

Acknowledgement of country

Food Standards Australia New Zealand (FSANZ) acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past and present. FSANZ also acknowledges and respects ngā iwi Māori as the tangata whenua of Aotearoa, New Zealand.

About this plan

FSANZ is an independent statutory authority in the Australian Government Health portfolio established by the Food Standards Australia New Zealand Act 1991 (FSANZ Act). We also operate under a treaty-level agreement between the governments of Australia and New Zealand that establishes FSANZ's role in setting and maintaining trans-Tasman food standards.

FSANZ is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). Our functions are set out in Section 13 of the FSANZ Act.

We, as the accountable authority of Food Standards Australia New Zealand, present the 2025-26 Food Standards Australia New Zealand Corporate Plan, which covers the periods of 2025-26 to 2028-29, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 and and in accordance with Section 16E of the PGPA Rule 2014.

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Message from the Board Chair and Chief Executive Officer

We are pleased to present the 2025-26 Corporate Plan for Food Standards Australia New Zealand (FSANZ).

Australia and New Zealand enjoy a strong global reputation for producing safe, quality food. FSANZ estimates the collective value of our food exports exceeds \$100 billion annually, with domestic consumption valued at more than \$250 billion. Our bi-national food regulation system underpins this economic success story, delivering the standards and safeguards needed to ensure a safe food supply.

FSANZ has set the standards for safe food in Australia and New Zealand for more than 30 years. We develop and maintain the Food Standards Code, help consumers make informed decisions, coordinate the removal of unsafe food from Australian shelves and monitor the safety of the food supply. This essential work helps protect public health and safety, reduces the economic and social cost of food-related illness and supports industry development, innovation and trade.

This year, we are progressing a range of important initiatives that will deliver real benefits for the community. We are continuing preparatory work to inform future decision-making on the potential mandating of the Health Star Rating system and reviewing the Nutrition Information Panel to improve how food composition information is presented to consumers. We have commenced a proposal to review standards for toddler milks and preparatory work for infant foods and foods for early childhood, ensuring they are safe and healthy, and parents are better informed. Updates to requirements for caffeine and eggs are also underway to reflect current science and community expectations. In parallel, we are advancing our surveillance activities, with key publications including the 28th Australian Total Diet Study and results from our national survey of antimicrobial resistance in Australian raw retail meats, helping us and our stakeholders better understand emerging risks and consumer needs and behaviours.

None of our critical work is done in isolation. As the central scientific agency in the food regulation system, we actively engage and collaborate with all our stakeholders. We consult transparently with public health, consumer, industry and academic representatives during the development of food standards. We engage closely with the federal, state and territory regulators who enforce the standards as food laws in both Australia and New Zealand. We openly communicate with the public to help consumers make informed choices and ensure they are aware of food safety issues as they arise.

Our work cuts across government health, agriculture, industry and trade portfolios. A safe food supply is essential for a healthy population, a strong and productive domestic economy, and access to international markets. FSANZ is recognised globally as an independent and trusted food standards agency with deep regulatory science expertise. We've formed strong partnerships with other national food agencies and multi-lateral bodies such as the Food and Agriculture Organization, the World Health Organization, APEC and ASEAN. Our international engagement supports development of benchmark food safety standards, regulatory harmonisation and capacity and capability building projects. FSANZ is proud of our reputation for international leadership and continues to take an active role in the global food safety community.

Domestically, FSANZ performs vital functions at the heart of the bi-national food regulation system. This Corporate Plan aligns our activities to new system strategic outcomes, demonstrating how our core work contributes to safe and suitable food and a high degree of public health protection. We continue to work with regulatory partners and food ministers to set and agree priorities for our work, particularly high-impact food standards proposals. We also remain focussed on preparing for the outcomes of the review of the *Food Standards Australia New Zealand Act 1991*, recognising reforms can support modernisation and improve system flexibility. Reflecting ministers' priorities, we are progressing work to improve productivity and support national obesity prevention efforts, while positioning the food regulation system to be future-ready as opportunities emerge in areas including artificial intelligence and digitisation.

