face today, but in the more complex operating environment ahead. Our focus is not simply on responding to emerging challenges, it is anticipating them. We must ensure government, industry and communities are better prepared for future risks while positioning Australia to capitalise on new opportunities. This requires long-term thinking, evidence-based decision-making and strong partnerships between industries, governments and communities.

Producers and workers across the supply chain continue to show remarkable adaptability, innovation and resilience. The latest forecast from the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) shows the gross value of agricultural production is expected to reach more than $98 billion in 2026–27, and more than $104 billion when combined with fisheries and forestry. While this is a slight decrease from last year, reflecting a drier seasonal outlook and higher input costs, it remains the second-highest result on record.

That performance is significant given the pressures facing the sector. The impact of the war in the Middle East is compounding existing pressures, including significant flooding in northern Australia and drying conditions across much of our crop-growing areas. These reinforce the importance of practical support, clear policy settings and strong partnerships with industry. We are working hand in hand with producers to help manage these challenges.

The next 4 years will test the agricultural sector in new ways. Climate change, shifting global trade patterns, supply chain disruptions, evolving consumer expectations, growing biosecurity risks and new technologies will all shape the environment in which industry operates. At the same time, rising global demand for safe, sustainable and high-quality food and fibre creates significant opportunities for Australia. Our job is to help industry seize those opportunities while effectively managing the risks.

As secretary, I want our department to be known for the quality of its advice, the strength of its partnerships and its ability to deliver. We must remain a trusted partner across the agricultural supply chain, a respected policy adviser to government and a high-performing regulator that supports productivity, competitiveness and sustainability. Our vision is clear: a more sustainable and prosperous Australia through biosecurity, production and trade.

This corporate plan sets out how we will deliver that vision. It focuses on 3 enduring priorities: supporting growth, strengthening resilience and sustainability, and maintaining a world-class national biosecurity system.

Growth and productivity will remain central to our work. Australia's agricultural sector continues to be one of the most export-oriented in the world, with more than two-thirds of production sold overseas. In an increasingly uncertain global environment, we will focus on maintaining, improving and diversifying market access, strengthening international partnerships and supporting a simpler, more efficient trading system.

This means continuing to invest in trade facilitation, traceability, digital services and market access negotiations that help Australian businesses compete in global markets.

Food security is also becoming increasingly important. Australians rightly expect access to seasonal, high-quality food and a food system that is reliable, affordable and resilient. We will continue working with industry, governments, researchers, communities and consumers to deliver the National Food Security Strategy. This work will help ensure Australia remains well positioned to respond to future challenges while maintaining a safe, strong, secure and sustainable food system.

Sustainability and resilience will be critical to long-term success. Australian producers are already adapting to changing climatic conditions and adopting new technologies and practices. We will support this transition through initiatives that strengthen productivity and competitiveness, improve natural resource management and drought resilience and help producers respond to evolving market expectations.

Strong biosecurity underpins everything we do. Australia's favourable pest and disease status is one of our greatest competitive advantages. It protects our environment, supports market access and helps maintain community confidence in our food and fibre industries. However, rising passenger movements, expanding trade pathways, climate variability and emerging global threats are increasing the scale and complexity of biosecurity risks.

The recent arrival of H5 avian influenza in Australia highlights the importance of preparedness, strong partnerships and coordinated national action. We have spent several years preparing for a possible incursion of this disease and the Australian Government has invested more than $113 million to strengthen our nation's preparedness. We will continue working closely with states, territories, industry and research partners to strengthen our prevention, surveillance and response capabilities.

Delivering this work depends on a capable, adaptable and connected organisation. Our dedicated and experienced staff – ranging from biosecurity dog handlers to researchers and scientists, regulators, program administrators, policy advisers, IT specialists and many more – all perform an incredible breadth of work right around the country, and internationally, to deliver outcomes for Australia.

We are investing in our people, digital systems, data capabilities and physical infrastructure so we can continue to support industry efficiently and effectively, meet future demands and provide better services. This includes modernising trade and biosecurity systems, establishing biosecurity capability at the new Western Sydney International Airport, and responsibly adopting emerging technologies such as artificial intelligence.

I am very proud of the expertise, professionalism and commitment of our people, and of the partnerships we have built across industry, government, communities and internationally. By working together and continuing to adapt, we will help strengthen the productivity, sustainability and resilience of Australia's agricultural, fisheries and forestry industries for generations to come.

Statement of preparation

As the accountable authority of the Department of Agriculture, Fisheries and Forestry, I present the department's *Corporate Plan 2026–27*. This plan covers the reporting periods from 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013.*

Victoria Anderson

Secretary
Department of Agriculture, Fisheries and Forestry

Overview

Our corporate plan explains who we are, what we do and how we measure progress towards achieving our vision, purpose and key activities. Figure 1 shows the key elements of our corporate plan and how they connect. Figure 2 shows the alignment between our purpose, vision, values and strategic objectives and the 2 outcome statements in our Portfolio Budget Statements 2026–27 (PBS) and the key activities associated with them.

Figure 1 Elements of our corporate plan

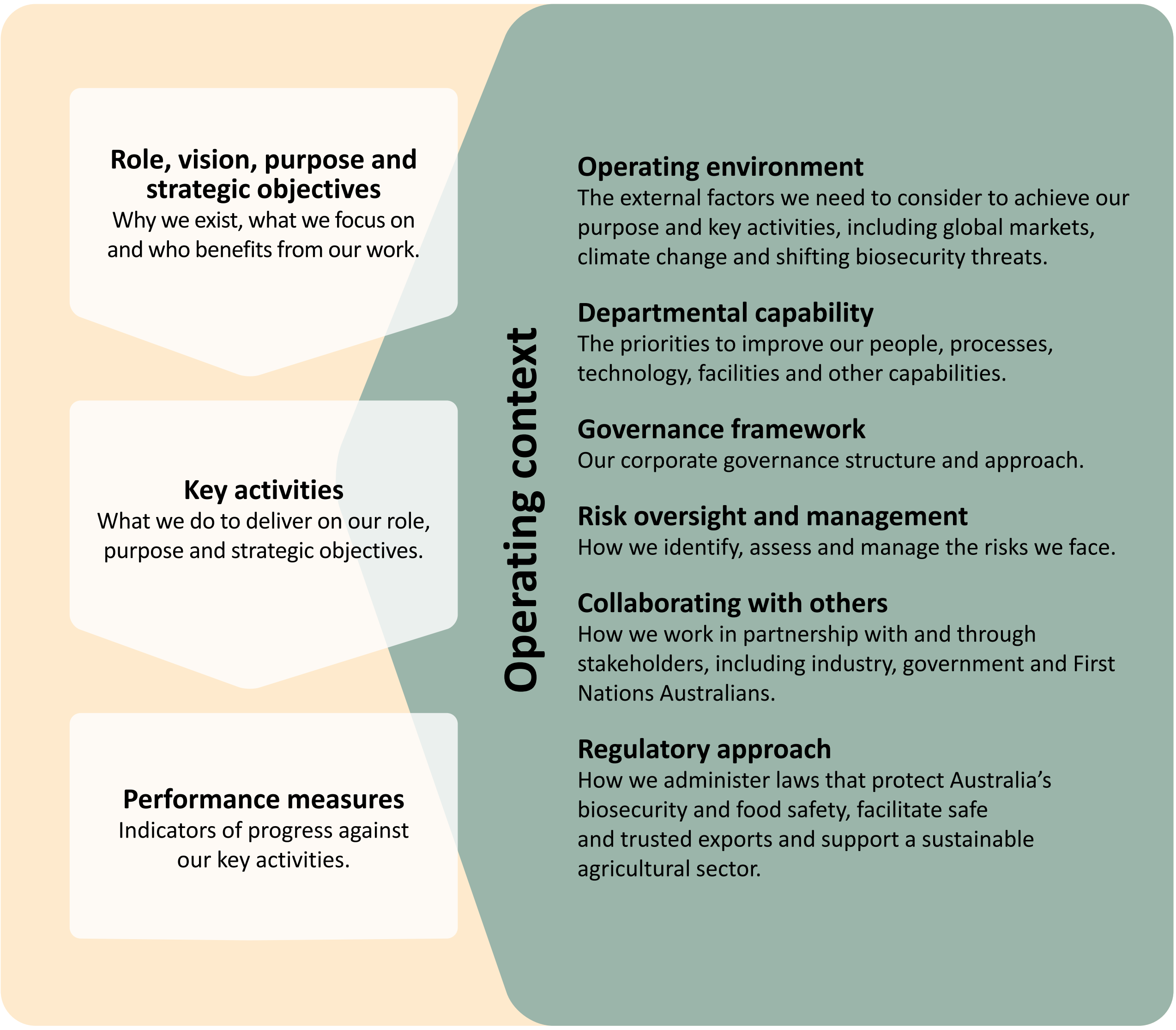


Figure 2 Corporate plan on a page, 2026–27

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

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

Our Core 4 values

- Working together
- Courage
- Diversity
- Excellence

Our strategic objectives

- Sector growth
- Sector resilience and sustainability
- National biosecurity

Our PBS outcomes

Outcome 1	Outcome 2

Our key activities

Outcome 1:

1 Support sector productivity growth and innovation.

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

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

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

Outcome 2:

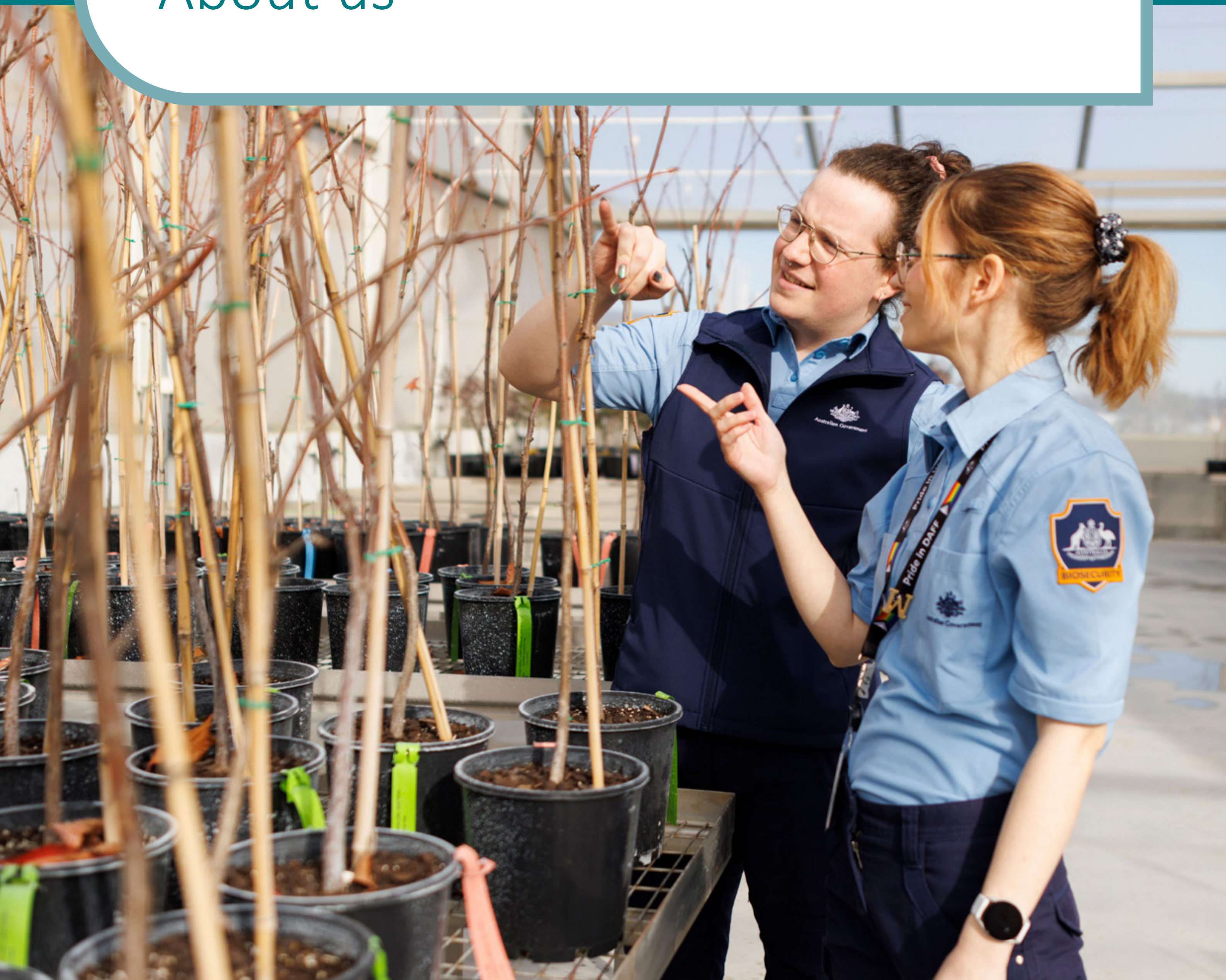
5 Effectively prepare for the management of biosecurity risks, imported food and human health through risk assessment, pre-border controls and assurance programs, inspection, treatment, certification and education.

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

7 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.

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

About us



Our role

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

We support sector growth, resilience and sustainability and we support the sector and Australia's environment and economy with a strong biosecurity system.

Our work is central to the health and prosperity of the nation. Our policies and services span the entire agricultural supply chain, helping to grow Australia's economy, bolster our food security and enable the Australian agricultural sector to produce high-quality, more sustainable products for consumption in Australia and overseas.

We are a national regulator with responsibilities that underpin Australia's biosecurity integrity, export market access, food safety, illegal logging compliance and agricultural levies systems.

We work with all levels of government and with local communities. Our scientific and technical expertise is complemented by connections with domestic and international stakeholders, as well as important partnerships in the private sector – from small agricultural businesses to multinational enterprises.

By working with stakeholders to bolster agricultural production, trade, biosecurity and climate resilience, we contribute to a more sustainable and prosperous Australia.

Our role is summarised by the 2 outcome statements in our 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 purpose

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

Our vision

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

Our strategic objectives

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

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

Our key activities

Our key activities reflect our core priorities under each PBS outcome (Table 1) to deliver our purpose.

Our performance framework describes the work we do to achieve each key activity and provides information on the associated PBS programs, performance measures, targets, rationale, methodology and data sources.

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

Table 1 Our key activities by PBS outcome

PBS outcome statement	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.	1) Support sector productivity growth and innovation. 2) Regulate exports and enable, improve and protect access to international markets. 3) Promote better resource management practices, sustainability and self-reliance in the agricultural sector. 4) Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.
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.	5) 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. 6) Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border. 7) 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. 8) Manage non-compliance with biosecurity and other relevant portfolio legislation.

Our people

Our people across Australia and around the world work together to deliver policy, regulation and services. Together, we maintain and grow overseas markets while 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.

