



Australian Government
**Department of Agriculture,
Fisheries and Forestry**

Meat export cost recovery arrangement: financial performance 2024–25



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Acknowledgement of Country

We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment and community. We 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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Introduction

The Department of Agriculture, Fisheries and Forestry performs a range of regulatory activities in support of our producers and exporters who take their high-quality products to global markets. Australian agriculture, fisheries and forestry is a substantial part of the Australian economy. According to [ABARES Agricultural commodities report: December quarter 2024](#), agricultural production contributed around \$1.7 billion every week (\$88.4 billion in total) to our economy in 2024–25.

Cost recovery plays a key role in the way the Australian Government charges non-government sectors for some or all the efficient costs for a specific government activity. That activity may include the provision of goods, services or regulation, or a combination of them.

Cost recovery can influence the demand for government activity and raise awareness of how much government activities cost. It improves the efficiency, productivity and responsiveness of government activities and accountability for those activities.

We implement cost recovery for meat export activities through:

- Fees – charged when regulation is provided directly to an individual or organisation for the delivery of regulatory activities such as inspections of goods, audit of registered premises, or assessment of export certification.
- Cost recovery levies or charges – applied when regulation is imposed on an industry sector rather than directly to a specific individual or organisation. These charges recover the costs of maintaining regulatory infrastructure and integrity through program management and administration, assurance and incident management activities.

This report describes the financial performance of the meat export cost recovery arrangement against the department's budget and [Cost recovery implementation statement meat exports 2024–25](#).

Summary of financial position

The Australian meat export system is governed by the Australian Export Meat Inspection system (AEMIS), a government-verified system that ensures the safety and integrity of meat for export. This system involves government oversight and a multi-stage process including:

- the registration and accreditation of properties and export establishments
- pre-export licensing for exporters
- inspection and verification by the department often through on establishment presence and
- the final issuance of export permits and certification.

This system is recognised by importing countries and facilitates the trade of meat and meat products to countries across the globe. The number of meat and meat-related product producing establishments has increased year on year and the throughput at establishments has also increased. This requires a commensurate level of staffing to support production.

The *Cost recovery implementation statement: meat exports 2024–25* projected a deficit of \$0.5 million for the 2024–25 financial year. The department's actual spend was \$112.3 million against revenue of \$94.0 million, resulting in a deficit of \$18.3 million (Table 1). This was supplemented with \$18.3 million in government appropriation as part of the *Securing the future of agricultural trade* measures (DAFF 2023).

Table 1 Meat export arrangement financial position, 2024–25

Category	Actual (\$)	Budget (\$)	Budget variance (\$)	CRIS (\$)	CRIS variance (\$)
Revenue	93,989,935	93,040,878	949,057	79,637,285	14,352,650
Expenses	112,281,826	113,472,880	(1,191,055)	79,101,847	33,179,979
Net surplus/(deficit)	(18,291,891)	(20,432,003)	2,140,112	535,438	(18,827,329)
Appropriation	18,291,891	–	18,291,891	n/a	n/a
Accumulated result	(6,402,731)	(6,402,731)	(0)	n/a	n/a

Note: Numbers in brackets are negative. Total revenue figures are inclusive of other revenue that is not recovered through regulatory fees and charges.

Securing the future of agricultural trade

The government announced the *Busting Congestion for Agricultural Exporters* package (DAWE 2020) as part of the 2020–21 Budget. The package froze export certification fees and charges in 2020–21 and increased prices in steps to reach full cost recovery in 2023–24. In recent years, the rate of change in Australia's export trade landscape has accelerated. Our market access requirements are changing, and the global agricultural trade environment is becoming more complex. It has become clear that the modelling and assumptions used to form the prices now in legislation differ from reality.

In the *2023–24 Mid-Year Economic and Fiscal Outlook*, the Australian Government committed \$91.8 million over 2 years through the *Securing the future of agricultural trade* measures (DAFF 2023)

to sustain delivery of key department export trade and regulatory functions. A further \$3.7 million was provided over 3 years to enable development of an ongoing sustainable funding model. This will assist the department to remain appropriately resourced through both cost recovery and appropriation funding to carry out its agricultural trade and export functions into the future. The Sustainable Trade Funding Taskforce was established in 2023 to progress the design and implementation of an ongoing sustainable funding model that supports the department's export regulatory and trade activities.

Sustainable funding will provide the availability of a consistent, sufficient funding source that appropriately underpins the delivery of trade and export services and associated enabling activities. This includes strategic prioritisation, and importantly the execution of regulatory export functions and the associated supporting international market access and advocacy activities.