Our vision - World-leading standards, safe food for life - demonstrates our continued commitment to ensuring a safe food supply for the people of Australia and New Zealand, now and into the future. As the accountable authority of FSANZ, on behalf of the Board, we are proud to present the 2025-26 Corporate Plan, covering the period 2025-29, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

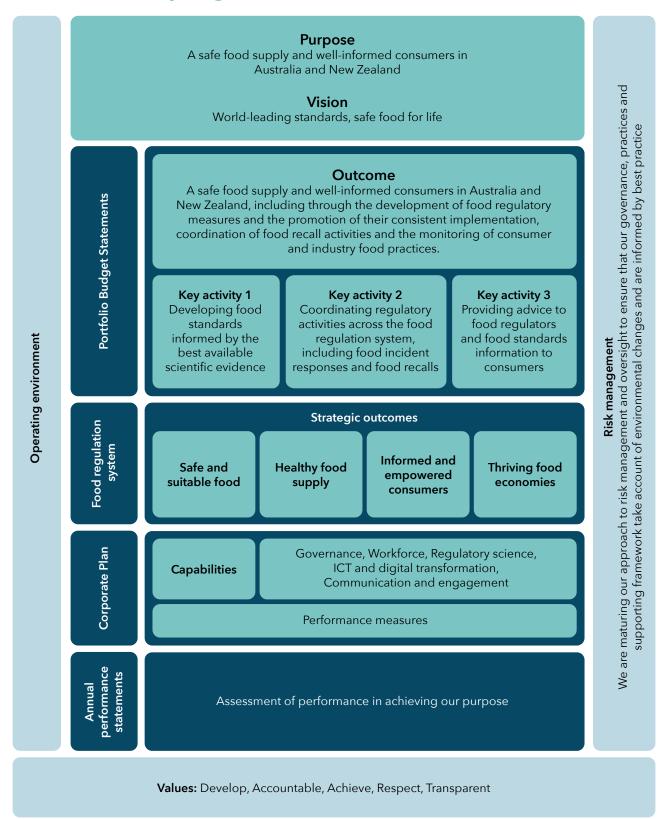
Glenys Beauchamp AO PSM

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Board Chair

Dr Sandra Cuthbert Chief Executive Officer

Plan on a page



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Purpose and key activities

Food Standards Australia New Zealand (FSANZ) sets the standards for safe food in Australia and New Zealand. Our primary responsibility is to protect public health and safety by ensuring a safe food supply in partnership with food and health authorities in both countries. We do this by:

- developing evidence-based food standards for regulators and industry
- monitoring the safety and composition of the food supply
- supporting consumers to make informed choices using food labelling
- coordinating food incidents and recalls in Australia.

As a keystone standards agency, our work cuts across health, agriculture, industry and trade portfolios. The standards we set guide development of the regulatory safeguards which support food businesses to produce, sell and import safe food, access international markets and innovate to meet changing consumer preferences. Our vital work means people in Australia and New Zealand can be confident the food they buy is safe to eat and is what it says it is.

Our purpose is to support a safe food supply and well-informed consumers in Australia and New Zealand, including through the development of food regulatory measures and support for their consistent implementation, coordination of food recall activities and the monitoring of consumer and industry food practices.

We achieve our purpose through 3 key activities, with priorities for 2025-26 established under each.

Key activity 1 - Developing food standards informed by the best available scientific evidence

- Effective and efficient assessment of applications and proposals, including the reviews of caffeine and young child formula and assessment of new and novel foods, supported by strong stakeholder engagement and transparent public consultations
- Collection and assessment of best available evidence, including for preparatory work on potential mandating of the Health Star Rating (HSR) system, the review of the Nutrition Information Panel (NIP) and preliminary consideration of commercial foods for infants and young children
- Food Standards Code stewardship, including management of legislative change processes, provision of tools and information to support Code users and service level upgrades for applicants
- International engagement and standards harmonisation, including through leadership of and participation in Codex Alimentarius Commission and World Health Organization / Food and Agriculture Organization expert committees, and coordination of international projects on behalf of the Australian Government.