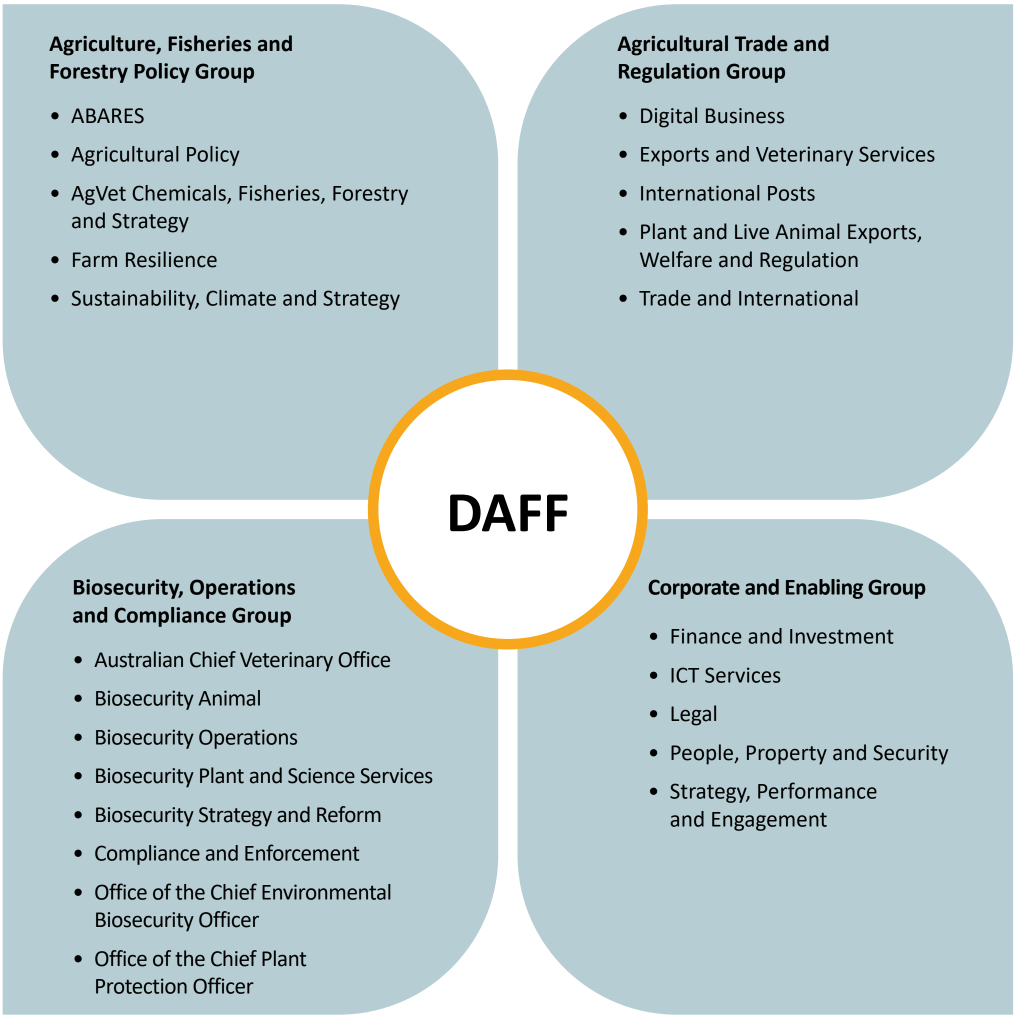
Our Core 4 values are:

- **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 3). Our 7,100 people work together and with our stakeholders to achieve our purpose.

Figure 3 Our departmental structure



Our operating context

Operating environment

The agricultural sector and the food system more broadly are under increasing pressure from a range of challenges, including climate change, economic shocks, biosecurity threats, geopolitical factors and supply chain disruptions. These events can be rapid and unpredictable. This makes our operating environment complex and challenging.

Ongoing international conflicts have the potential to impact trade and supply chains, threatening food security. The 2026 conflict in the Middle East has disrupted global energy supplies and contributed to rising inflation, volatility and uncertainty. The economic consequences are expected to continue to affect the sector for some time.

We strive to achieve a sustainable, resilient and secure food system that serves all Australians, from producers to consumers. Farmers, fishers and foresters have a vital role in our nation's food security and our economy. Ensuring producers' access to critical agricultural inputs, including fuel and fertiliser, is essential to keeping Australia's food system strong. We are working with industry and the community to design the national food security strategy, which will be released in 2027.

Another challenge for our sector is a drier seasonal outlook with the El Niño–Southern Oscillation now in an El Niño phase. This often brings drier conditions to central and eastern Australia in winter and spring, which can reduce crop production. Within our portfolio, we manage programs and services that help Australian producers and their communities prepare for, manage and recover from weather-related events such as prolonged drought.

Sector growth disrupted but resilient

According to ABARES Agricultural Commodities Report: June quarter 2026, the gross value of agricultural production is forecast to fall by 5% to $98.3 billion in 2026–27 ($104.5 billion including fisheries and forestry). This is the second highest result on record in nominal terms and the fifth highest in real terms. The forecast decrease is mainly driven by lower crop production value (down $4.5 billion), with a drier seasonal outlook and high fertiliser prices expected to weigh on crop yields, resulting in lower crop production. Meanwhile, the value of livestock and livestock products is forecast to be $1.1 billion lower due to an expected fall in the value of cattle and sheep slaughter.

The Middle East conflict has caused significant disruption to the global supply of liquid fuels and fertiliser. To date, disruptions have resulted in significantly higher input costs rather than sustained physical shortages. If the Middle East conflict persists, the cost of inputs will also remain elevated for longer, which could weigh further on production. Higher input prices combined with lower revenue are impacting farmers' margins. ABARES forecasts average broadacre farm business profit to fall by 70% in 2026–27, or $151,000 in real (inflation-adjusted) terms, from $216,000 in 2025–26 to $65,000 per farm.

Navigating trade complexities

With more than two-thirds of Australia's agricultural production exported, international markets are vital to the economic growth of our agricultural sector. Australia's agricultural trade also makes an important contribution to the food security of our trading partners and region. ABARES forecasts that the value of agricultural exports will fall 9% to $74.8 billion in 2026–27, off a recent record high. This is largely driven by falls in domestic production volumes and lower exportable surpluses that will see a reduction in crop export value (down $4.2 billion) and lower livestock and livestock product export value ($2.8 billion lower).

The near-term trade outlook is complex. There has been a growing trend globally towards policies that restrict trade, including through the rise of non-tariff measures. The macroeconomic flowthrough from these events and policies in the near term will see weaker consumer confidence and reduced household purchasing power both domestically and globally, which is expected to reduce demand for agricultural products. However, demand for essential foods is likely to remain relatively resilient.

Our trade functions perform critical tasks in helping to steward agricultural trade through this increasingly complex environment. They focus on promoting international agricultural policy dialogue to enhance trade openness and transparency, helping to secure trade agreements with international markets. This helps to reduce the regulatory burden on exporters by unifying standards and supporting supply chain flexibility. These activities are essential in promoting Australia's trade interests and enabling diversification of agricultural exports.

Supporting sustainable agriculture

As Australia moves towards net zero, the agricultural sector has opportunities to build on the knowledge, innovation and practical experience of farmers and landholders. Through the Agriculture and Land Sector Plan, we are working with industry stakeholders to help the sector respond to the transition and position itself for emerging opportunities.

Producers are already experiencing the impacts of a more variable and extreme climate, including more heatwaves, droughts and severe weather events. These pressures will continue to affect productivity, profitability and resilience.

We are helping producers prepare for and respond to these challenges through programs that support sustainable agricultural practices, improve natural capital and strengthen farm business resilience. This includes the Climate-Smart Agriculture Program, the Future Drought Fund, Farm Management Deposit Scheme and Regional Investment Corporation loans.

We will continue to partner with industry and state and territory governments to strengthen the sustainability, productivity and resilience of Australian agriculture. From on-ground project-funded activities through to support for industry sustainability frameworks, we are helping the agricultural sector respond to current challenges and prepare for future opportunities.

We are also supporting the continued growth of a sustainable forestry industry that provides high-quality, renewable timber products that Australians need. Our investments through the Forestry Growth Fund will help modernise processing and increase production to support the housing construction supply chain.

Australian producers operate in an increasingly complex global market. As trading partners introduce stronger sustainability, labour and traceability requirements, we will continue to promote Australia's sustainability credentials to maintain market access and support long term competitiveness.

Addressing biosecurity risks and threats

Australia's biosecurity system underpins the health of our environment, agricultural sector, communities and economy while continually evolving to meet the demands of an increasingly complex and dynamic environment. Higher levels of global trade and travel, climate variability, geopolitical pressures and evolving pest and disease pathways are increasing the volume and complexity of risks, reinforcing the need for a modern, responsive and well-coordinated approach. These pressures are increasing both the frequency and consequences of biosecurity risks, with implications for Australia's environment, agricultural productivity, market access and community wellbeing.

We play a central role in managing these risks and safeguarding Australia's biosecurity status. We apply a risk-based, intelligence-led and adaptive approach in responding to threats offshore, at the border and onshore. We manage risks arising from changing trade patterns, increased passenger volumes and e-commerce, supply chain disruption and the movement of people and goods.

We deliver frontline operations, regulatory oversight and compliance across the main pathways through which pests and diseases can reach Australia, including cargo, mail, conveyances and international travellers. Through targeted, intelligence-led operations and effective regulation, we focus biosecurity efforts where the risk is greatest, while facilitating the efficient movement of people and goods and supporting regulated entities to meet their obligations.

Our activities are underpinned by established national frameworks, including the National Biosecurity Strategy and the Intergovernmental Agreement on Biosecurity. These frameworks provide important system-wide direction and governance arrangements to support a nationally coordinated system through operational delivery, regulatory frameworks, shared roles and responsibilities, and partnerships. For example, under the national biosecurity response arrangements, we are working closely with state and territory governments to respond to the arrival of H5 avian influenza in Australia. We have spent several years preparing for a possible incursion of this disease and will continue working closely with states, territories, industry and research partners to strengthen our surveillance and response.

The biosecurity system is further supported by the DAFF Biosecurity 2030 Roadmap, which is focused on driving improvements in regulatory practice and the use of data and technology, and strengthening offshore, border and onshore interventions to address current and future risks.

Australia's biosecurity system will continue to evolve in response to emerging threats. A national biosecurity reform process is underway to build on the current framework. The focus is on improving governance and national coordination, enhancing preparedness and emergency response arrangements, and developing clearer national investment priorities to support a more sustainable and risk-aligned system. We are also investing in workforce capability, technology and data to enhance performance and system resilience.

Through the implementation of the *National Biosecurity Strategy*, the *DAFF Biosecurity 2030 Roadmap* and the future biosecurity reform agenda, we will continue to deliver a modern, responsive and resilient biosecurity system, capable of addressing current and future risks to Australia.

Regulatory landscape

We operate in a complex and evolving regulatory environment, influenced by global and domestic economic conditions, technological change and whole-of-government regulatory reform.

Recent updates to the Department of Finance's resource management guide Regulator Performance (RMG 128) reinforce the government's regulatory reform and productivity agenda, including a stronger emphasis on balancing risk mitigation with efficiency, growth and dynamism, and greater alignment with the whole-of-government *Regulatory Policy, Practice & Performance Framework.*

In this context, we will be clear about how and why we regulate and take a practical, risk-based approach. This means keeping essential safeguards while supporting productivity. We are implementing ongoing and targeted assurance activities and reforms to ensure that our regulatory systems, supporting legislative framework and cost recovery arrangements remain effective and fit-for-purpose. As part of this work, we are strengthening our departmental regulatory stewardship and governance arrangements to ensure we are well placed to respond to emerging risks, policy priorities and system-wide reform.

Our regulatory approach is supported by our minister's *Regulatory Statement of Expectations* and our department's *Regulatory Statement of Intent*, which articulate the government's expectations for regulatory performance and how the department will meet them over time. These are available on our Regulator Performance webpage.

Strengthening departmental capability

We will continue to strengthen capability so we can achieve our purpose, undertake our key activities, meet stakeholders' expectations, and align with the Australian Public Service (APS) Reform agenda.

Over the next 4 years, we will focus on:

- investing in digital and data services, including artificial intelligence (AI), to support biosecurity and trade
- modernising and securing our ICT environment to reduce system failure and cybersecurity risks
- establishing biosecurity capability at Western Sydney International Airport, and upgrading ageing border, laboratory and operational facilities
- strengthening our understanding of future workforce needs, streamlining processes, supporting effective leadership and investing in critical skills development
- strengthening our crisis and emergency management capability to build greater preparedness and resilience in the face of increasingly complex and interconnected threats
- improving our regulatory approach in line with the APS *Regulatory Policy, Practice & Performance Framework*, and strengthening our cost recovery arrangements.

Improving our digital and data services

Our digital and data services support biosecurity, trade and export outcomes, enabling hundreds of millions of dollars in trade each day.

Rising cargo, traveller, biosecurity and global pressures are increasing regulatory and productivity demands. Digital, data and AI investment will help us respond. We will improve digital tools, platforms and data management so staff and stakeholders can work in a more connected environment and make better informed decisions.

By streamlining and connecting systems, reducing duplication, and standardising processes we will improve productivity. Data and AI will support risk-based decision-making, improving efficiency and enhancing engagement with industry. We will underpin this with stronger data systems, secure data sharing and improved access to high-quality information.

We will use emerging technologies safely and ethically, strengthen AI safeguards, and implement AI where it adds clear value. A cautious and considered approach will ensure AI supports smarter, more responsive services and enhances workforce capability by augmenting, not replacing, staff.

Capital security, technology and asset refresh program

Through our 10-year digital investment and sustainment roadmap, we are modernising systems and reducing risk. We are midway through a 4-year refresh program to strengthen ICT security, reduce system failure risks and improve cyber resilience.

A key milestone was upgrading the network to support protected information and enhance the ICT environment. Ongoing delivery will keep ICT and property assets supported, patched and resilient.

Physical infrastructure

Our physical infrastructure underpins how we deliver regulatory and biosecurity functions that protect Australia's agriculture, environment and economy.

Over the next 4 years, we will maintain and improve existing infrastructure and build capability at emerging international gateways, guided by our 10-year Property and Capital Management Plan.

A key priority is establishing biosecurity capability and facilities at Western Sydney International Airport. We are delivering these with the Department of Home Affairs, the Australian Federal Police and the airport developers. The facilities are designed to enable safe, secure and scalable biosecurity screening from the start of international operations.

We are also upgrading ageing border, laboratory and operational facilities, including refurbishing and replacing point of entry facilities, some regional laboratories and specific detector dog facilities to keep operations running effectively. Investment is prioritised by asset condition, regulatory importance, risk and service continuity.

These investments will reduce risk, strengthen biosecurity preparedness and keep infrastructure safe, secure, sustainable and fit-for-purpose.

Investing in our people

We want our department to be a great place to work. Our people are committed, innovative and capable. We will build on this by understanding future needs, streamlining processes, supporting leaders and investing in critical skills.

Workforce capability is central to performance and responding to emerging demands. Changing skill needs, workforce availability and ways of working require a strategic, coordinated approach to building and sustaining capability.

In 2026–27 our operating environment will continue to be influenced by workforce availability, skill gaps in priority and specialist roles, and growing expectations for agility, digital capability and professional expertise. We are strengthening our capability through integrated workforce planning, strategic recruitment and the implementation of a departmental capability framework. These support a consistent, long-term approach to developing critical skills, managing workforce risks, embedding continuous learning and supporting professional growth.