CRIS cost modelling

The key objectives of the department's cost recovery arrangements are to:

- 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.
- support 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 market access.

We use resources such as people, IT, property and equipment to meet these objectives and undertake the corresponding business processes (regulatory activities). These activities enable us to provide outputs that meet the department's policy objectives.

The largest portion of the department's regulatory activity cost is employee related. The time and effort spent on regulatory activities, such as inspection and permits, and assessment-based output has been reflected in the fees and charges. This, along with external suppliers and operating support for our export IT systems make up other major direct costs.

The [Australian Government Charging Framework](#) allows government agencies to plan, implement and review their charging activities. Our charging is split between regulatory fees and regulatory levies. Fees are imposed when an activity and its costs can be attributed to a specific individual or organisation. A levy is imposed when a good, service or regulation is provided to a group of individuals or organisations rather than to a specific individual or organisation.

The cost base is modelled to reflect the full costs to deliver regulatory services to support the meat industry. The department's [Cost recovery implementation statement meat exports 2024–25](#) describes this in further detail.

The [Expenses](#) chapter describes the costs involved in providing our services, by division. For descriptions of the services provided by these divisions, see [Appendix A](#).

Volume and revenue

Revenue for the meat exports arrangement was \$93.8 million in 2024–25, which is \$1.6 million more than budget and \$15.7 million more than CRIS projections. Table 2 and Table 3 detail the volumes and equivalent revenue generated for each regulatory charge and fee.

The continuation of elevated export prices and production levels for beef and sheep meat seen over the past 3 years have led to increased activity in throughput and certifications. This is further impacting on-plant activity in response to increases in numbers of establishments and production volumes with a 16% increase in total full-time equivalent (FTE) since June 2022.

From 1 November 2024, charges for both planned and unplanned overtime have been applied in line with the charging authority's resolution.

Table 2 Meat export volumes, by charge point, 2024–25

Type of charge	Cost recovery charges	Actual volume (units)	Budget (units)	Variance (units)	Variance (%)	CRIS estimated volume (units)
Charges	Document – certificates	311,806	289,945	21,861	8	244,256
	Meat export licence	352	273	79	29	307
	Registration application	37	36	1	3	37
	Establishment – poultry	378	372	6	2	362
	Establishment – further processing	911	898	13	1	876
	Establishment – independent boning rooms	172	180	(8)	(4)	194
	Establishment – casings	87	84	3	4	96
	Establishment – storage & transportation	1,874	1,859	15	1	1,641
	Establishment – abattoir	1,114	1,118	(4)	(0)	880
	Throughput – full unit (cattle, buffalo, camel)	8,535,907	7,559,312	976,595	13	6,393,188
	Throughput – pig	4,879,545	4,932,802	(53,257)	(1)	3,788,152
	Throughput – goat, lamb, sheep	39,310,706	36,707,003	2,603,703	7	25,109,356
	Throughput – deer, game deer	12,358	9,533	2,825	30	2,925
	Throughput – emu, ostrich	0	31	(31)	(100)	1,523
	Throughput – calf	360,138	331,884	28,254	9	282,376
Throughput – kangaroo, wild boar	666,095	569,988	96,107	17	771,268	
Throughput – rabbit, possum, hare	3,490	3,838	(348)	(9)	0	

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Type of charge	Cost recovery charges	Actual volume (units)	Budget (units)	Variance (units)	Variance (%)	CRIS estimated volume (units)
	Establishment – Tier 1	0	0	–	–	200
	T1 – Throughput – full unit (cattle, buffalo, camel)	109,815	116,920	(7,105)	(6)	146,528
	T1 – Throughput – pig	0	0	–	–	0
	T1 – Throughput – goat, lamb, sheep	209,098	754,701	(545,603)	(72)	3,278,076
	T1 – Throughput – deer, game deer	0	958	(958)	(100)	77
	T1 – Throughput – emu, ostrich	0	0	–	–	0
	T1 – Throughput – calf	926	437	489	>100	6,721
	T1 – Throughput – kangaroo, wild boar	0	28,056	(28,056)	(100)	107,483
	T1 – Throughput – rabbit, possum, hare	0	0	–	–	0
	TRQ certificates	32,353	26,839	5,514	21	0
Fees – audit and inspection	Standard audit	16,047	14,098	1,949	14	9,620
	Specialist audit	20,232	21,245	(1,013)	(5)	24,991
	FSMA – Monthly	1,200	1,214	(14)	(1)	1,105
	FSMA – quarter hour planned	136,991	138,109	(1,118)	(1)	98,600
	FSMA – quarter hour unplanned	37,831	28,511	9,320	33	36,040
	OPV – monthly	1,146	1,176	(30)	(3)	1,027
	OPV – quarter hour planned	112,538	108,028	4,510	4	105,951
	OPV – quarter hour unplanned	30,102	26,388	3,714	14	23,993
Fees – documentation	Electronic certificates	311,790	289,935	21,855	8	244,256
	Manual documents	959	789	170	22	1,135
	Replacement certificate	2,037	2,736	(699)	(26)	469
	TRQ certificates	32,353	26,839	5,514	21	0
Organics ^a	Organic certifying organisation	0	1	(1)	(100)	1