Priority work 2025-26

- P1056 Caffeine review, P1060 Egg food safety and P1066 Review of young child formula
- HSR preparatory work and NIP review
- Preparatory work on commercial foods for infants and young children
- Service improvements to better support Food Standards Code users and applicants
- Harmonisation of maximum residue limits for agvet chemicals

Key activity 2 - Coordinating regulatory activities across the food regulation system, including coordination of food incident responses and food recalls

- Effective and efficient coordination of food incident responses and food recalls, including strong engagement with food regulation system partners and food businesses to quickly remove unsafe products from the market
- Surveillance and monitoring of the food supply, including to assure safety, assess risks, identify emerging food issues
 and trends and inform standards development and enforcement
- Maintain comprehensive food supply and composition databases, including the Branded Food Database and food and nutrient databases AUSNUT and the Australian Food Composition Database
- Provide tools and information to support food businesses to comply with standards, including the Nutrition Panel Calculator and new standards for energy labelling on alcohol.

Priority work 2025-26

- Service improvements to better support food businesses undertaking food recalls
- Complete the 28th Australian Total Diet Study
- Surveillance of antimicrobial resistance (AMR) in the Australian food supply report release
- Continued expansion of the Branded Food Database
- Publish data from the National Nutrition and Physical Activity Survey in AUSNUT
- Development of tools and information to support businesses to implement new standards for energy labelling on alcoholic beverages
- Continued participation in international technical committees and forums

Key activity 3 - Providing advice to food regulators and food standards information to consumers

- Help consumers to make informed choices using food labelling, including the NIP, ingredients list, warning labels
 and Plain English Allergen Labelling
- Undertake consumer research and testing, including to inform standards development and understand attitudes to food safety, labelling, new technologies and food choices
- Provide advice to food regulators to support consistency in standards implementation, including for new standards egg safety and definitions for genetically modified food
- **Provide risk advice to food system partners,** including to support the Imported Food Inspection Scheme (IFIS) administered by the Department of Agriculture, Fisheries and Forestry.

Priority work 2025-26

- Service improvements, including new web content to better support consumers to use food labelling
- Delivery of the third annual Consumer Insights Tracker bi-national survey
- Development of materials to support regulator implementation of new standards on definitions for genetically modified foods and egg safety
- Provision of risk advice to support the IFIS and manage food safety incidents, including those involving imported foods

Other important initiatives

- Enhanced regulatory science capabilities, including through best-practice risk assessment, ongoing engagement with domestic and international regulatory partners and strategic workforce development
- Digitalisation of processes, including to support leading-practice project management of applications and proposals
- Maturing risk management, including continuous improvement of our risk management framework
- Stakeholder and client engagement, including through open public consultations on standards matters and transparent engagement with stakeholders, led by a dedicated new Client Services team
- **Preparedness for change,** driven by global trends, scientific and technology developments and shifting market and consumer needs.

Operating environment

FSANZ operates in an environment influenced by our legislative framework, the work and priorities of the food regulation system, international regulatory approaches and food systems change and innovation.

Legislative framework

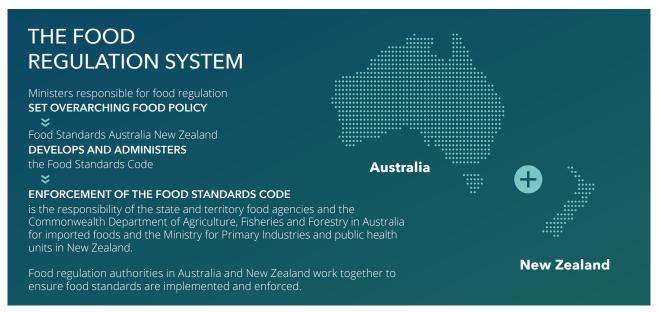
FSANZ is established under and delivers its functions in accordance with the Food Standards Australia New Zealand Act 1991 (the FSANZ Act). We also fulfil our obligations as an Australian Government agency under the Public Governance, Performance and Accountability Act 2013 and the Public Service Act 1999. Together these acts establish requirements for our operations, governance, performance and accountability. FSANZ is committed to stewardship in effectively and efficiently delivering its functions as a standards setter and transparently reporting to the government and the public on its planning and performance.

FSANZ continues to prepare for the outcomes of the FSANZ Act Review. Led by the Department of Health, Disability and Ageing, the review presents a once-in-a-generation opportunity to modernise the legislation which underpins our work to support a strong, robust and agile food regulation system. FSANZ recognises Act reform can provide us with the flexibility to meet the food systems challenges of today while preparing for the opportunities of tomorrow, provided expanded functions and legislative changes are accompanied by new investment and appropriate resourcing.