Our Recruitment Strategy 2024–27 addresses attrition, unexpected departures and an ageing workforce by improving our ability to attract and retain talent, build critical capability and strengthen our employee value proposition.

A constructive culture helps us manage workforce risks and attract, engage and retain diverse talent. We are committed to fostering collaboration, innovation, inclusion and excellence in what we deliver, and ensuring everyone has a part to play.

Our Core 4 values guide everyday behaviours. To support this, we invest in practical initiatives that deepen workplace connection and promote inclusion and wellbeing, recognising the diverse roles, locations and experiences across our workforce.

Investing in our people strengthens our ability to deliver the high standards of performance expected by government and the Australian community.

APS Strategic Commissioning Framework

The APS Strategic Commissioning Framework (SCF) supports the Australian Government's commitment to reduce inappropriate outsourcing and strengthen APS capability.

As required by the SCF, for 2026–27 our core job families are: administration; accounting and finance; data and research; ICT and digital services; and portfolio, program and project management. We will embed the SCF by integrating its principles into governance, assurance and reporting; aligning HR, procurement, finance and project management frameworks and systems; and monitoring implementation.

A strong integrity culture

Integrity, ethical conduct and sound decision-making are embedded in how we operate. Guided by the APS values, employment principles and code of conduct, our people demonstrate professionalism, accountability and ethical behaviour. We are actively building a 'speak up' culture, through activities and systems designed to enable our people at all levels to feel safe to speak up about ideas, questions, concerns or mistakes. We will continue to enhance our integrity framework so it remains contemporary, risk-informed and aligned with APS expectations. Through effective policies, education and assurance, we proactively prevent, detect and respond to integrity risks.

Work health and safety

We provide appropriate governance to protect the health and safety of our people. Our National Safety Management Committee provides stewardship of the department's safety management system, including policies, procedures, guidance, training and digital platforms. Dedicated working groups and specialist roles support a safe workplace and help our people understand and meet their work health and safety duties and obligations.

Improving our crisis management capability

We continue to mature our crisis and emergency management capability to build greater preparedness and resilience against complex, interconnected threats. Through our Agriculture Crisis Preparedness Framework, we are improving how we anticipate impacts, understand consequences and coordinate responses to events that can affect our farmers, fishers, foresters and their communities, such as H5 avian influenza.

Governance

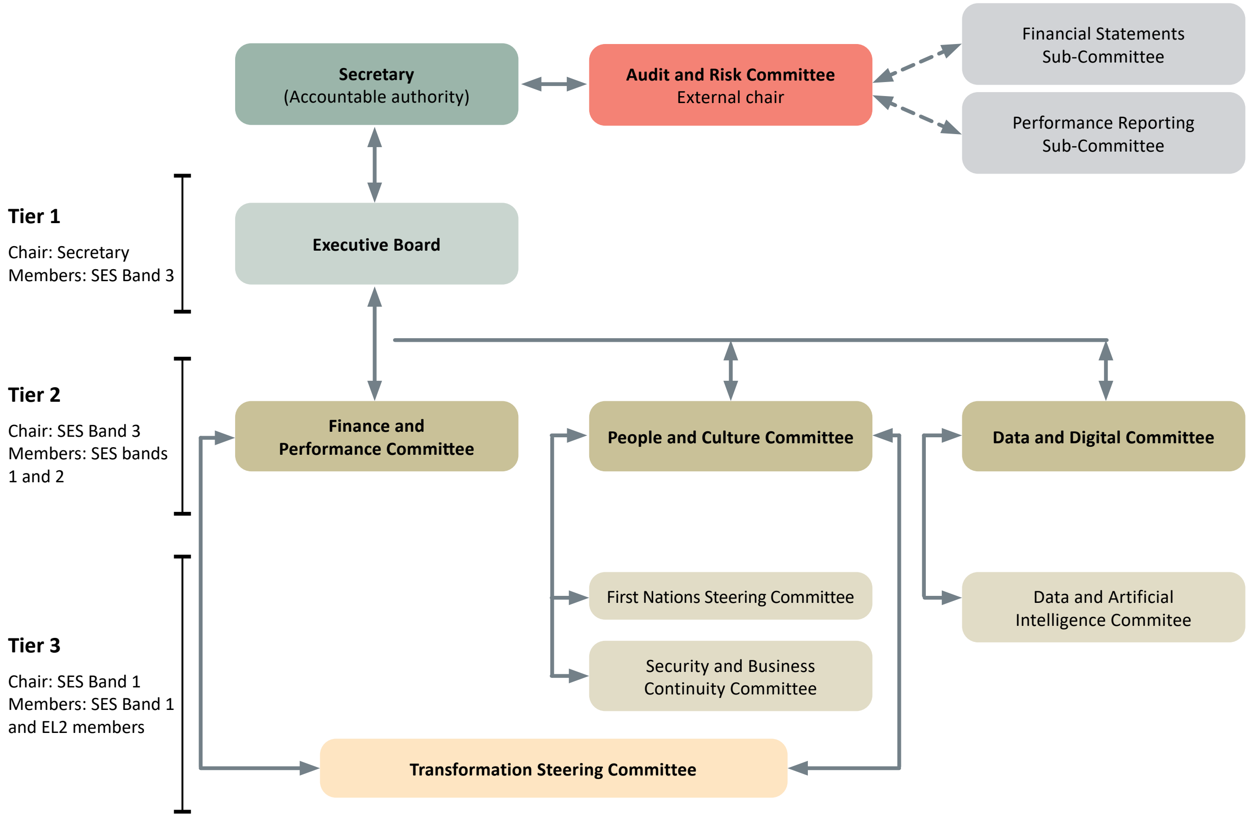
Our corporate governance framework promotes good governance across the department and helps us to achieve our purpose. The framework provides assurance and oversight of our management responsibilities and supports compliance with our legislative, regulatory, financial and other obligations. The framework also helps our secretary (the accountable authority) to meet her 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 our department's governance and strategic direction. The Executive Board helps the secretary to achieve our purpose 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 4 shows our corporate governance committees and the relationships between them.

Figure 4 Our corporate governance structure



Risk oversight and management

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

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

The framework also defines our risk appetite and provides risk-tolerance statements that articulate the amount and type of risk we are willing to accept to achieve our purpose. We use a tailored departmental risk matrix to assess, report and escalate risks. This ensures a consistent approach to our risk-management oversight, accountability and control.

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

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 and purpose and deliver our key activities
- **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.

At every level, our people are responsible for identifying, assessing, reporting and managing risks relating to their work. We are committed to a positive risk culture that promotes a proactive and open approach to managing risk. This is supported by evidence-based assurance on the effectiveness of our controls. Our work to continually improve our risk culture and capabilities enhances our ability to make informed, risk-based decisions, support innovation and better manage potential threats. This allows us to take advantage of opportunities to benefit the agricultural sector.

Enterprise risks

We manage 9 departmental (enterprise) risks that may impact our ability to achieve our purpose. Table 2 outlines these risks and the key controls in place to manage them.

Our first 3 enterprise risks are directly aligned with our 3 strategic objectives. The remaining 6 enterprise risks relate to how we manage our organisational resources and capabilities to achieve our purpose and key activities.

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

Table 2 Enterprise risks

Enterprise risks	Key controls 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 internationally competitive.	▪ Support sector productivity and growth through science, international trade policy, standard setting and engagement. ▪ Maintain, regain and expand international markets by negotiating new and improved market access. ▪ Provide facilitation and regulation services to support the export of goods from Australia which meet regulatory and legal requirements.
2) Sector resilience and sustainability – Ineffective support of the agricultural, fisheries and forestry industries to enhance or adopt innovative practices that build resilience and sustainability and contribute to mitigating the impacts of climate change.	▪ Develop policy and deliver programs that build sustainability and resilience, mitigate the impacts of climate change and market disruptions, and reduce emissions. ▪ Build innovative, competitive and sustainable practices through funding partnerships and engagement activities.
3) National biosecurity – Insufficient ability to adapt and protect Australia from biosecurity threats and respond effectively to biosecurity incursions.	▪ Effectively manage biosecurity risk through evidence-based policy, fit-for-purpose regulation, and nationally coordinated prevention, preparedness and crisis arrangements. ▪ Effectively detect and assess biosecurity threats through intelligence, coordinated surveillance systems, inspections and audits, and strengthened national diagnostic capability. ▪ Minimise the impact of biosecurity incursions through nationally coordinated and fit-for-purpose response measures and arrangements. ▪ Work together with industry, state and territory governments, the community, international partners, and research institutions to support shared responsibility, participation and a connected, adaptive and resilient national biosecurity system.

4) Engagement and partnerships – Inadequate engagement and ineffective partnerships with stakeholders, including First Nations Australians.	- Strengthen strategic, coordinated and inclusive engagement with government, industry, First Nations Australians, research and philanthropic sectors, non-government organisations and community partners to build trust, align priorities, inform policy and program design and support shared delivery systems. - Use policy and initiatives to improve engagement with international markets. - 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. - Partner with agricultural, food and fibre industries, First Nations Australians, government, private and research entities to assist industries to remain innovative and sustainable. - 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.
5) Financial resources – Inadequate management of financial resources to achieve the department's strategic objectives.	- Manage the department's expenses to support the achievement of appropriate value for money with oversight from relevant governance committees. This includes ensuring the department's financial systems, capabilities and processes are fit-for-purpose and support staff in delivering effective financial management outcomes. - Manage the department's cost recovery arrangements in accordance with the Australian Government Charging Framework and the level of cost recovery set by government. This includes ongoing monitoring and review of arrangement performance (financial and non-financial) and associated risks to ensure alignment with expenses and revenue, and the delivery of effective and efficient cost recovery outcomes. - Undertake reform priorities to strengthen the department's current and future financial sustainability. - Optimise federal Budget outcomes for the portfolio by uplifting organisational budget maturity through a forward-looking strategic roadmap.
6) Regulatory obligations and outcomes – Inadequate achievement of regulatory responsibilities and failure to deliver effective regulatory outcomes.	- Strengthen regulator capability and stakeholder engagement to support lawful and defensible delivery of regulatory obligations and effective regulatory outcomes. - Drive continuous improvement of regulatory systems and practices, including supporting best practice and reform initiatives that are data-driven, digitally enabled and prioritised to maintain regulatory performance in a changing environment. - Maintain a fit-for-purpose regulatory governance and assurance framework to enable strategic, evidence and risk-based regulatory decision-making and action.

7) Digital service-delivery capability – Ineffective or fragmented digital and data service delivery capabilities limiting achievement of strategic objectives and integrated, efficient outcomes.	■ Invest in fit-for-purpose digital architecture and products that meet the digital capability needs of the department and industry. ■ Progress initiatives to mature the department's information and data governance, practices, culture and capabilities, including support for emerging technologies such as AI. ■ Deliver the 10-year digital and ICT investment roadmap (including CapSTAR), supported by rolling 3-year plans addressing technical debt and strengthening system security. ■ Undertake continuous improvement of digital products and services to enhance functionality, integration, and user experience, supporting faster delivery and improved outcomes for customers and stakeholders. ■ Strengthen workforce digital skills and capabilities, and improve delivery methodologies and investment discipline to ensure improved speed to market.
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.	■ Invest in workforce strategies, practices and policies that address workforce priorities and support staff to effectively deliver the department's objectives. ■ Strengthen our systems and safe work practices to protect the physical and psychological health of our people.
9) Security and critical infrastructure – Inadequate management of cyber, data, critical infrastructure, physical and personnel security and integrity.	■ Invest in fit-for-purpose infrastructure, systems, digital technology, cyber and business continuity expertise, assured by disaster-recovery and business continuity arrangements. ■ Develop, implement and maintain security policies, frameworks, systems and training that support effective management of cyber, information, physical and personnel security risks and ensure compliance with the Protective Security Policy Framework and other government security requirements. ■ Continue to strengthen the department's ability to prevent, detect, respond to and recover from cyber, personnel, physical and information security incidents, misconduct, fraud and corruption, supported by threat intelligence, monitoring and incident response and reporting obligations.

Managing climate-related risks

Hazards caused or intensified by a changing climate pose risks to our people, assets and operations and threaten the achievement of our purpose.

We undertake an annual review of our climate risks and opportunities under the whole-of-government Climate Risk and Opportunity Management Program and integrate this into business planning. This supports our staff to consider climate risk exposure 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 support all areas of the department to assess, manage and disclose climate-related risks and opportunities in accordance with government policy. This includes review and reporting through the annual Commonwealth climate disclosure, which is referenced in our annual report.

Managing cyber risks

Cyber risk is a material enterprise risk for the department. As our digital footprint expands across service delivery, regulation and corporate functions, we face a more complex threat environment shaped by sophisticated malicious activity, new technologies and growing interdependencies across government and industry. We manage this risk by embedding cyber security into governance, planning, investment, operations and service design.

We take a risk-based approach aligned to business priorities and government obligations, with executive oversight of risk appetite, prioritisation and treatment. Through targeted investment, clear accountability and a refreshed cyber security strategy in 2026–27, we will strengthen the resilience of critical systems, information and services. This will support secure, reliable delivery for government, industry and the community.

To support this approach, we will focus on:

- embedding a strong cyber-risk culture across the department
- strengthening executive oversight, risk prioritisation and informed risk acceptance
- improving the resilience of critical systems, information and services
- building stakeholder trust and confidence through a mature and continuously improving cyber security posture.

Cooperation and collaborating with others

We operate within a complex and rapidly evolving environment, where strong relationships, meaningful collaboration and clear communication are essential to shaping effective policy, regulation and service delivery.

We draw on stakeholder knowledge, expertise and lived experience to deliver our policies and services. Our enduring partnerships across government, industry, private and philanthropic sectors, research and academic institutions, First Nations stakeholders, non-government organisations, businesses and communities are critical to delivering our purpose.

Our Stakeholder Collaboration Framework underpins our approach to engagement, guided by whole-of-government principles, standards and approaches. It ensures we deliver genuine partnerships that strengthen resilience, sustainability and prosperity across the agricultural sector.

We work closely with our 15 rural research and development corporations (RDCs), which invest industry levies and government funding to build the productivity and resilience of Australia's agricultural sector. These include the Commonwealth statutory RDCs that are part of our portfolio as well as industry-owned RDCs. Working with Australian farmers, fishers and foresters, the RDCs harness expertise and experience to address emerging challenges and seize opportunities to bolster agricultural research and production, facilitate trade, maintain biosecurity and strengthen Australia's food security.

We are collaborating with stakeholders from across the entire food system to co-design the national food security strategy. We undertook a public consultation process in 2025, which received over 400 submissions. In 2026 we held over 35 co-design workshops around the country with over 400 participants from all parts of the system – from farmers, fishers, retailers, transport logistics companies and manufacturers to those working in the academic sector, on the front line of food relief and in the health sector. The strategy seeks to set a vision for a sustainable, resilient and secure food system that serves all Australians, from producers to consumers. A National Food Council comprising members with knowledge and experience from across our food system has been established to advise on the development of the strategy.