^a Organic certifiers support a small number of exporters in each export arrangement (excluding Live Animal Exports) with revenue and expense reflected in each arrangement.

Table 3 Meat export revenue, by charge point, 2024–25

Type of charge	Cost recovery charges	Actual revenue (\$)	Budget revenue (\$)	Variance (\$)	Variance (%)	CRIS estimated revenue (\$)
Charges	Document – certificates	9,966,422	9,266,844	699,578	8	7,816,192
	Meat export licence	121,451	94,196	27,255	29	105,915
	Registration application	31,598	30,744	854	3	31,598
	Establishment – poultry	494,802	486,948	7,854	2	473,858
	Establishment – further processing	1,192,965	1,175,948	17,017	1	1,146,684
	Establishment – independent boning rooms	225,148	235,620	(10,472)	(4)	253,946
	Establishment – casings	76,560	73,920	2,640	4	84,480
	Establishment – storage & transportation	1,649,105	1,635,920	13,185	1	1,444,080
	Establishment – abattoir	980,191	983,840	(3,649)	(0)	774,400
	Throughput – full unit (cattle, buffalo, camel)	3,919,730	3,470,497	449,233	13	2,940,866
	Throughput – pig	776,048	783,890	(7,842)	(1)	606,104
	Throughput – goat, lamb, sheep	4,716,019	4,403,499	312,520	7	3,013,123
	Throughput – deer, game deer	1,113	858	255	30	263
	Throughput – emu, ostrich	0	2	(2)	(100)	108
	Throughput – calf	18,010	16,594	1,416	9	14,119
	Throughput – kangaroo, wild boar	19,983	17,100	2,883	17	23,138
	Throughput – rabbit, possum, hare	35	38	(3)	(8)	0
	Establishment – Tier 1	0	0	–	–	176,000
	T1 – Throughput – full unit (cattle, buffalo, camel)	46,045	49,029	(2,984)	(6)	61,542
	T1 – Throughput – pig	0	0	–	–	0
	T1 – Throughput – goat, lamb, sheep	23,001	83,017	(60,016)	(72)	360,588
	T1 – Throughput – deer, game deer	0	77	(77)	(100)	6

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Type of charge	Cost recovery charges	Actual revenue (\$)	Budget revenue (\$)	Variance (\$)	Variance (%)	CRIS estimated revenue (\$)
	T1 – Throughput – emu, ostrich	0	0	–	–	0
	T1 – Throughput – calf	45	21	24	>100	336
	T1 – Throughput – kangaroo, wild boar	0	842	(842)	(100)	3,224
	T1 – Throughput – rabbit, possum, hare	0	0	–	–	0
	TRQ certificates	1,033,102	856,673	176,429	21	0
Total charges	–	25,291,373	23,666,117	1,625,256	7	19,330,570
Fees – audit and inspection	Standard audit	1,025,680	901,068	124,612	14	615,680
	Specialist audit	2,197,689	2,308,577	(110,888)	(5)	2,724,019
	FSMA – monthly	22,467,254	22,726,985	(259,731)	(1)	20,680,075
	FSMA – quarter hour planned	3,698,755	3,728,939	(30,184)	(1)	2,662,200
	FSMA – quarter hour unplanned	1,474,635	1,111,328	363,307	33	1,405,560
	FSMA – overtime	293,490	42,286	251,204	>100	0
	OPV – monthly	28,606,635	29,366,967	(760,332)	(3)	25,644,190
	OPV – quarter hour planned	4,051,374	3,889,005	162,369	4	3,814,236
	OPV – quarter hour unplanned	1,535,226	1,345,788	189,438	14	1,223,643
	OPV - overtime	312,977	48,028	264,949	>100	0
Fees – document ation	Electronic certificates	1,558,950	1,449,675	109,275	8	1,221,280
	Manual documents	41,218	33,911	7,307	22	48,805
	Replacement certificate	1,119,340	1,505,644	(386,304)	(26)	258,419
	TRQ certificates	161,765	134,195	27,570	21	0
Organics a	Organic certifying organisation	8,608	8,608	–	–	8,608
Total fees	–	68,553,596	68,601,004	(47,408)	(0)	60,306,715
Total charges and fees	–	93,844,969	92,267,121	1,577,848	2	79,637,285

a Organic certifiers support a small number of exporters in each export arrangement (excluding Live Animal Exports) with revenue and expense reflected in each arrangement.