Food regulation system

Australia and New Zealand have a joint system to ensure our food is safe to eat. Food ministers and federal and state government agencies work together to set system priorities, make food laws, enforce the standards set by FSANZ and respond quickly to food safety incidents (see Figure 1 below). The comprehensive, cooperative system underpins a high level of consumer confidence in our food supply while protecting public health and safety.

Figure 1 The food regulation system



FSANZ is at the heart of the system, developing the standards that are made into food laws to underpin the production, manufacture, sale and trade of safe food. We also coordinate activities for the system, including surveillance and monitoring of the food supply, and food recalls and incident responses in Australia. Our work is driven by close and productive engagement with system partners and stakeholders including industry, public health organisations, consumer groups and academia. We are proudly collaborative and cooperative in all we do. The success of the food regulation system – and our goal to protect public health and safety by ensuring a safe food supply – is underpinned by the system's component parts working effectively together.

FSANZ aligns its work with system priorities set out in the Food Regulation System Strategic Plan 2025-28. The plan provides direction to achieve the vision of food ministers for communities to have a safe and healthy food supply, be empowered to make informed choice about their food, and benefit from thriving food economies. Table 1 below maps our actions and priorities to system strategic outcomes.

Table 1 Our actions to support the food regulation system in 2025-26

Table 1 Our actions to support the	he food regulation system in 2025-26
STRATEGIC OUTCOMES	OUR ACTIONS
Safe and suitable food Food safety and suitability risks across the food chain are understood and managed	 Effective and efficient assessment of applications and proposals Food Standards Code stewardship Surveillance and monitoring of the food supply International engagement and standards harmonisation Effective and efficient coordination of food incident responses and food recalls in Australia Provide advice to food regulators to support consistency in standards implementation Provide risk advice to food system partners Priority work 2025-26
	 P1056 - Caffeine review and P1060 - Egg food safety Complete the 28th Australian Total Diet Study Service improvements to better support food businesses undertaking food recalls AMR in the Australian food supply - report release
Healthy food supply The food supply supports populations to eat well and in line with dietary guidelines	 Collection and assessment of best available evidence Maintain comprehensive food supply and composition databases Help consumers to make informed choices using food labelling Undertake consumer research and testing
	Priority work 2025-26
	 P1066 - Review of young child formula and preparatory work on commercial foods for infants and young children Continued expansion and publication of the Branded Food Database Publish data from the National Nutrition and Physical Activity Survey in AUSNUT
Informed and empowered consumers	 Help consumers to make informed choices using food labelling Undertake consumer research and testing
Consumer information on the composition and nutritional qualities of food is clear,	 Provide tools and information to support food businesses to comply with standards Priority work 2025-26
truthful and not misleading	 Progress preparatory work on potential mandating of the HSR system Progress the NIP review
	Service improvements, including improved web content to better support consumers to use food labelling
	 Delivery of the third annual Consumer Insights Tracker survey

STRATEGIC OUTCOMES

Thriving food economies

The regulatory burden for regulated parties is proportionate and safe innovation is supported

- Provide advice to food regulators to support consistency in standards implementation
- Provide tools and information to support food businesses to comply with standards
- Food Standards Code stewardship
- Effective and efficient coordination of food incident responses and food recalls

Priority work 2025-26

OUR ACTIONS

- Development of materials to support regulator implementation of new standards for new breeding techniques, cell cultured foods and egg safety
- Service improvements to support Code users and applicants
- Service improvements to support food businesses to undertake food recalls
- Development of tools and information to support businesses to implement new standards for energy labelling on alcoholic beverages
- Scoping work on a Food Standards Evaluation Framework

International regulatory approaches

International cooperation and standards harmonisation are vital components of best practice food standards setting, delivering public health and economic benefits to both Australia and New Zealand. FSANZ is recognised globally as an independent and trusted food standards agency with deep regulatory science expertise. We have long established partnerships with other national and multilateral food standards agencies globally to develop best practice approaches, share food safety intelligence and consider challenges and opportunities in areas like new breeding techniques and cell-cultured foods.