We engage internationally and work bilaterally with trading partners to negotiate market access that enables the efficient international trade of food and fibre products. We continue to invest in trade engagement for Australian agricultural producers to build economic opportunities through trade, business networking, investment, productivity and innovation. We also expand pathways for First Nations food and fibre exporters to access international markets, maintaining Australia's position as a world-leading, climate-smart producer and exporter.

Australia's biosecurity system relies on shared responsibility across governments, industry, regulated entities, the community and international partners. Through the *National Biosecurity Strategy*, the *Intergovernmental Agreement on Biosecurity* and supporting arrangements, we work with partners to coordinate national priorities, strengthen system-wide capability and deliver the Australian Government's biosecurity responsibilities.

We undertake surveillance and use diagnostics and data-driven intelligence to identify and manage biosecurity risks. We work with enforcement and compliance partners to address non-compliance with biosecurity and related legislation. These partnerships support effective pre-border, border and post-border measures, regulation and emergency management arrangements, helping protect Australia's economy and environment from exotic pests and diseases.

Our PBS identifies the portfolio and other Australian Government agencies we collaborate with to deliver outcomes and programs and represent the agricultural sector's interests. Working as one interconnected APS, we deliver shared projects that connect a range of important public services.

Our commitment to First Nations Australians

We are strengthening our engagement with Aboriginal and Torres Strait Islander peoples to support greater inclusion, participation and economic self-determination across the agricultural sector, in alignment with the National Agreement on Closing the Gap.

Our leadership in developing the National Statement on First Nations in Agriculture, Fisheries and Forestry demonstrates our commitment to advance First Nations interests and economic self-determination across the sector.

A phased approach to embedding the APS Framework for Governance of Indigenous Data has been developed to improve our understanding of Indigenous data, establish necessary governance mechanisms, identify key data sets and strengthen management practices.

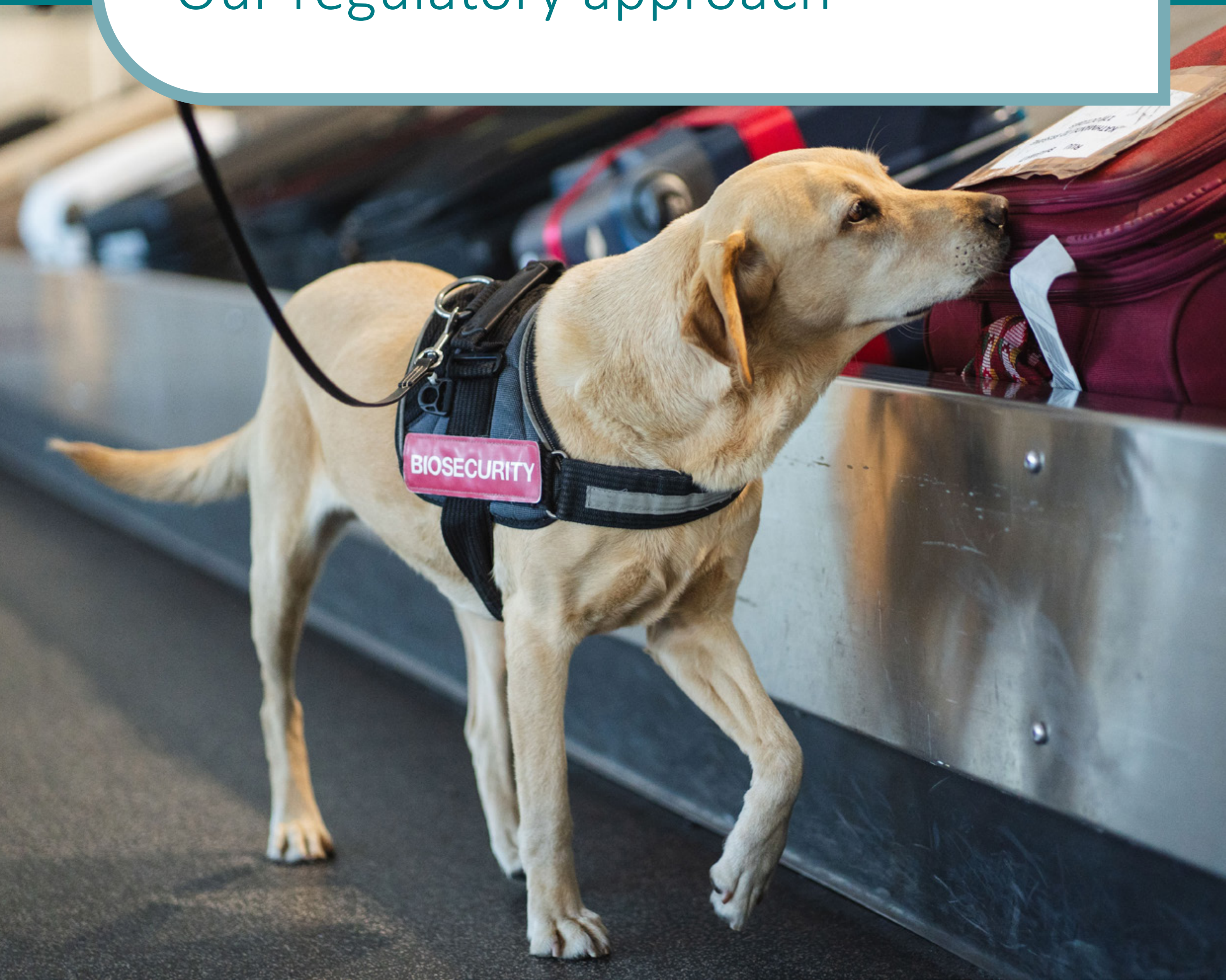
We are working to embed Indigenous Cultural and Intellectual Property (ICIP) and Free, Prior and Informed Consent (FPIC) principles across the department by ensuring First Nations Australians are provided opportunities to lead decisions about the management of their cultural knowledges, and ensure informed, ongoing consent to its use.

Learn more about Our First Nations Commitment.

Subsidiaries

The department does not have any subsidiaries.

Our regulatory approach



Effective and efficient regulation enhances Australia's economy by supporting business and trade and delivering benefits to the wider community. As a regulator, we are responsible for administering laws that protect Australia's biosecurity and food safety, facilitate safe and trusted exports, support a sustainable agricultural sector and underpin confidence in regulatory and market systems.

We regulate to manage risks that may cause harm to our health and natural systems, the economy, and Australia's international reputation, while enabling productivity, trade and sector growth. Our regulatory responsibilities include:

- assessing and managing biosecurity risks, including risks associated with ballast water, in accordance with the *Biosecurity Act 2015* (Biosecurity Act) and associated charging legislation
- regulating the export of goods to ensure we meet importing country requirements and facilitate market access, in accordance with the *Export Control Act 2020* (Export Control Act) and associated Rules and charging legislation
- ensuring compliance with prohibitions on illegally logged timber imports and illegally logged domestic raw log processing, in accordance with the *Illegal Logging Prohibition Act 2012* (Illegal Logging Prohibition Act) and associated Rules
- ensuring imported food meets Australian food standards and public health and safety requirements, in accordance with the *Imported Food Control Act 1992* (Imported Food Control Act) and associated charging legislation
- administering agricultural levies and charges, including collecting and disbursing funds for research and development, marketing, biosecurity activities, residue testing and biosecurity responses (in accordance with the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Disbursement Act 2024* and associated imposition legislation).

We apply a modern, proportionate regulatory approach that uses a range of tools across the regulatory lifecycle, from guidance and engagement, through monitoring, compliance and enforcement, to review and continuous improvement.

Our regulatory approach is informed by the APS *Regulatory Policy, Practice & Performance Framework,* which lists 6 principles for effective regulation:

1) targeted and risk-based
2) integrated within broader systems
3) user-centred
4) evidence-based and data-driven
5) digitally enabled
6) subject to continuous improvement.

These principles shape how our regulatory systems are designed, administered and improved. They are embedded through the department's application of the 3 principles of regulator best practice under RMG 128, which provide the overarching framework for regulatory stewardship. This means:

- continuous improvement and building trust are supported by user-centred regulation, transparency, evaluation and feedback mechanisms
- risk-based and data-driven regulation is delivered through proportionate regulation, evidence-based decision-making and improved use of data and digital systems
- collaboration and engagement are underpinned by an integrated, whole-of-system approach to regulation and active engagement with regulated entities and stakeholders.

Consistent with RMG 128, our regulatory performance is informed by our minister's *Regulatory Statement of Expectations* and our responding *Regulatory Statement of Intent*. These are available at our Regulator Performance webpage, which sets out how we will meet the government's expectations for regulatory performance.

These priorities are supported by a strong departmental approach to regulatory stewardship, reform and maturity, guided by our Regulatory Practice Committee and the Deputy Secretary Regulatory Stewardship Oversight Group. This approach supports consistent application of regulatory principles, helps prioritise reform efforts and aligns with whole-of-government priorities.

Regulatory performance reporting

We approach regulatory performance reporting in line with government best-practice expectations, as set out in RMG 128.

Under RMG 128, regulators are expected to take an evidence-based approach to measuring regulatory performance and the impact of regulatory activities, and to support continuous improvement. This includes clearly defining regulatory roles and responsibilities, addressing regulatory risks proportionately, and maintaining fit-for-purpose regulatory performance measurement and reporting frameworks.

Consistent with these requirements we:

- set out our regulatory responsibilities and identify regulatory performance measures (Table 5 and Table 6) in our corporate plan
- assess regulatory performance against the 3 principles of regulator best practice in RMG 128, which embed the principles of effective regulation set out in the APS *Regulatory Policy, Practice & Performance Framework*
- consider regulatory performance at both an enterprise level and through specific regulatory performance measures, together demonstrating how we deliver regulatory outcomes.

Performance against our regulatory performance measures will be reported on in our annual report for 2026–27, supporting transparency, accountability and continuous improvement in regulatory performance. This aligns with the regulatory reporting commitments set out in our *Regulatory Statement of Intent*.

Regulatory performance reporting is supported by our broader governance, risk and assurance arrangements, including ongoing management of Enterprise risk 6 – Regulatory obligations and outcomes, providing confidence that regulatory risks and performance are monitored and addressed in line with whole-of-government expectations.

Fees and charges for regulatory services

We apply fees and charges to recover the cost of some of our import and export regulatory services, such as inspection and certification of goods and premises.

As a regulator, under the Australian Government Charging Framework we are obliged to recover the minimum necessary cost for providing effective regulatory services. We provide information on how we recover costs through our cost recovery implementation statements for:

- biosecurity and imported food regulatory activities
- agricultural exports.

We are strengthening cost recovery arrangements to improve transparency, consistency and assurance across regulatory charging. This includes improving governance, standardising processes, enhancing documentation and quality assurance, and strengthening the evidence base for charging decisions. The work will be delivered in a proportionate and practical way, reflecting operational requirements, system capability and the need to maintain effective service delivery.

The government has deferred the phased transition to full cost recovery for agricultural export regulatory functions by 12 months, to 1 July 2027. This recognises the current financial pressures on Australia's farmers and producers, including those arising from conflict in the Middle East, and provides additional time to mature cost recovery arrangements before the transition proceeds.

Our performance framework

We measure our performance to demonstrate 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.

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 both this plan and our PBS. The performance measures in this corporate plan will be measured and assessed in the corresponding annual performance statements published in our annual report for 2026–27.

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 continue to review our performance measures individually and collectively to meaningfully communicate what we do and why it matters. This year, we have aligned our key activities under our 2 PBS outcomes and simplified the numbering of the key activities and their associated performance measures to make it easier to see how everything is connected.

Most performance measures remain the same as 2025–26. The notable updates made since the last corporate plan and our PBS are:

- **performance measure 1.4** – a new measure on the level and growth of co-investment attracted through Australian Government forestry research, development and innovation programs, replacing measure SG-04 from 2025–26
- **performance measure 1.5** – a new measure on the quality and effectiveness of the policy advice we provide
- **performance measure 2.2** – a new measure that uses case studies to better demonstrate the impact of our work at multilateral forums and replaces measure SG-06 from 2025–26
- **performance measure 3.1** – which now has a 4-year target rather than annual targets, to better align with the 4-year period for which each Future Drought Fund funding plan is in force
- **performance measure 6.4** – a new measure to replace measure BI-07 from 2025–26, reflecting changes to our approved arrangements auditing approach
- **performance measure 8.1** – a revision to performance measure BI-09 from 2025–26 that focuses on how regulatory decision-making processes for reported high-risk non-compliance activities are prioritised in a timely and risk-based manner.

For all the changes made since last year, see Appendix A.

Portfolio Budget Statements 2026–27 alignment

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

Table 3 and Table 4 summarise how the programs under each outcome in the PBS align with the key activities and performance measures in this corporate plan. The key activities are the same but have been renumbered. The individual performance measures in the Key activities, performance measures and targets section provide more detailed information on the specific programs they relate to and expected performance results (targets).

Table 3 PBS Outcome 1 alignment

PBS program[a]	Key activity	Performance measure
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 Program 1.12 Rural Programs	1) Support sector productivity growth and innovation.	1.1 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. 1.2 Equal or reduced cost of levies administration compared with levies disbursed. 1.3 The proportion of farm businesses making new capital investments. 1.4 Level and growth of co-investment attracted through Australian Government forestry research, development and innovation programs.[b] 1.5 The proportion of relevant ministers and portfolio agency representatives that rate the department's policy advice highly.[b c]
Program 1.13 International Market Access	2) Regulate exports and enable, improve and protect access to international markets.	2.1 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products. 2.2 Australia's representation on multilateral forums demonstrably advances agricultural trade interests and strengthens Australia's reputation as a trusted trading partner.[b] 2.3 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act. 2.4 Increase in the number of paperless exchanges for exports.
Program 1.1 Agricultural Adaptation Program 1.2 Sustainable Management – Natural Resources Program 1.11 Drought Programs	3) Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	3.1 Increased investment in activities to build economic, social and environmental resilience to drought. 3.2 Sustainable farming practices are funded through the Climate-Smart Agriculture Program. 3.3 The proportion of Australian Government–managed fish stocks that are sustainable.
	4) Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	4.1 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.

a PBS programs as shown in the 2026–27 PBS, Table 2.2: Performance measures for Outcome 1, pages 38 to 41.

b New performance measure for this corporate plan that did not appear in the PBS. See Appendix A.

c This measure is funded from departmental expenses under Outcome 1 rather than administered funds from a specific program.

Table 4 PBS Outcome 2 alignment

PBS program[a]	Key activity	Performance measures
Program 2.1 Biosecurity and Export Services Program 2.2 Plant and Animal Health	5) 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.	5.1 The import permit service standard is met. 5.2 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries. 5.3 Targeted public communication and engagement activities.[c]
Program 2.1 Biosecurity and Export Services	6) Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.	6.1 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention. 6.2 Rates of non-compliance with regulations administered by the department that apply to high-value cargo. 6.3 Rates of non-compliance with regulations administered by the department that apply to international travellers. 6.4 Timeliness of decision-making for non-broker approved arrangement applications against legislated consideration periods.[b]
	7) 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.	7.1 Strengthened emergency management capabilities.
	8) Manage non-compliance with biosecurity and other relevant portfolio legislation.	8.1 The proportion of reported non-compliance incidents assessed as high-risk for which regulatory action is initiated within 14 calendar days.[b]

a PBS programs as shown in the 2026–27 PBS, Table 2.4: Performance measures for Outcome 2, pages 50 to 52.

b New performance measure for this corporate plan that did not appear in the PBS. See Appendix A.

c This measure is funded from departmental expenses under Outcome 2 rather than administered funds from a specific program.