Expenses

Expenditure in 2024–25 was \$112 million, \$1.2 million lower than budget (Table 4).

Overall, expenditure was 1% (\$1.2 million) lower than budget. This was driven by reductions in staffing, consultancy and staff development and training expenditure. Planned consultancy works to provide regulatory guidance, and training programs associated with Food Safety Meat Assessor (FSMA) inductions did not eventuate in full through the 2024–25 year as planned, driving a large portion of the underspend.

These savings offset overspends in both direct and indirect digital functions. Cost pressures in the digital space are being driven by ongoing inflationary pressures for digital products (including hardware services, personal and storage).

The increase in expenditure within the compliance and enforcement area is driven by a higher volume of meat licences and support for complex regulatory action.

Table 4 Meat export arrangement cost base, by division, 2024–25

Expenses	Division	Actual cost (\$)	Budget cost (\$)	Variance (\$)	Variance (%)
Direct	Export & Veterinary Services Division	83,066,871	83,933,867	(866,997)	(1)
	Digital Business	2,667,414	2,490,787	176,627	7
	Plant & LAE Welfare & Regulation	1,997,674	1,994,213	3,461	0
	Compliance & Enforcement	1,950,298	1,639,603	310,695	19
	Trade and International	677,125	729,907	(52,782)	(7)
	Biosecurity Operations	26,932	24,409	2,523	10
Total direct expenses	–	90,386,313	90,812,786	(426,473)	(0)
Indirect	Digital Services	10,424,480	10,072,855	351,625	3
	People, Property & Security	5,705,921	6,049,682	(343,761)	(6)
	Finance and Investment	3,600,296	4,089,176	(488,880)	(12)
	Legal	1,300,130	1,404,956	(104,826)	(7)
	Strategy Performance and Engagement	731,750	854,190	(122,439)	(14)
	Central Funds	86,169	142,008	(55,839)	(39)
	Transformation Taskforce	46,767	47,229	(462)	(1)
Total indirect expenses	–	21,895,512	22,660,095	(764,582)	(3)
Total expenses	–	112,281,826	113,472,880	(1,191,055)	(1)

Note: Totals are rounded.

The increase in staffing levels throughout 2023–24 and into 2024–25 is enabling the department to return to an optimal and efficient workforce (Table 5). This has resulted in a 9.5% rise in staffing levels associated with the meat export arrangement, translating to a \$10.5 million increase compared to 2023–24.

Table 5 Meat export arrangement financial performance, 2021–22 to 2024–25

Finance element	2021–22 (\$)	2022–23 (\$)	2023–24 (\$)	2024–25 (\$)
Revenue = X	71,000,823	77,860,338	79,040,670	93,989,935
Expenses = Y	71,789,805	86,951,487	97,290,574	112,281,826
Balance = X – Y	(788,982)	(9,091,150)	(18,249,904)	(18,291,891)
Remissions, rebates and adjustments = Z	788,982	5,048,039	18,249,904	18,291,891
Net balance = balance + Z	(0)	(4,043,111)	(0)	0
Accumulated result	(2,359,620)	(6,402,731)	(6,402,731)	(6,402,731)

Non-financial performance

The [Annual report 2024–25](#) provides comprehensive information on performance measures and performance results. Non-financial performance measures are given as high-level objectives and are not reported at a level specific to each cost recovery arrangement.

Objective 1 Sector growth

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

Key activity 1.1

Support sector productivity growth and innovation.

Measure SG-01

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

Measure SG-02

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

Key activity 1.2

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

Measure SG-04

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

Measure SG-06

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

Measure SG-07

Measure SG-07	Increase in the number of electronic certificates issued for export.
Measure type	Quantitative efficiency and regulatory.
Target	Plus 2% of what the final 2023–24 eCert number is.
Sources	<i>Corporate Plan 2024–25</i> <i>Portfolio Budget Statements 2024–25</i> Programs: 1.13
2024–25 outcome	Achieved
Result	84,180 electronic certificates issued for paperless trading across multiple commodities and importing countries. (12.5% increase from 2023–24 when 74,661 were issued).
Tolerances	Achieved: 2% or more increase. Partially achieved: 1% – 1.99% increase. Not achieved: Less than 1% increase.