FSANZ is proud of our reputation for international leadership and continues to play an active role in the global food safety community. Our work on the international stage is also helping us to:

- harmonise domestic measures with benchmark international standards, supporting trade
- lead and support development of Codex standards and guidelines
- share expertise in food safety risk assessment regionally and internationally
- manage food safety and related public health incidents that cross national borders
- deliver projects to build capacity and capability
- access a global evidence base to support our assessments.

FSANZ is involved in more than 20 international standards setting, food safety and information sharing forums as group leads, advisors, participants or observers. We continue this work year-on-year, regardless of budgetary pressures, to ensure we remain at the forefront of international regulatory, food safety and technology developments.

Food systems change and innovation

Global food systems and technologies are evolving rapidly, presenting challenges and opportunities for standards setters and regulators. FSANZ recognises the need to maintain pace with innovation in food systems, particularly new and emerging food sources and technologies. We need to do this in a way that continues to enshrine food safety and the protection of food-related public health, underpinned by sound science. We are actively engaged in assessing the safety of and approving new food technologies and products coming to market. We are also working to build our capability and capacity to support the emerging market for First Nations foods.

FSANZ is well positioned to support and lead whole-of-food system work to support future-readiness. We are a world-leading standards setter, an expert advisor on food safety and public health policy, an evidence aggregator and interpreter, a connected convenor of stakeholders and a trusted voice for consumers. We will leverage our traditional strengths and capabilities, particularly our scientific and technical skills and our networks, to support this vital work now and into the future.

Risk oversight and management

Our Enterprise Risk Management Framework establishes our system of risk management and oversight. It sets out the organisational arrangements for managing risk within FSANZ, including principles, expectations, accountabilities and responsibilities for applying effective risk management practice. The framework was developed in line with the requirements of the Commonwealth Risk Management Policy, section 16 of the PGPA Act and ISO 31000:2018 – Risk Management. FSANZ maintains a strong focus on continuous improvement, including through independent audits, to ensure the framework remains current and fit-for-purpose while maturing our approach to risk management across the agency. The framework provides the Board, executive and staff with tools and guidance to identify, assess, treat and monitor risk at all levels of the organisation, embedding risk management in our everyday work practices and culture.

Our risk appetite statement guides how much risk we are willing to accept to meet our purpose and deliver our priorities. Understanding our risk appetite and tolerance levels supports staff in their decision making as they effectively manage identified risks.

Our approach to risk management

FSANZ identifies and manages strategic and operational risks. Strategic risks have the potential to impact or influence the achievement of our purpose, key activities and contributions to food regulation system outcomes. Operational risks are those that could disrupt our business operations and day-to-day functions. These risks are collectively managed within our Enterprise Risk Management Framework, with strategic risks considered to be key risks.

Our risk environment

Our key risks span a broad range of factors inherent in our operating environment. Preparedness for legislative change resulting from the FSANZ Act Review, achievement of activities in support of food regulation system outcomes, shifts in international food regulation and the rapid evolution of food systems and technologies individually and collectively influence our risk environment. These risks extend into areas including data and information management, financial sustainability and stakeholder engagement, detailed in Table 2.

Table 2 Enterprise strategic risks

RISK	RISK MANAGEMENT APPROACH
Data and information Our data and information systems are secure and protected	We protect and secure data in accordance with legislative obligations and stakeholder expectations, ensuring intended and appropriate data collection, retention, release, access or destruction.
Financial We manage our finances effectively and sustainably	We work within our budget to contribute to the food regulation system and sustainably deliver our legislated obligations in the medium to long-term.
Stakeholder engagement and consultation Our engagement with stakeholders is effective and valued by them	We engage effectively and productively with our broad stakeholder network, working collaboratively to deliver strong food safety outcomes and public trust and confidence in the food supply.
Influence in the food regulation system We are influential in setting and supporting the priorities of the system	We provide leadership within the food regulation system, including by contributing to system planning, supporting delivery of priorities, ensuring a shared understanding of FSANZ's role and through stewardship of food standards and incident response.

RISK MANAGEMENT APPROACH
We proactively identify and monitor emerging food safety risks and trends across domestic and international food systems, supporting rapid response to food incidents and protecting public health and safety.
We proactively engage with our jurisdictional and New Zealand partner agencies to develop effective food standards, support their consistent implementation and respond to food safety incidents.
We effectively plan and prepare for FSANZ Act Review outcomes to ensure we are appropriately funded, resourced and structured to deliver new or changed functions.