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.

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 and our purpose. We use both qualitative and quantitative measures to assess our outputs, efficiency and effectiveness over time.

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.

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

Table 5 PBS Outcome 1 – performance measure overview

Key activity	Performance measure	Measure type	Regulatory measure
1) Support sector productivity growth and innovation.	1.1 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	No
	1.2 Equal or reduced cost of levies administration compared with levies disbursed.	▪ Quantitative ▪ Efficiency	Yes
	1.3 The proportion of farm businesses making new capital investments.	▪ Quantitative ▪ Effectiveness	No
	1.4 Level and growth of co-investment attracted through Australian Government forestry research, development and innovation programs.	▪ Quantitative ▪ Proxy for effectiveness	No
	1.5 The proportion of relevant ministers and portfolio agency representatives that rate the department's policy advice highly.	▪ Qualitative ▪ Quantitative ▪ Effectiveness	No
2) Regulate exports and enable, improve and protect access to international markets.	2.1 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	▪ Qualitative ▪ Output	No
	2.2 Australia's representation on multilateral forums demonstrably advances agricultural trade interests and strengthens Australia's reputation as a trusted trading partner.	▪ Qualitative ▪ Effectiveness	No
	2.3 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act.	▪ Quantitative ▪ Effectiveness	Yes
	2.4 Increase in the number of paperless exchanges for exports.	▪ Quantitative ▪ Efficiency	Yes
3) Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	3.1 Increased investment in activities to build economic, social and environmental resilience to drought.	▪ Quantitative ▪ Output	No
	3.2 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	▪ Quantitative ▪ Output	No
	3.3 The proportion of Australian Government–managed fish stocks that are sustainable.	▪ Quantitative ▪ Effectiveness	No
4) Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	4.1 Increased pathways to support the understanding and adoption of emissions- reduction opportunities, technologies and practices.	▪ Quantitative ▪ Output (composite)	No

Outcome 1 focuses on how we help build a sustainable, productive, internationally competitive and profitable agricultural sector.

We work closely with the sector to help it innovate, boost productivity and maintain Australia's reputation for high-quality, sustainable food and fibre.

Changes to our operating environment – including climate change, geopolitical instability, supply chain disruption, biosecurity threats and increased demand – mean that we need to boost the productivity, resilience and security of our national food system. We are working with industry and the community to develop Feeding Australia: A National Food Security Strategy. We publicly report on stakeholder feedback and meetings of the National Food Council. The strategy will be released in 2027.

Around two-thirds of Australia's agricultural production is exported. The agricultural sector's profitability relies on the multilateral commitment to free and open markets, along with science-based and risk-based 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. 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.

We work closely with farmers, land managers, First Nations groups, industry and rural communities to support sustainable agriculture and best-practice land management.

We encourage 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 identified through the Australian Government's Net Zero Plan will help achieve greater economic prosperity.

Adaptative 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 such events.

Key activity 1

Support sector productivity growth and innovation.

This key activity aims to support productivity, profitability and innovation across Australia's agricultural sector by developing policies, providing funding, undertaking research, implementing programs and providing regulatory oversight.

Support sector productivity growth and innovation

Performance measure 1.1

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.

Related PBS programs

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, Program 1.12 Rural Programs.

This performance measure focuses on multiple activities we undertake to help increase agricultural productivity. Multiple PBS programs support this measure because of the way funding is allocated to specific industries within the agricultural sector.

Targets

2026–27	2027–28	2028–29	2029–30
Greater than 0% difference over the past 10 years.	As for 2026–27.	As for 2026–27.	As for 2026–27.

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

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

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 types of agricultural production, such as sugarcane farming, dairy farming and 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 broadacre industries is the main driver of total agricultural industry productivity.

Performance measure 1.2

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

Related PBS programs

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.

This performance measure focuses on how efficiently we administer the agricultural levies system. Multiple PBS programs support this measure because of the way that levy funding is collected across the agricultural sector. This measure reflects the amount disbursed in accordance with the *Primary Industries Levies and Charges Disbursement Act 2024*, which is why it relates to programs under Outcome 1 and Outcome 2.

Targets

2026–27	2027–28	2028–29	2029–30
Levies administration cost is less than or equal to 1.2% of levies disbursed.	As for 2026–27.	As for 2026–27.	As for 2026–27.

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 enable more funding to be directed to research and development, marketing, biosecurity activities, residue testing and biosecurity responses.

Our role is underpinned by the levies legislative framework. We receive levies and levy return forms from levy payers or collection agents, disburse the levies to specified levy recipient bodies and conduct compliance activities 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 excise levies and customs charges are collected on more than 70 commodities across the agricultural sector. 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 research and development expenditure to the RDCs. These funds help industries drive growth, maintain competitiveness, manage risks and ensure their ongoing contribution to the Australian economy. We work closely with the RDCs to oversee the use of government funds and ensure they meet their statutory funding agreement obligations.

The levies team undertakes business improvement programs and projects to enhance the capability and efficiency of levies system 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 levies legislative framework supports transparent, equitable and consistent allocation of charges across industries.

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

If the 1.2% benchmark is exceeded, this may indicate that levies administration is no longer operating as efficiently as intended or that levy settings may need to be adjusted.

Results are comparable from year to year because the target is measured as a percentage rather than in nominal dollars terms, which can fluctuate over time. The efficiency of levy collection, including the receipt of funds and necessary levy information from levy payers or collection agents, may vary over time.

Performance measure 1.3

The proportion of farm businesses making new capital investments.

Related PBS programs

Program 1.1 Agricultural Adaptation, Program 1.12 Rural Programs.

Targets

2026–27	2027–28	2028–29	2029–30
Increase in percentage of farm businesses making new capital investments compared with previous year (based on a 5-year moving average).	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
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 key activity. 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 1.4

Level and growth of co-investment attracted through Australian Government forestry research, development and innovation programs.

Related PBS program

Program 1.3 Forestry Industry.

Targets

2026–27	2027–28	2028–29	2029–30
Achieve an average 1:1 ratio of co-contributions to research and development projects funded through Australian Forest and Wood Innovations in the previous year.	As for 2026–27.	Not applicable.[a]	Not applicable.[a]
Increase voluntary contributions to Forest & Wood Products Australia by at least 2% year-on-year.	As for 2026–27.	As for 2026–27.	As for 2026–27.

a Under the current grant agreement, Australian Forest and Wood Innovations can only allocate funding for new research projects up to the end of the 2026–27 financial year and therefore no targets are set for 2028–29 and 2029–30.

Tolerances

Program	Achieved	Partially achieved	Not achieved
Australian Forest and Wood Innovations	At least 100% of conditional research and national open call funding is matched with co-contributions.	Not applicable.	0 to 99.99% of conditional research and national open call funding is matched with co-contributions.
Forest & Wood Products Australia	Voluntary contributions for eligible research and development activities are at least 102% of the previous year's amount.	Voluntary contributions for eligible research and development activities are between 92% and 101.99% of the previous year's amount.	Voluntary contributions for eligible research and development activities are less than 92% of the previous year's amount.

Rationale

We support the forestry industry through national policies, strategies and support programs, including research, reporting and development initiatives. These arrangements aim to provide an efficient and effective regulatory and operating environment and reduce barriers to investment. The arrangements support appropriate risk sharing between government and industry to encourage productivity-enhancing investment and long-term sector competitiveness.

The forestry industry has the choice to invest in either private or collective research and development, in addition to levy contributions. This flexibility allows businesses to direct investment toward priorities aligned with their operational needs, while also supporting broader industry-wide outcomes.

Investment in research and development activities can lead to improvements in forest management practices, and to new and innovative technologies for commercial adoption.

We match funding for voluntary collective forestry research and development through 2 programs:

- the forestry RDC, Forest & Wood Products Australia (FWPA)
- the Australia-wide National Institute for Forest Products Innovation, operating as Australian Forest and Wood Innovations (AFWI).

This measure assumes that investing in forest and wood products research and development and encouraging co-investment from industry increases productivity and innovation. Measuring the effectiveness or impact of research and development investment can be difficult but analysis prepared for FWPA indicated a benefit–cost ratio of 5.1:1 across a sample of 36 research and development and extension projects. Analysis by ABARES has also identified that forest growers describe research and innovation as a key driver of productivity in the Australian plantation forestry industry.

This measure is therefore a reasonable proxy for assessing our effectiveness in encouraging industry engagement and support for productivity growth and innovation in the forest and wood products industries.

Methodology and data sources

The measure does not directly assess productivity or innovation outcomes. Instead, it measures an enabling condition that is assumed to support improved long-term industry outcomes through increased investment, collaboration and research adoption.

This is done by measuring co-investment attracted through portfolio initiative funding targeting research, development and innovation for Australia's forest and wood products industries through AFWI and FWPA. Other programs that target research, development and innovation may be added to this measure in future years if Australian Government policy changes.

For AFWI, we compare the total departmental funding contracted to research projects under AFWI's 'conditional' and 'national open call' funding streams with the co-contributions committed to the same projects. Co-contribution data is drawn from the previous financial year and monitored through AFWI grant milestone reporting. The target is achieved when total co-contributions (cash and in-kind) match or exceed portfolio funding provided to those projects.

For FWPA, we use FWPA's annual report to track the level of Australian Government matching for voluntary industry contributions, using prior-year data. Performance is assessed by calculating the year-on-year percentage change.

As a composite measure, each program has its target assessed separately, and the results are combined to produce a composite score to calculate the overall result.

In our annual performance statements, where possible we will describe the potential impacts of the investments and any external factors impacting co-investment levels.

Performance measure 1.5

The proportion of relevant ministers and portfolio agency representatives that rate the department's policy advice highly.

Related PBS program

This measure is funded from departmental expenses under Outcome 1 rather than administered funds from a specific program.

Targets

2026–27	2027–28	2028–29	2029–30
Establish a baseline. Aim to achieve a benchmark of more than 80% positive feedback on the effectiveness of policy advice.	To be determined.	To be determined.	To be determined.

Tolerances

Achieved	Partially achieved	Not achieved
More than 80% of feedback is assessed as positive.	60 to 80% of feedback is assessed as positive.	Less than 60% of feedback is assessed as positive.

Rationale

We provide policy advice to our ministers, their offices, our portfolio agencies and a range of stakeholders such as other government agencies and portfolio ministers, state and territory governments, peak bodies and primary producers.

This new performance measure assesses the quality and effectiveness of the policy advice our Agriculture, Fisheries and Forestry Policy Group (Policy Group) make to support and inform government decision-making and support productivity growth and innovation across Australia's agricultural sector.

Methodology and data sources

For this measure, policy advice is defined as 'an output provided by the Policy Group to help ensure that government decisions are appropriately supported and informed'. This includes briefing documents, submissions and oral briefings but excludes advice connected to regulatory, operational, or scientific functions represented by ABARES and other groups in the department.

An independent third-party provider will interview ministers (or their delegated representative) and key stakeholders in portfolio agencies covered by the Policy Group: the Australian Fisheries Management Authority (AFMA), the Australian Pesticides and Veterinary Medicines Authority and the Regional Investment Corporation. A targeted stakeholder survey will complement these interviews. Together, these methods will generate both qualitative and quantitative data to support a comprehensive assessment of the quality and effectiveness of our policy advice. Interviews will provide nuance and context that may not be captured through survey responses alone, while the survey will assess specific attributes of policy advice through structured ratings.

The methodology is designed to assess stakeholder perceptions of our policy advice against metrics aligned to the Australian Public Service Commission's standards for policy quality. This approach evaluates the extent to which advice is influential, impactful and informed.

For 2026–27 participants will be limited to Australian Government agricultural ministers and their offices, and the chief executives of our portfolio agencies. Once the measure is established, we will consider extending participation to other stakeholders.

Given the purposefully small and targeted audience, results are weighted to reflect decision-making authority:

- Agriculture minister: 0.5
- Assistant minister: 0.25
- Portfolio agency CEOs: 0.25.

Weighting Australian Government agriculture ministers more highly recognises them as the principal decision-makers and recipients of our policy advice while maintaining input from key institutional stakeholders.

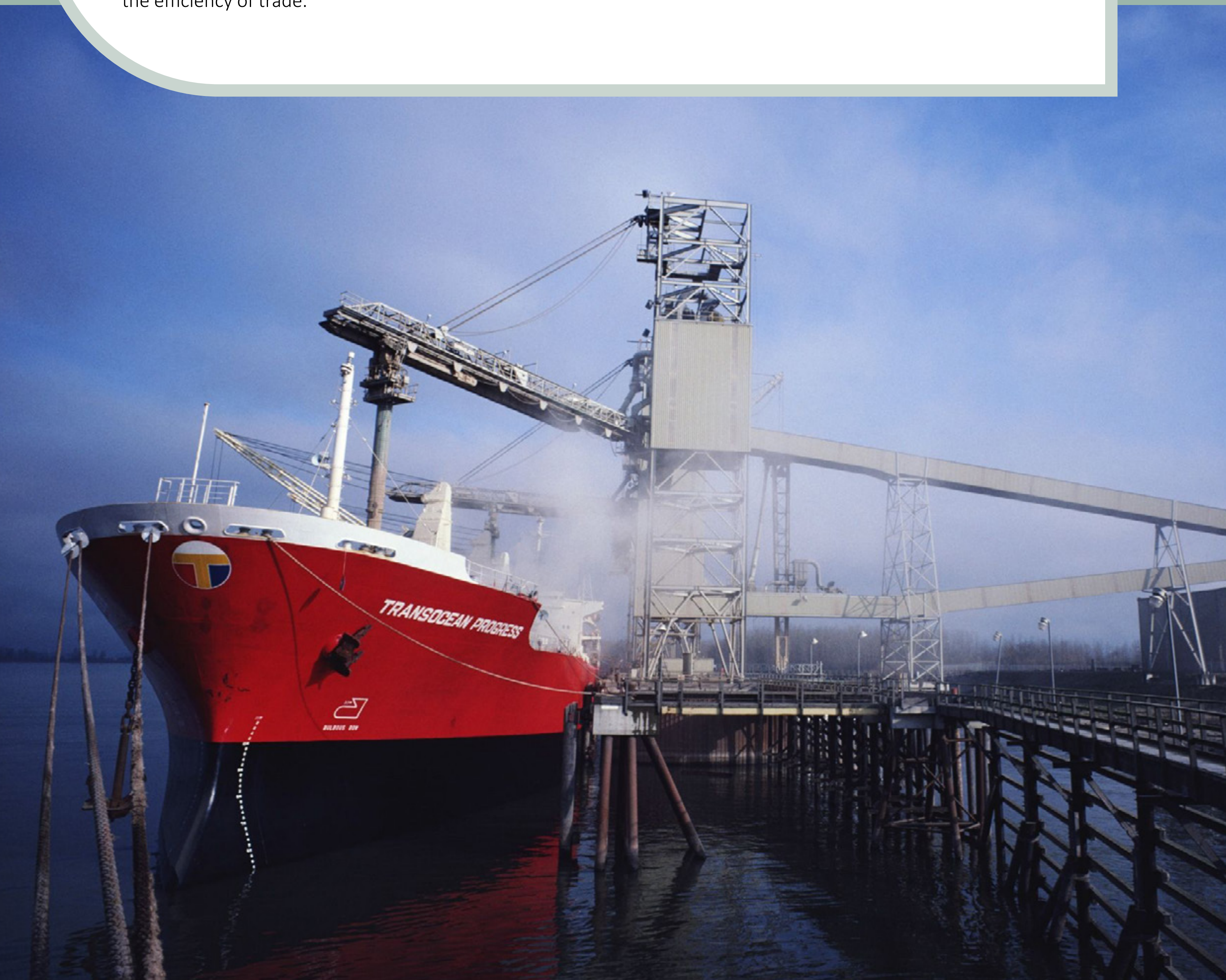
Key activity 2

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

This key activity aims to help grow and maintain Australia's global reputation as a producer and exporter of high-quality, safe and sustainable food and fibre. The agricultural sector accounts for around 14% of the value of total goods exported.