Appendix A: Divisional activities

Table A1 Department activities, by division

Group	Division	Description of activities
Agricultural Trade and Regulation Group	Trade and International	Engages in bilateral, regional and multilateral opportunities to advance Australia's agriculture trade and international diplomatic interests. Pursue agricultural trade and market access through multilateral negotiations, high-level bilateral meetings and counsellor network engagement and negotiations with trading partners. Invest in the department's culture and capability to deliver policies and initiatives reflecting international interest.
	Exports and Veterinary Services	Manage export inspection, audit and certification services for food, non-food commodities and live animal operations. Negotiate technical markets access for food and non-food commodities. Manage agricultural quotas negotiated under Free trade agreements and lead Australia's positions at the Codex Alimentarius Commission for international food standards.
	Digital Business	The Digital Business Division is leading the digital transformation of Australia's agricultural export systems to help get produce to the market faster and cheaper while maintaining the levels of quality that makes Australia's exports world class. Working closely with business teams across the Agriculture Trade Group and across government, they are delivering digital reform by streamlining, improving and overhauling the export experience and internal agency processes. These enhancements will allow digital interaction with the agency and reduce regulatory and cost burden for Australian agricultural exporters.
	Plant and Live Animal Exports, Welfare & Regulation	Supports Australian agriculture industries and the government through export regulatory integrity assurance, export assessment services, food market access, certification management group, development of animal welfare policy for export and domestic issues; management of policy, operations and certification for the export of live animals, animal reproductive material, plants, and plant products and fostering regulatory stewardship across the export related functions.
Biosecurity, Operations and Compliance Group	Biosecurity Plant and Science Services	Safeguarding Australia's plant health status to achieve, maintain and expand access to overseas markets, while protecting the economy and environment from biosecurity risks on imports. The division provides scientific analysis and technical advice, regulates the safe imports of plants and plant products, conducts surveillance, diagnostics and response activities, and provides quarantine services at the world class Post Entry Quarantine facility at Mickleham. Our technical expertise is called upon for a range of national and international purposes including international capability building and standard setting.
	Compliance and Enforcement	Delivers regulatory outcomes that protect Australia from risks to our biosecurity and trade systems. Informed by both science and intelligence we set controls and deliver assurance activities to increase compliance with legislation; and respond appropriately and proportionately to any breaches. We work with internal and external stakeholders

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Group	Division	Description of activities
		across the regulatory continuum responding to known and emerging risks to safeguard Australia's agriculture, economy, trade and way of life.
	Biosecurity Operations	Deliver nationally integrated biosecurity and imported food regulatory activities to ensure goods, conveyances and travellers meet Australia's import requirements. Manage operational policy and front-line regulatory control setting to manage biosecurity and imported food risk. Deliver assessment, inspection, post entry quarantine, stakeholder engagement and client contact centre services. Improve the delivery of those regulatory functions.
Strategy, Enterprise, and Engagement Group	Legal	Responsible for the provision of all legal services and advice required by the department to develop its legislation and deliver its functions.
	Digital Services	Deliver high values, sustainable digital services, reduce complexity and provide secure, reusable, innovative digital services, and solutions to meet business and customer needs.
	People, Property and Security	Support our people and leaders across the employment life cycle by enabling the effective management of people-related risk and building future ready leaders, people, and culture.
	Finance and Investment	The Finance and Investment Division manages all financial activities for the department, including budgeting and reporting, policy and governance, cost recovery, spending and receiving money, debt management, grants, procurement and contract management policy advice, treasury and assets, ensuring financial compliance, payroll, credit cards and travel, the division provides financial systems administration and delivers training to uplift financial acumen across the department, and ensures our people receive strategic financial advice through finance business partners. We build value and relationships through trusted engagements and provide considered financial advice for successful management of our resourcing.
	Strategy Performance and Engagement	Responsible for enterprise and budget strategy, communication and media, and governance and corporate support including parliamentary and ministerial services.
	Transformation Taskforce	Deliver the integrated transformation program and its 4 pillars, the Transformation Action Plan, Statement of Strategic Intent, Organisation Design and Culture as a response to the department's capability review findings.
	Central Funds	Accountable for driving capability development across the department, including learning and development, talent management, and leadership growth initiatives.

References

DAFF 2023, [Budget 2023–24, Securing the future of agricultural trade \(PDF 208 KB\)](#), Department of Agriculture, Fisheries and Forestry, Canberra, accessed 22 December 2025.

DAWE 2020, [Budget 2020–21: Busting Congestion for Agricultural Exporters \(PDF 211 KB\)](#), Department of Agriculture, Water and the Environment, Canberra, accessed 22 December 2025.