Our strategic risks identify what must go right, along with the actions required by staff, to effectively manage identified risks. In the coming year FSANZ will focus on maturing our approach to risk management, including reassessing our risk environment. This work will include consultation with staff across all levels of the agency as well as key stakeholders.

Managing risk at FSANZ

The Finance, Audit and Risk Management Committee (FARMC) of the FSANZ Board oversees our system of risk management. Committee observers include the Australian National Audit Office and an independent representative.

The Board's Risk Appetite Statement supports effective risk management and decision making through clear articulation of the level and type of risk the Board and agency is prepared to accept in achieving our objectives. Risk registers record risks being managed by the agency along with details about risk owners, inherent ratings, key controls and residual risk ratings.

FSANZ staff are required to proactively engage with and practice risk management. Staff are expected to actively support and contribute to risk management initiatives, promote a positive risk management culture, and identify where there are risk management capability gaps and training needs.

FSANZ undertakes a range of activities to forecast emerging risks including horizon scanning for emerging food safety issues, food system workshops and consultation with stakeholders.

Capability and enablers

FSANZ requires high-level capability and expertise to deliver our key activities. We seek to build and maintain capability in <u>5 areas</u> to ensure the agency has the human capital, scientific expertise, technical platforms, stakeholder relationships and governance frameworks needed to achieve its purpose. Our capability is supported by underpinning strategies and frameworks to ensure our operations are effective, efficient and in keeping with public expectations of integrity, accountability and stewardship.

Governance

Our Governance Framework enables strong and sustainable performance and provides the foundation to meet challenges and take advantage of opportunities as they arise.

The principal elements of FSANZ's governance system are leadership, compliance, collaboration, risk management, accountability, planning and value for money. Our governance systems ensure we make consistent decisions and have a high level of accountability for all our activities through active consultation, engagement with stakeholders, collaboration and transparent decision making.

Our governance structure plays an important role in ensuring we have effective leadership, direction, control and accountability. The FSANZ Board is the accountable authority for the agency and our chief advisory and standards approval body, providing strategic leadership and oversight of risks that may affect our ability to deliver on our purpose and key activities. The FARMC provides advice to the Board on the appropriateness and effectiveness of our financial reporting, performance reporting, systems of internal control and system of risk oversight and management.

The FSANZ Act prescribes the composition and appointment of the Board, which is accountable for ensuring FSANZ fulfils its statutory functions in a proper, efficient and effective manner in line with federal legislation. The Board acts in the best interests of FSANZ in all matters. Standards approved by the Board are notified to the Food Ministers' Meeting (FMM) for consideration and approval. The FMM is responsible for setting policy direction for the bi-national food regulation system and can request FSANZ undertake work to develop standards (see Figure 1).

Workforce

Our people are FSANZ's most important asset. The quality of our work and outputs is testament to our highly skilled and diverse workforce. We are committed to attracting and retaining staff with the qualifications and experience to undertake high-quality regulatory science, food safety risk assessments and standards design, alongside effective and efficient corporate governance. Our people are specialists who work effectively and productively in interdisciplinary teams to deliver world-class food standards.

FSANZ's Workforce Strategy establishes 4 pillars designed to maintain the expert workforce and capability needed to deliver the agency's key activities and priorities. The pillars are:

- Create a values-based and people-centred culture
- Develop good leaders
- Attract and retain the best people
- Build workforce capability and future-proof it.

Our strategy underpins delivery of our work by an array of highly-qualified specialists and subject matter experts, including social scientists, nutritionists, toxicologists, food technologists, food regulatory scientists, microbiologists, project managers, standards specialists and risk experts, supported by a team of corporate professionals.

Planning and sound budgeting assists us to manage our workforce size, structure and capabilities. This ensures we remain responsive to stakeholder expectations and opportunities in the food regulatory environment.

FSANZ is committed to implementing the principles of the <u>APS Strategic Commissioning Framework</u>, which aims to reduce outsourcing of core work, prioritise direct employment and strengthen APS capability. As a small agency operating within tight budget constraints, FSANZ has limited scope to outsource core work and primarily manages short-term and project-based capability needs through non-ongoing arrangements rather than consultancies. We will continue to manage any outsourcing in line with the framework, including by maintaining a flexible and appropriate mix of ongoing and non-ongoing APS employees within our staffing and project budgets.