We regulate and control how agricultural goods are exported from Australia. Our responsibilities and powers are defined in the Export Control Act, Export Control Rules and associated legislation. We recover the cost of providing export services through export fees and charges.

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. We are also investing in technology and systems such as electronic certification of goods to improve the efficiency of trade.



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

Performance measure 2.1

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

Related PBS program

Program 1.13 International Market Access.

Targets

2026–27	2027–28	2028–29	2029–30
The department can qualitatively describe the impact of technical market access achievements to 1) open, 2) improve, 3) maintain and 4) restore access to a diverse range of international markets. Examples are provided to demonstrate: • that market access changes have been implemented and are available to exporters • that different markets and commodities have had their technical access progressed • how these achievements grow access for Australian agricultural, fisheries and forestry exporters.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
The department provides examples across all 4 technical market access achievement categories that demonstrate: • that market access changes have been implemented and are available to exporters • that different markets and commodities have had their technical access progressed • how these achievements grow access for Australian agricultural, fisheries and forestry exporters.	The department provides examples across 1 to 3 of the technical market access achievement categories that demonstrate: • that market access changes have been implemented and are available to exporters • that different markets and commodities have had their technical access progressed • how these achievements grow access for Australian agricultural, fisheries and forestry 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. In 2024–25 agriculture contributed 2.2% to Australia's GDP, according to the ABARES Snapshot of Australian Agriculture 2026.

We create new and improved market access by 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 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 codes for impacted commodities.

Performance measure 2.2

Australia's representation on multilateral forums demonstrably advances agricultural trade interests and strengthens Australia's reputation as a trusted trading partner.

Related PBS program

Program 1.13 International Market Access.

Targets

2026–27	2027–28	2028–29	2029–30
Five case studies demonstrate performance on the following issues: • Advocate for Australia's agricultural trade priorities through key multilateral forums focused on agriculture and food security. • Report on Australia's animal disease status to meet obligations and annual disease freedom declarations at the World Organisation for Animal Health, in a timely manner. • Draft the international standard for phytosanitary measures for safe humanitarian aid for endorsement by the Commission on Phytosanitary Measures (part of the International Plant Protection Convention). • Represent Australia's agricultural trade interests at the World Trade Organization. • Develop international principles for digitalisation of national food control systems.	As for 2026–27.	As for 2026–27.	Three case studies demonstrate performance on the following issues: • Advocate for Australia's agricultural trade priorities through key multilateral forums focused on agriculture and food security. • Report on Australia's animal disease status to meet obligations and annual disease freedom declarations at the World Organisation for Animal Health, in a timely manner. • Represent Australia's agricultural trade interests at the World Trade Organization.

Tolerances

Achieved	Partially achieved	Not achieved
We can demonstrate, through evidence-based case studies, our contribution to and progress against all target issues for the year.	We can demonstrate, through evidence-based case studies, our contribution to and progress against some but not all target issues for the year.	We cannot demonstrate any contribution to or progress against the target issues for the year.

Rationale

This measure assesses the effectiveness of our representation on multilateral forums to advance Australian interests and strengthen Australia's status as a trusted trading partner.

We assess performance through evidence-based case studies demonstrating how our engagement on preselected issues contributes to tangible progress against these outcomes and achievement of key activity 2.

Stable trade is underpinned by shared standards and shared mechanisms for resolving disputes. It is important that we proactively engage with international trading partners to ensure trading protocols and standards for agriculture, fisheries and forestry products are evidence-based and achieve their objectives without unduly burdening Australian exporters. By engaging with multilateral forums consistently and across a broad range of issues, we position Australia as a trusted trading partner committed to rules-based trade and increase our ability to influence change and decision-making in Australia's favour.

We are involved in many different multilateral forums. These cover international standard setting for biosecurity, food health and safety matters, trade disputes, animal welfare and other agriculture and trade related issues. As a member of organisations such as the World Trade Organization, World Organisation for Animal Health, Codex Alimentarius Commission and the Organisation for Economic Co-operation and Development, and as a contracting party to agreements such as the International Plant Protection Convention, Australia is obliged to cooperate internationally across a range of trade standards and codes of practice. The decisions made within these bodies directly impact Australian exporters by setting the expected baseline for trading conditions. We often work with our near neighbours to represent both Australia and our region in these forums.

Issues raised through multilateral forums often take years to resolve, and responsibility for achieving final outcomes is shared between Australia and other international parties. Therefore, our annual targets for this measure relate to what the department itself has control over. For example, we can advocate that issues are put to a forum to vote on, and we can vote on behalf of Australia, but we cannot guarantee the issue is passed in our favour.

Methodology and data sources

Each year, before the start of the reporting period, we identify the priority issues to pursue in multilateral forums. The initial pool of priorities is based on a variety of factors, including:

- upcoming engagements
- pressing matters for the Australian agricultural sector, including new animal or plant diseases of concern, regulation introduced by trading partners or ongoing trade disputes
- shifts in the Australian and global trading landscape, such as increased demand for a given commodity
- current whole-of-government priorities that we can progress in the multilateral space.

From this pool, representative case studies for the year are chosen by a separate committee, using criteria including the importance of the issue, showing the depth and variety of work that occurs in multilateral forums, and the sensitivity and complexity of the issue.

Throughout the reporting period, we track activities that progress Australia's interests against a given issue, including:

- papers submitted to standard-setting bodies
- records from meetings attended, including standard-setting committee reports, workshop reports, implementation committee reports and cabled summaries of meeting outcomes
- voting records
- qualitative reports of impact.

At the end of the reporting period, we will use the case studies to report how each issue has progressed and whether defined outcomes have been achieved. Across all the issues, we will reflect on our effectiveness and efficiency in pursuing Australia's interests in multilateral forums.

There are many factors outside of our control that also influence multilateral decisions. Assessment of our performance will focus on what is in our scope to influence.

Performance measure 2.3

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

Related PBS program

Program 1.13 International Market Access.

Targets

2026–27	2027–28	2028–29	2029–30
More than 99% of all relevant export applications are completed within the consideration period specified by the Export Control Act.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
More than 99% of all relevant export applications are completed within the consideration period specified by the Export Control Act.	95% to 99% of all relevant export applications are completed within the consideration period specified by the Export Control Act.	Less than 95% of all relevant export applications are completed within the 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 regulatory approval and permission from the Australian Government. Exporters must 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
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 are processed within the 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.

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 consideration period specified in 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.

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

Performance measure 2.4

Increase in the number of paperless exchanges for exports.

Related PBS program

Program 1.13 International Market Access.

Targets

2026–27	2027–28	2028–29	2029–30
3 or more new paperless exchanges.	Measure to be reviewed.	To be determined.	To be determined.

Tolerances

Achieved	Partially achieved	Not achieved
An increase of 3 or more paperless exchanges compared with the previous year.	An increase of one or more paperless exchanges compared with the previous year.	No new paperless exchanges compared with the previous year.

Rationale

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.

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.

We currently have 7 paperless exchanges in place. The target of 3 or more new paperless exchanges each year is a realistic target based on factors in and out of our control, including how trading partners progress to paperless certification. For some trading partners there may be multiple agencies for one commodity that need to transition to paperless, which can delay a paperless outcome. Other trading partners may also require further legislation or rule changes before they can agree to the removal of paper certification. Changes in priorities and funding for a trading partner may also delay or stop the work of moving to paperless.

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 the related key activity.

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 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.

Key activity 3

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

This key activity aims to improve the sustainability and self-reliance of the agricultural sector. We help build resilience in Australian agricultural communities, including preparing for and managing through drought. We focus on drought policy and administering programs under the 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.

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

Performance measure 3.1

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

Related PBS programs

Program 1.2 Sustainable Management – Natural Resources, Program 1.11 Drought Programs.

Targets

$400 million is spent over 4 years from 2024–25 to 2027–28.

This measure has a single 4-year target, rather than an annual target, to align with the Future Drought Fund (Drought Resilience Funding Plan 2024–2028) Determination 2024.

Tolerances

Achieved	Partially achieved	Not achieved
80 to 100% of target funding is spent over the 4-year period.	50 to 79% of target funding is spent over the 4-year period.	0 to 49% of target funding is spent over the 4-year period.

Rationale

This measure covers the work of FDF programs to support long-term drought resilience. It captures high-level, whole-of-fund financial output over a 4-year period.

The Australian Government is committed to implementing policies and programs that help the agricultural sector adapt to the impacts 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 the FDF is delivered. 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.

FDF investments are governed by the *Future Drought Fund Act 2019* (Future Drought Fund Act) and the Drought Resilience Funding Plan, which is renewed every 4 years. Investments fund programs 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 current 4-year funding plan, with the target of spending $400 million over the 4 years of the plan.

For the period 2024 to 2028, the Future Drought Fund (Drought Resilience Funding Plan 2024–2028) Determination 2024 is the relevant governing document. The strategic objectives of the plan are to build economic, social and environmental resilience to drought. The next funding plan will be determined after a review of the FDF by the Productivity Commission and a public consultation period – both of which are required under the Future Drought Fund Act – and will commence in 2028. Once the next funding plan has been determined, the 4-year target from 2028–29 to 2031–32 will be set.

We have moved from an annual target for this measure to a 4-year target that aligns with the 4-year period for which each funding plan is in force. This is because fluctuating spending across financial years made an annual target less meaningful.

Unspent funds from the previous 4-year period are rolled over. We will report on this spending, but this will not contribute to our target.

Methodology and data sources

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

Each year, funding spent against the $400 million 4-year target will be recorded and reported in our annual report. The 2027–28 target covers $400 million over the 4 years from 2024–25 to 2027–28, under the current Drought Resilience Funding Plan. The next 4-year target will cover the next funding plan period from 2028–29 to 2031–32.

Expenditure is subject to program design, establishment and contracting, which can take up to 12 months. That is why less funding has historically been spent early in the 4-year funding plan period, and more spent later, as programs become established and have contractual commitments.

The Future Drought Fund Investment Strategy provides additional information about current activities. Further funding and programs from 2028–29 may be available under the next funding plan.

The measure tolerances recognise that the FDF does not always commit all the funds allocated, as applications do not always align exactly with the amount available. It also recognises that the FDF works with many stakeholders and delivery partners to maximise the on-ground impact of activities, and some delays due to, for example, on-ground or seasonal conditions are often unavoidable and can impact delivery.

Performance measure 3.2

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

Related PBS programs

Program 1.1 Agricultural Adaptation, Program 1.2 Sustainable Management – Natural Resources.

Targets

2026–27	2027–28	2028–29	2029–30
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).	To be determined.

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

The Climate-Smart Agriculture Program is administered 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 our 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 3.3

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

Related PBS program

Program 1.2 Sustainable Management – Natural Resources.

Targets

2026–27	2027–28	2028–29	2029–30
The proportion of fish stocks assessed as 'not subject to overfishing' is maintained or increases year-on-year.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
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.

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 usually published in July each year. Each 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 4

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

This key activity aims to 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.

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

Performance measure 4.1

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

Related PBS program

Program 1.1 Agricultural Adaptation.

Targets

2026–27	2027–28	2028–29	2029–30
• Deliver all 2026–27 administered funding in line with agreed milestones for Budget measures related to emissions-reduction activities. • Undertake 2 engagement activities with another country.	• Deliver all 2027–28 administered funding in line with agreed milestones for Budget measures related to emissions-reduction activities. • Undertake 2 engagement activities with another country.	• Deliver all 2028–29 administered funding in line with agreed milestones for Budget measures related to emissions-reduction activities. • Undertake 2 engagement activities with another country.	• Deliver all 2029–30 administered funding in line with agreed milestones for Budget measures related to emissions-reduction activities. • Undertake 2 engagement activities with another country.

Tolerances

Achieved	Partially achieved	Not achieved
• 100% of funding delivered. • 2 engagement activities with another country are delivered.	• 80 to 99% of funding delivered. • Engagement activities with other countries are planned but not delivered.	• 0 to 79% of funding delivered. • No engagement with other countries is planned or delivered.

Rationale

Agriculture represented 18.4% of Australia's total emissions in 2024–25, according to DCCEEW's Quarterly Update of Australia's National Greenhouse Gas Inventory: September 2025. 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*, released in September 2025 following extensive stakeholder consultation, provides a framework for how we help ensure Australian producers remain leaders in low-emissions food and fibre production as we transition to net zero.

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 continue to implement initiatives to help the sector transition to a low-emissions future.

The Australian Government is investing across 4 foundational action areas of the *Agriculture and Land Sector Plan*, with $44.8 million committed 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 advisers, 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 continuing to deliver the Improving Consistency of On-farm Emissions Estimates Program grant and the Carbon Farming Outreach Program. We are also formally partnered with 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. This is particularly relevant in a year when Australia is president of negotiations for the 2026 United Nations Climate Change Conference (COP31) and our Trade and International Division leads Australia's negotiations in the United Nations Framework Convention on Climate Change agriculture workstream. In 2026–27 we will hold workshops with our international counterparts to share policy approaches to agricultural climate issues and identify opportunities for collaboration.

ABARES is working on a second version of the Spatial Agriculture, Forestry and Environment model to improve regional land-use modelling capability to better understand likely regional and land-use impacts of emissions policies. This includes additional sequestration methods, as well as other effects such as water interception and changes in biodiversity.

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. To establish the overall result, each target will be scored as follows: not achieved will attract 0 points, partially achieved will attract 1 point, and achieved will attract 2 points. The end-of-year reporting will then be based on the following thresholds:

- achieved = the total score across the 2 targets is 4
- partially achieved = the total score across the 2 targets is 1 to 3
- not achieved = the total score across the 2 targets is 0.