Given FSANZ already closely manages its core workforce, in 2025-26 we will target no net increases in our external workforce for government funded activities. Achieving this target is dependent on labour market supply, the impacts of any new, externally-funded project work on resourcing needs, the effectiveness of recruitment, and attraction and retention strategies.

Regulatory science

Regulatory science underpins our world-leading food standards, effective responses to food safety incidents and proactive protection of food-related public health.

Our Regulatory Science Strategy sets out how we develop and maintain our scientific evidence base and risk assessment methodologies, manage and share data across the food regulation system, expand our scientific capabilities, leverage resources through strategic partnerships and communicate our science to meet stakeholder needs. It positions us as a recognised regional and global leader in food regulatory science and the trusted coordinator of credible information on food safety, ensuring that our risk analysis framework remains appropriate to respond to the challenges of changing food systems.

Maintaining and expanding our regulatory science capabilities enables us to remain flexible and agile in meeting the needs of a constantly evolving food sector, benefiting food producers, manufacturers and consumers. Our food safety risk analysis approach will continue to evolve to ensure that it is fit for purpose and effective, supporting FSANZ to identify, monitor and respond to food safety and food-related public health issues in a transparent and coordinated manner that applies an internationally recognised methodology. We continue to actively engage with system partners and industry to collect and make available data which underpins our regulatory science.

ICT and digital transformation

The FSANZ ICT Strategy underpins delivery of flexible and scalable technology that enables FSANZ to provide the digital, enterprise and data platforms required to deliver our key activities and future-ready remit.

Targeted improvements to information management and enterprise security will be prioritised. Technology improvements will include the replacement of the dietary exposure system data platform, finalising delivery of the Branded Food Database and working closely with the Office of the National Data Commissioner to register as a data provider.

FSANZ will contribute to advancing digital regulation including digitising the Code and updating our website, with oversight provided by the FSANZ Board. Options to use emerging technologies to improve digital engagement with stakeholders and accessibility of the Code will be considered alongside broader regulatory reforms.

Communication and engagement

Effective communication and stakeholder engagement is at the centre of our efforts to keep the food supply safe and consumers informed. Our Communication and Stakeholder Engagement Strategy aims to manage the ways we communicate with our audiences and make the best use of our extensive stakeholder networks. It is structured around themes of connection, engagement and trust.

Communication activities are aimed at clearly explaining our evidence base and the regulatory and non-regulatory objectives of our decisions, while building confidence in the food supply through provision of accurate food safety information. We look for ways to make information more accessible to consumers, stakeholders and the food regulation system using initiatives such as digitising the Code, updating our website, modernising how we conduct consultations and dialogues with key stakeholder groups. FSANZ uses its digital channels to communicate effectively with the public and productively engage stakeholders in standards development processes.

Cooperation and engagement

Engagement and cooperation with our stakeholders guide our work to ensure the food sold across Australia and New Zealand is safe.

FSANZ has an extensive network of stakeholders who play a crucial role in guiding and supporting the work we do. Our stakeholders include public health bodies, consumer groups, government (local, state and federal), industry and academia. We also maintain collaborative relationships with food regulatory bodies both domestically and overseas. Effective engagement with our stakeholders is essential to deliver on our purpose and achieve our objectives. We maintain an array of formal consultation and information sharing mechanisms to engage stakeholders and the public, including standards consultation platforms, sectoral committees, advisory groups and expert scientific forums. To ensure effective engagement with our stakeholders, we will:

- seek opportunities to share, consult, deliberate and collaborate with our stakeholders and the Australian public
- be receptive to feedback and diverse stakeholder views
- seek to increase transparency in our standards assessment and decision-making processes
- provide up-to-date, clear, accessible information to assist regulated industry participants to comply with their obligations.

We are committed to working closely with our partner agencies and policy counterparts to help ensure the bi-national food regulation system is robust and fit-for-purpose. This includes Australian state and territory food regulators, federal departments and our New Zealand partners, the Ministry for Primary Industries. We seek to work with First Nations peoples to bring their traditional knowledge to our assessments of Indigenous foods. FSANZ aspires to better understand the history of safe food use, build more proportionate risk processes and facilitate access to new markets for these foods.

Figure 2 Our stakeholders



Measuring our performance

Our purpose is to support 'a safe food supply and well-informed consumers in Australia and New Zealand'.

Our performance measures relate directly to our purpose and key activities. The measures are both qualitative and quantitative to assess our outputs, efficiency and effectiveness over time.

Our performance framework is designed to provide a clear line of sight between the Portfolio Budget Statement (PBS), Corporate Plan and Annual Report. Our PBS outcomes are outlined in Table 3.

Table 3 FSANZ PBS outcomes for 2025-26

2025-26 PBS OUTCOMES

Outcome 1

A safe food supply and well-informed consumers in Australia and New Zealand, including through the
development of food regulatory measures and the promotion of their consistent implementation, coordination
of food recall activities and the monitoring of consumer and industry food practices.

Program 1.1: Food Regulatory Activity and Services to the Minister and Parliament

Ensure all Australians have access to a safe food supply, and adequate and accurate information to make
informed choices about the food they consume. Develop food standards informed by the best available scientific
evidence, enabling efficient implementation of food laws. Coordinate trans-jurisdictional food regulatory
activities and provide information about food regulation in order to enhance confidence in food for sale.

FSANZ monitors and reports on its performance under each key activity using a range of measures. These include 4 PBS measures (see Table 4) and 10 agency measures spanning areas including regulatory science, food recalls, stakeholder engagement, communication and consumer trust. Results for all of our performance measures are reported through the FSANZ Annual Report.

Table 4 FSANZ PBS measures for 2025-26

KEY ACTIVITY		Developing food standards informed by the best available scientific evidence		Coordinating regulatory activities across the food regulation system, including food incident responses and food recalls	Providing advice to food regulators and food standards information to consumers	
INTENDED F	RESULT	Effective management and completion of applications	Participate in international fora, initiatives and projects	Efficient coordination of food recalls and national food incidents	Consumers are confident food is safe	
FSANZ CONTRIBUTIONS		FSANZ assesses applications to change the Code based on legislative requirements in a transparent, consultative and responsive manner.	FSANZ fosters strong, mutually beneficial networks and partnerships across the global food regulatory sector, including by seeking to harmonise standards and participating in bilateral, multilateral and global fora, initiatives and projects.	FSANZ coordinates food recalls in partnership with food businesses and regulators, quickly and effectively removing unsafe food from the market to protect public health and safety. We publish recalls data, support food businesses to plan for recalls and provide real-time advice to consumers.	FSANZ undertakes regular surveys and consultations to better understand the needs of consumers and our stakeholders. This work helps us engage more effectively with stakeholders and provide consumers with the information they need to make informed choices about the food they buy.	
PERFORMANCE MEASURES		Applications to amend the Food Regulatory Measures are considered within statutory timeframes (% of applications completed within legislative timeframes).	Number of ongoing bilateral, multilateral and global forums that FSANZ staff participate in, and international projects that FSANZ contribute to.	Coordinate food recalls and incidents in partnership with jurisdictions, including under the National Food Incident Response Protocol (the Protocol).	Australian and New Zealand consumers are confident in the safety of the food supply.	
	2025-26	90%	Year-on-year maintenance	Deliver efficient and timely food recalls	70% Year-on-year	
	2026-27	90%	of, or increase demonstration of engagement in, international food standards development activities.	and food incident management,	70% increase in, or maintenance	
TARGETS	2027-28	90%		including under the Protocol when	of percentage	
	2028-29	90%		appropriate.	70%	
SOURCE		FSANZ Standards Management data on applications	Internal tracking by the FSANZ international team	FSANZ Food Recall System	Annual Consumer Insights Tracker	
METHOD AND FREQUENCY		FSANZ Standards Management team collates data on applications accepted and completed and reports quarterly to the FARMC.	FSANZ International liaison team collates data on all current and ongoing international forums and projects and reports quarterly to the FARMC.	FSANZ Response team collates data on all food recalls and incidents and reports quarterly to the FARMC.	The Consumer Insight Tracker survey is undertaken each year, including consistent questions to enable comparison over time. Results are available annually and reported to the FARMC.	