The Climate Policy Branch within our Sustainability, Climate and Strategy Division (SCSD) is leading delivery of the relevant Budget measures. The branch also leads on the international engagement, in consultation with the department's Trade and International Division. The branch manages recordkeeping for this body of work and reports on progress as required to address this measure.

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.

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

Table 6 PBS Outcome 2 – performance measure overview

Key activity	Performance measure	Measure type	Regulatory measure
5) 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.	5.1 The import permit service standard is met.	▪ Quantitative ▪ Output	Yes
	5.2 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.	▪ Quantitative ▪ Effectiveness	Yes
	5.3 Targeted public communication and engagement activities.	▪ Quantitative ▪ Output	No
6) Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.	6.1 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention.	▪ Quantitative ▪ Effectiveness	Yes
	6.2 Rates of non-compliance with regulations administered by the department that apply to high-value cargo.	▪ Quantitative ▪ Effectiveness	Yes
	6.3 Rates of non-compliance with regulations administered by the department that apply to international travellers.	▪ Quantitative ▪ Effectiveness	Yes
	6.4 Timeliness of decision-making for non-broker approved arrangement applications against legislated consideration periods.	▪ Quantitative ▪ Output	Yes
7) 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.	7.1 Strengthened emergency management capabilities.	▪ Quantitative ▪ Qualitative ▪ Effectiveness	No
8) Manage non-compliance with biosecurity and other relevant portfolio legislation.	8.1 The proportion of reported non-compliance incidents assessed as high-risk for which regulatory action is initiated within 14 calendar days.	▪ Quantitative ▪ Output	Yes

Outcome 2 focuses on the effectiveness of Australia's biosecurity system to protect the agricultural sector, economy, environment and community by managing the risk of exotic pests, weeds and diseases entering, establishing and spreading. This underpins national productivity, environmental health and continued market access in an increasingly complex global environment.

We deliver a risk-based, intelligence-led biosecurity system across pre-border, border and post-border activities, as part of a shared national system approach. This includes managing risks offshore and at the border through risk assessment, assurance programs, inspection, treatment and certification, and implementing appropriate post-border measures and emergency management arrangements to respond to incursions.

We regulate and enforce compliance with biosecurity and related portfolio legislation, supported by surveillance, diagnostics, data and intelligence to detect and minimise risk. We maintain national diagnostic capability across disciplines including entomology, plant pathology, botany, molecular and aquatic biology, and veterinary services to support risk assessment, surveillance and response functions. Ongoing investment in preparedness, including national exercises, traceability and improved cross-jurisdictional arrangements strengthens the system's ability to detect, respond to and recover from biosecurity threats.

Delivery is underpinned by partnerships with governments, industry, research organisations, First Nations Australians and the community, reflecting a shared responsibility for managing biosecurity risk and supporting nationally consistent outcomes. Education, engagement and public communication activities such as the Biosecurity Business Network and the Highly Compliant Importer scheme reinforce individual and business responsibilities and support compliance across the system.

The system is guided by national priorities, including the *National Biosecurity Strategy* and the *DAFF Biosecurity 2030 Roadmap,* which together support a coordinated, adaptive and resilient system.

Table 7 shows how the 9 strategic actions in the roadmap together with the *National Biosecurity Strategy* align with the key activities and performance measures under Outcome 2.

Table 7 DAFF Biosecurity 2030 Roadmap alignment with PBS Outcome 2 key activities

Key activity	Performance measure	Roadmap strategic actions
5) 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.	5.1 The import permit service standard is met. 5.2 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries. 5.3 Targeted public communication and engagement activities.	Accelerate our efforts with key partners to create a strong, future-oriented and efficient national biosecurity system and to better promote our leadership role. Expand offshore assurance arrangements and overseas supply chain integration. Increase partnership activities with Australia's near neighbours. Generate a stronger shared responsibility and commitment to biosecurity by enhancing awareness and understanding. Increase use of offshore intelligence, research and data to support risk-based interventions, preparedness and response.
6) Regulate to safeguard Australia's animal, plant, human health, environmental and food safety status by inspecting, detecting and minimising biosecurity risks at the border.	6.1 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention. 6.2 Rates of non-compliance with regulations administered by the department that apply to high-value cargo. 6.3 Rates of non-compliance with regulations administered by the department that apply to international travellers. 6.4 Timeliness of decision-making for non-broker approved arrangement applications against legislated consideration periods.	Adopt advancements and innovations in detection technologies, risk assessment and business practices. Expand offshore assurance arrangements and overseas supply chain integration. Increase use of offshore intelligence, research and data to support risk-based interventions, preparedness and response. Invest in a skilled and responsive workforce supported by improved regulatory tools and information.

7) 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.	7.1 Strengthened emergency management capabilities.	Lift national preparedness, resilience and response to exotic pests, weeds, and disease incursions and strengthen leadership role. Accelerate our efforts with key partners to create a strong, future-oriented and efficient national biosecurity system and to better promote our leadership role. Increase use of offshore intelligence, research and data to support risk-based interventions, preparedness and response. Invest in a skilled and responsive workforce supported by improved regulatory tools and information.
8) Manage non-compliance with biosecurity and other relevant portfolio legislation.	8.1 The proportion of reported non-compliance incidents assessed as high-risk for which regulatory action is initiated within 14 calendar days.	Invest in a skilled and responsive workforce supported by improved regulatory tools and information. Expand offshore assurance arrangements and overseas supply chain integration. Generate a stronger shared responsibility and commitment to biosecurity by enhancing awareness and understanding.

Key activity 5

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 and annually through our imported food inspection data. We have not duplicated this work by creating a separate performance measure on the regulation of imported food.

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.

Performance measure 5.1

The import permit service standard is met.

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
Achieve 2 targets: 1. 90% or more of Category 1 permit applications are processed and finalised within 20 business days. 2. 90% or more of categories 2 to 5 permit applications are processed and finalised within 40 business days.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
Both 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 permit applications are processed and finalised within 40 business days.	One of the target criteria is met, but not both.	Neither of the target criteria are met.

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 as ‘conditionally non-prohibited’ – are effectively regulated.

Under the 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 permit applications should be processed and finalised within 20 business days.
- **Categories 2 to 5** – Non-standard permit 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 to assess.

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 financial year.

Performance measure 5.2

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

Related PBS program

Program 2.2 Plant and Animal Health.

Targets

2026–27	2027–28	2028–29	2029–30
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.	Government-to-government and/or government-to-industry arrangements with at least 19.5% of countries in the world.

Tolerances

Achieved	Partially achieved	Not achieved
0.5% or more increase on the previous year.	Between a 0% and 0.49% increase on the previous year.	More than a 0% reduction over the previous 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 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, while 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 19.5% of countries in the world by 2029–30 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.

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 5.3

Targeted public communication and engagement activities.

Related PBS program

This measure is funded from departmental expenses under Outcome 2 rather than administered funds from a specific program.

Targets

2026–27	2027–28	2028–29	2029–30
Conduct at least 2 targeted biosecurity awareness campaigns.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
At least 2 targeted biosecurity awareness campaign are conducted in the financial year.	One targeted biosecurity awareness campaign is conducted in the financial year.	No targeted biosecurity awareness campaigns are conducted in the financial year.

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 targeted 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. Campaigns provide guidance and information that is relevant, clear, concise and accessible to help the public understand their biosecurity obligations. Where applicable, campaigns are conducted in compliance with the *Australian Government Guidelines on Advertising and Information Campaigns by non-corporate Commonwealth entities*. A campaign must have a minimum spend of $20,000 (exclusive of GST).

To determine the result, we count the number of campaigns conducted during the financial year.

In our annual performance statements, we will report on the type of campaign conducted, who it targeted, the biosecurity campaign messaging and where possible provide an analysis of the results. Engagement metrics (including an analysis of performance against industry benchmarks) are provided by Universal McCann (UM) – the Australian Government provider for media placement.

Key activity 6

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 our work at the border to enforce the Biosecurity Act. It involves screening and inspecting aircraft and sea vessels, cargo, mail and travellers for imported food and biosecurity threats, such as pests and diseases. 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.

The performance measures under this key activity focus on how we reduce the risk of biosecurity incursions through the highest volume pathways into Australia.

In line with our regulatory approach and our commitment to continuous improvement in biosecurity operations, we have client service standards that outline the level of service stakeholders can expect from us. The standards identify our clients' obligations and describe how individuals and businesses can expect us to process requests for information or services that we provide. We publish a separate report showing how we are performing against these standards.

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

Performance measure 6.1

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

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
40% or fewer of CBIS-processed consignment lines are selected for higher intervention, reflecting ongoing compliance with import conditions.	Maintain or improve based on historical performance, including the previous year's results.	As for 2027–28.	As for 2027–28.

Tolerances

Achieved	Partially achieved	Not achieved
40% or fewer of CBIS-processed consignment lines are selected for higher intervention.	Not applicable.	41% to 100% of CBIS-processed consignment lines are selected for higher intervention.

Rationale

Under the Biosecurity Act, we regulate the importation of animal and plant-based commodities to manage biosecurity risks at the Australian border. This includes applying interventions such as a document assessment, physical inspection and/or testing to ensure compliance with our import conditions.

CBIS enables a more risk-based approach to biosecurity regulation by adjusting the level of intervention for eligible animal and plant-based commodities based on the compliance history of either the importer or the supplier. Consistently compliant importers or suppliers benefit from reduced intervention and streamlined clearance processes, while higher-risk importers or suppliers are subject to increased intervention and scrutiny. CBIS operates as part of the broader biosecurity system used to achieve Australia's appropriate level of protection.

This measure assesses the effectiveness of CBIS by tracking the proportion of CBIS-processed consignment lines requiring higher levels of intervention. This includes higher intervention applied during initial qualification, ongoing sampling to verify compliance, and requalification where required. A lower proportion indicates that CBIS is effectively targeting our regulatory effort, with compliant trade moving more efficiently through the border, while still maintaining strong biosecurity risk management. This provides an evidence-based view of how intervention settings are applied and adjusted in response to compliance behaviour and biosecurity risk.

By enabling a greater focus on higher biosecurity risk commodities and consignment lines, CBIS reduces unnecessary regulatory burden on lower-risk, compliant trade and supports more efficient use of departmental resources.

This measure contributes to our objective of strengthening Australia's biosecurity system by ensuring interventions are proportionate to risk and supports achievement of Australia's appropriate level of protection. It also supports the key activity of regulating to safeguard Australia's animal and plant health, environment and economy through effective, risk-based border interventions.

Methodology and data sources

We analyse import data to assess whether CBIS is appropriately balancing intervention rates with biosecurity risks for eligible animal and plant-based commodities.

We measure the proportion of consignment lines processed under CBIS that require higher levels of biosecurity intervention. A lower proportion indicates that compliant trade is being managed with reduced intervention, while higher-risk consignments are appropriately targeted.

Reduced intervention is only applied where importers or suppliers demonstrate and maintain ongoing compliance with biosecurity requirements.

The 40% target threshold for 2026–27 has been set based on historical performance data, which demonstrates that the proportion of consignment lines selected for increased intervention has consistently fallen within a range that continues to support effective biosecurity risk management. This ensures that the target is realistic, data- and compliance-driven and sensitive to natural variability, including the introduction of new commodities onto CBIS, which commence at higher intervention levels.

Setting the threshold based on historical performance data, including the previous year's results, helps us target higher biosecurity risk pathways and entities, while allowing intervention settings to adjust in response to changes in compliance behaviour or emerging biosecurity risks. This supports ongoing improvement in the efficiency and effectiveness of the biosecurity clearance process.

Performance measure 6.2

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

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
Reduction in high-value cargo non-compliance rate.	As for 2026–27.	As for 2026–27.	As for 2026–27.

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.

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 3 sources:

- **The Department of Home Affairs' Integrated Cargo System (ICS)** provides the total volume of high-value cargo.
- **Our Agriculture Import Management System (AIMS)** 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.
- **Our Incidents system and Biosecurity Diagnostic Database (BDD)** record detections of pests or diseases.

Performance measure 6.3

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

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
Post-intervention non-compliance rate for international travellers that is less than 4%.	As for 2026–27.	As for 2026–27.	As for 2026–27.

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 to international travellers at the border.

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, baggage screening 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 inspection survey data. Over 50,000 traveller post-arrival inspection 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 travellers 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 6.4

Timeliness of decision-making for non-broker approved arrangement applications against legislated consideration periods.

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
At least 95% of decisions on non-broker approved arrangement applications are finalised within the relevant legislative consideration period.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
At least 95% of decisions on non-broker approved arrangement applications are finalised within the relevant legislative consideration period.	Not applicable.	Fewer than 95% of decisions on non-broker approved arrangement applications are finalised within the relevant legislative consideration period.

Rationale

Under the Biosecurity Act, we establish and maintain approved arrangements to manage biosecurity risks associated with goods imported into Australia. Approved arrangements allow industry operators to perform specified biosecurity activities using their own sites, facilities, equipment and personnel, without constant departmental supervision.

Our approved arrangement program enables us to deliver against legislative and regulatory responsibilities under the Biosecurity Act. We develop policies, conditions, systems and processes that enable biosecurity industry participants to adjust biosecurity activities in response to increasing trade volumes and the changing global spread of pests and diseases and to pursue streamlined border clearance. These arrangements support Australia's reputation as a trusted trading partner by enabling industry to share responsibility for managing biosecurity risk.

There are 2 main categories of import-related approved arrangements that we manage: broker and non-broker. A broker approved arrangement (class 19) allows an accredited customs broker to assess, document and clear imports, typically through electronic systems, with compliance monitored by audit. A non-broker approved arrangement (classes 1 to 14) covers all other arrangements where importers or site operators manage the physical handling of goods such as inspection, storage or treatment at approved premises.

This measure assesses our performance in delivering timely regulatory decisions on non-broker approved arrangement applications within legislated timeframes (known as consideration periods). Timely decision-making is a core obligation and is critical to managing biosecurity risk while providing certainty to regulated entities.

The legislative consideration period is defined in the Biosecurity Regulation 2016 and specifies the timeframe within which we must decide to approve or refuse an application. This period is 90 days from receipt of a complete approved arrangement application, and 120 days for a complete application that requires scientific or technical advice.

Finalising approved arrangement applications within the legislated consideration period demonstrates effective regulation and the management of biosecurity risk associated with imported goods.

The target of at least 95% reflects an expectation of a high level of compliance with statutory decision-making timeframes, while recognising that a small proportion of cases may be affected by factors outside our control. These may include particularly complex applications, incomplete or late information from applicants, and matters requiring additional technical, legal or risk assessment. Setting the target at this level helps ensure that quality decision-making and effective risk management are prioritised above speed in complex and exceptional cases.

Methodology and data sources

All approved arrangement applications are managed through our Biosecurity Integrated Information System – Approved arrangements module (BIIS-AA).

Applications are submitted electronically and progress through a defined workflow in BIIS-AA, including submission, validation, assessment and final decision. BIIS-AA records system-generated date and time stamps for each stage of the application and monitors progress against legislative consideration periods.

To calculate the results, we extract a report from BIIS-AA. The extracted dataset includes, at a minimum, the application reference, application type, the date the valid application was submitted, key milestone dates recorded during assessment and the final decision date.

Legislated consideration periods applicable to each application type are applied to the date the valid application was submitted to determine the due date for a decision. The elapsed time between the submission date and the final decision date is then calculated. Each application is assessed as either within or outside the consideration period.

Applications that are withdrawn before a decision is made, or otherwise excluded under agreed reporting rules, are removed in line with documented methodology and business rules.

Once the validated dataset is finalised, the performance result is calculated as the proportion of in-scope non-broker approved arrangement application decisions that were finalised within the relevant legislative consideration period, expressed as a percentage of the total number of in-scope decisions finalised during the reporting period. This calculation directly supports assessment against the target of at least 95% of decisions within the relevant legislative consideration period.

Reporting is automated through a Power BI report that presents overall results as well as breaking them down by application type. Results are reviewed prior to reporting to confirm accuracy, completeness and alignment with the approved methodology.

Key activity 7

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 aims to contain and eradicate any exotic pests and diseases that enter Australia post-border. We work with states, territories and industry partners to detect and respond to incursions, plan emergency responses, and contain and eradicate pests and diseases within Australia.

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.

Performance measure 7.1

Strengthened emergency management capabilities.

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
An overall maturity increase of at least 45% compared with the 2023–24 baseline result of 2.07 (developing).	Maintain a maturity level greater than or equal to 3 (established).	As for 2027–28.	As for 2027–28.

Tolerances

Achieved	Partially achieved	Not achieved
Maturity level has increased by at least 45% compared with the 2023–24 baseline result of 2.07.	Maturity level has remained steady or increased by less than 45% compared with the 2023–24 baseline result of 2.07.	Maturity level has decreased compared with the 2023–24 baseline result of 2.07.

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 and the sector lead agency for crises impacting the agricultural sector.

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 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 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 8).

Table 8 Emergency management capability maturity levels

Maturity level	Mostly demonstrates
1 Informal	▪ Critical weakness in current capability. ▪ Critical weakness in ability to deliver the capability in the short or medium term. ▪ No or minimal awareness of capability gaps. ▪ No or minimal action underway to address the capability gaps. ▪ No or minimal evidence of learning or a focus on continuous improvement.
2 Developing	▪ Weakness or gaps in current capability. ▪ Concerns about ability to deliver future capability. ▪ Some current and future capability gaps not clearly identified and forecasting of future capability challenges needs to be improved. ▪ Identified weaknesses not systematically addressed. ▪ Greater focus on learning and continuous improvement is needed.
3 Established	▪ Good current capability. ▪ Majority of future capability gaps identified. ▪ Activities to improve in areas of current and future capability gaps and well placed to continue improving. ▪ Majority of business areas have some focus on learning.
4 Self-sustaining	▪ Excellent current capability. ▪ Strategic and systematic approach to forecasting future capability challenges and responding accordingly. ▪ Plans and undertakes development to meet future and changing needs and conditions. ▪ Actively participates in learning and focuses on continuous improvement.

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 8

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

We are the national biosecurity regulator and must make decisions and take actions within legal and operational frameworks. Our regulatory approach explains our regulatory responsibilities and lists the legislation we administer.

This key activity aims to manage non-compliance with portfolio legislation as a critical component of reducing risk and safeguarding Australia's animal and plant health status, environment, economy and trade systems. This includes breaches of the Biosecurity Act, Export Control Act, Imported Food Control Act, and the Illegal Logging Prohibition Act and its associated Rules. It also includes 2 regulatory responsibilities not specifically covered by other key activities:

- assessing and managing biosecurity risks associated with ballast water
- ensuring compliance with prohibitions on illegally logged timber imports and illegally logged domestic raw log processing.

Ballast water is water taken on board by vessels to maintain stability and trim. Ballast water can contain thousands of aquatic microbes, plants and animals, which can be spread across the globe as the vessel releases ballast water. Unmanaged ballast water released in Australian ports could potentially introduce a range of invasive marine species, which is why ballast water is treated as a biosecurity risk. A small team in our maritime operations branch undertakes ballast water inspections.

Australia's illegal logging prohibition laws have been in place since 2012 to combat illegal logging and promote the trade of legal timber products. It is a criminal offence to import illegally logged timber into Australia, or to process an Australian grown log that has been illegally logged. Our compliance and enforcement division monitors and manages non-compliance with illegal logging laws.

Performance measure 8.1 includes investigating high-risk non-compliance with ballast water inspections and illegal logging requirements when these are reported.

Manage non-compliance with biosecurity and other relevant portfolio legislation

Performance measure 8.1

The proportion of reported non-compliance incidents assessed as high-risk for which regulatory action is initiated within 14 calendar days.

Related PBS program

Program 2.1 Biosecurity and Export Services.

Targets

2026–27	2027–28	2028–29	2029–30
100% of reported non-compliance incidents assessed as high-risk have regulatory action initiated within 14 calendar days.	As for 2026–27.	As for 2026–27.	As for 2026–27.

Tolerances

Achieved	Partially achieved	Not achieved
100% of reported non-compliance incidents assessed as high-risk have regulatory action initiated within 14 calendar days.	90 to 99% of reported non-compliance incidents assessed as high-risk have regulatory action initiated within 14 calendar days.	Fewer than 90% of reported non-compliance incidents assessed as high-risk have regulatory action initiated within 14 calendar days.

Rationale

Australia has some of the strongest biosecurity laws in the world, and we make sure these laws are enforced. Managing non-compliance with legislation is critical to reducing risks to Australia's animal and plant health, environment, economy and trade systems. Where non-compliance is assessed as high-risk, delayed regulatory action increases the likelihood and potential consequences of further harm.

We undertake regulatory actions against high-risk non-compliance referrals in accordance with our published Compliance Policy. These enforcement actions strengthen our national biosecurity system, serve as a deterrent and enhance our reputation as a regulator.

This performance measure assesses how quickly we prioritise and respond to reported high-risk non-compliance through the timely initiation of regulatory action.

By measuring the proportion of reported high-risk non-compliance incidents that we initiate regulatory action on within 14 calendar days, we gain insight into whether regulatory decision-making processes are operating in a timely and risk-based manner. This measure demonstrates how we focus regulatory resources on matters that pose the greatest risk, applying proportionate and defensible regulatory responses.

By subjecting all non-compliance referrals to a risk assessment process, we can act on non-compliance that poses the highest risk to the Australian community, environment and economy.

Regulatory actions are identified in our compliance policy. Where non-compliance is detected, we respond in a coordinated, proportionate and appropriate regulatory manner to manage the risk. 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.

This performance measure replaces the 2025–26 version. When we report on results for this measure in our annual performance statements, we will include additional narrative on how our regulatory activities strengthen our national biosecurity system, protect our international market access and promote our reputation as a trusted regulator.

Methodology and data sources

The measure draws on data recorded in our Compliance Case Management System and applies a case categorisation and prioritisation model to identify incidents assessed as high-risk. It then compares the number of those incidents for which regulatory action has been initiated within the specified timeframe against the total number of reported incidents assessed as high-risk during the reporting period.

The methodology is designed to provide a consistent and verifiable basis for assessing performance over time by focusing on the timeliness of regulatory response to the highest-risk non-compliance, rather than on individual operational activities or case outcomes.

Appendix A: Alignment of key activities and performance measures

Table A1 PBS Outcome 1 – changes to performance information

Corporate Plan 2025–26 and PBS 2026–27	Revisions in the Corporate Plan 2026–27	Changes made	Reason for changes
1.1 Support sector productivity growth and innovation.	1) Support sector productivity growth and innovation.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
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.	1.1 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years compared with average annual market sector productivity growth over the same period.	Measure numbering and target wording updated.	Numbering updated to align to the key activity more clearly. Minor edit to the target wording for clarity and consistency with tolerances.
SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	1.2 Equal or reduced cost of levies administration compared with levies disbursed.	Measure numbering updated.	To align to the key activity more clearly.
SG-03 Proportion of farm businesses making new capital investments.	1.3 The proportion of farm businesses making new capital investments.	Measure wording and numbering updated.	Minor change to measure wording. Numbering updated to align to the key activity more clearly.
SG-04 Encourage forestry industry investment in innovation.	1.4 Level and growth of co-investment attracted through Australian Government forestry research, development and innovation programs.	Replacement measure. New targets and tolerances.	2025–26 was the final year of the previous measure due to grant funding under the program ceasing. The new measure is a proxy for assessing our effectiveness in encouraging industry engagement and support for productivity growth and innovation in the forest and wood products industries.
Not applicable.	1.5 The proportion of relevant ministers and portfolio agency representatives that rate the department's policy advice highly.	New measure.	This new performance measure assesses the quality and effectiveness of the policy advice we provide to support and inform government decision-making and support productivity growth and innovation across Australia's agricultural sector.

1.2 Regulate exports and enable, improve and protect access to international markets.	2) Regulate exports and enable, improve and protect access to international markets.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
SG-05 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	2.1 Open, improve, maintain and restore access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Measure numbering updated.	To align to the key activity more clearly.
SG-06 Significant representation of Australian interests on multilateral standard-setting bodies.	2.2 Australia's representation on multilateral forums demonstrably advances agricultural trade interests and strengthens Australia's reputation as a trusted trading partner.	Replacement measure. New targets and tolerances.	Measure redesigned to use case studies to better demonstrate the impact of our work at multilateral forums. Numbering updated to align to the key activity more clearly.
SG-07 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act.	2.3 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act.	Measure numbering updated.	To align to the key activity more clearly.
SG-08 Increase in the number of paperless exchanges for exports.	2.4 Increase in the number of paperless exchanges for exports.	Measure numbering updated.	To align to the key activity more clearly.
2.1 Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	3) Promote better resource management practices, sustainability and self-reliance in the agricultural sector.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
RS-01 Increased investment in activities to build economic, social and environmental resilience to drought.	3.1 Increased investment in activities to build economic, social and environmental resilience to drought.	Measure numbering, targets and tolerances updated.	Numbering updated to align to the key activity more clearly. We have moved from an annual target for this measure to a 4-year target that aligns with the 4-year period for each funding plan. This is because fluctuating spending across financial years made an annual target less meaningful.
RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	3.2 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Measure numbering updated.	To align to the key activity more clearly.
RS-03 The proportion of Australian Government–managed fish stocks that are sustainable.	3.3 The proportion of Australian Government–managed fish stocks that are sustainable.	Measure numbering updated.	To align to the key activity more clearly.

2.2 Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	4) Support the agricultural sector to adopt emissions-reduction activities that strengthen productivity and competitiveness.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
RS-04 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.	4.1 Increased pathways to support the understanding and adoption of emissions-reduction opportunities, technologies and practices.	Measure numbering, targets and tolerances updated.	Numbering updated to align to the key activity more clearly. Targets updated to remove reference to the *Agriculture and Land Sector Plan* which was delivered in 2025–26. Target and tolerance wording updated for clarity.

Table A2 PBS Outcome 2 – changes to performance information

Corporate Plan 2025–26 and PBS 2026–27	Revisions in the Corporate Plan 2026–27	Changes made	Reason for changes
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.	5) 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.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
BI-01 The import permit service standard is met.	5.1 The import permit service standard is met.	Measure numbering updated.	To align to the key activity more clearly.
BI-02 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.	5.2 Number of pre-border biosecurity assurance arrangements established or maintained with exporting countries.	Measure numbering updated.	To align to the key activity more clearly.
BI-03 Targeted public communication and engagement activities.	5.3 Targeted public communication and engagement activities.	Measure numbering and target wording updated.	Numbering updated to align to the key activity more clearly. Minor edit to target wording for clarity.
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.	6) 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 activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.

BI-04 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention.	6.1 Effectiveness of the Compliance-Based Intervention Scheme (CBIS) for risk-based intervention.	Measure numbering, targets and tolerances updated.	Numbering updated to align to the key activity more clearly. Targets and tolerances updated to reflect historical performance data and a range that supports effective biosecurity risk management.
BI-05 Rates of non-compliance with regulations administered by the department that apply to high-value cargo.	6.2 Rates of non-compliance with regulations administered by the department that apply to high-value cargo.	Measure numbering updated.	To align to the key activity more clearly.
BI-06 Rates of non-compliance with regulations administered by the department that apply to international travellers.	6.3 Rates of non-compliance with regulations administered by the department that apply to international travellers.	Measure numbering updated.	To align to the key activity more clearly.
BI-07 Rates of non-compliance with regulations administered by the department that apply to approved arrangements.	6.4 Timeliness of decision-making for non-broker approved arrangement applications against legislated consideration periods.	Replacement measure. New targets and tolerances.	New measure reflects changes to our approved arrangements auditing approach and our responsibilities under chapter 7 of the Biosecurity Act. Numbering updated to align to the key activity more clearly.
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.	7) 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.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
BI-08 Strengthened emergency management capabilities.	7.1 Strengthened emergency management capabilities.	Measure numbering, target and tolerances updated.	Minor update to target and tolerances. Numbering updated to align to the key activity more clearly.
3.4 Manage non-compliance with biosecurity and other relevant portfolio legislation.	8) Manage non-compliance with biosecurity and other relevant portfolio legislation.	Key activity numbering updated.	Key activities are now aligned to our 2 PBS outcomes, rather than strategic objectives.
BI-09 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	8.1 The proportion of reported non-compliance incidents assessed as high-risk for which regulatory action is initiated within 14 calendar days.	Replacement measure. New targets and tolerances.	This new measure assesses how quickly we prioritise and respond to reported high-risk non-compliance through the timely initiation of regulatory action.

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 reference	Required element	Legislative requirement	Relevant section and page in Corporate Plan 2026–27
s16E(2) item 1 of the PGPA Rule	Introduction	▪ Statement of preparation that the plan has been prepared for paragraph 35(1)(b) of the PGPA Act. ▪ Specifies the reporting period for which the plan is prepared. ▪ Specifies the reporting periods covered by the plan.	Statement of preparation (p.v)
s16E(2) item 2 of the PGPA Rule	Purposes of the entity	The purposes of the entity.	Our role (p.4) Our purpose (p.4) Our strategic objectives (p.4)
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	Our key activities (p.5)
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	Our operating context (p.7)
s16E(2) item 4(a) of the PGPA Rule	a) Environment	▪ the environment in which the entity will operate	Operating environment (p.8)
16E(2) item 4(b) of the PGPA Rule	b) Capability	▪ the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	Strengthening departmental capability (p.11) Our regulatory approach (p.20)
s16E(2) item 4(c) of the PGPA Rule	c) Risk	▪ a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed	Risk oversight and management (p.14)
s16E(2) item 4(d) of the PGPA Rule	d) Cooperation	▪ details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	Cooperation and collaborating with others (p.18)
s16E(2) item 4(e) of the PGPA Rule	e) Subsidiaries	▪ how any subsidiary of the entity will contribute to achieving the entity's purposes.	Subsidiaries (p.19)
s16E(2) item 5 of the PGPA Rule	Performance	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: ▪ specified performance measures for the entity that meet the requirements of section 16EA ▪ specified targets for each of those performance measures for which it is reasonably practicable to set a target.	Our performance framework (p.23)

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