



CORPORATE PLAN **2026-27**

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 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*. 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*. Our functions are set out in Section 13 of the *Food Standards Australia New Zealand Act 1991*.

We, as the accountable authority of FSANZ, present the 2026–27 Food Standards Australia New Zealand Corporate Plan, which covers the periods of 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with Section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

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Message from the Board Chair and Chief Executive Officer

We are pleased to present the 2026–27 Corporate Plan for Food Standards Australia New Zealand (FSANZ).

Australia and New Zealand continue to benefit from a strong global reputation for producing safe, high-quality food. This reputation underpins significant and growing food sectors across both countries, with the combined value of food exports exceeding \$110 billion annually and domestic consumption more than \$280 billion.

At the centre of this system is a modern, science-based food regulation system that protects public health and safety while enabling productivity, innovation and trade.

For more than 30 years, FSANZ has played a critical role in setting and maintaining food standards across Australia and New Zealand. Today, that role is evolving. The food system is becoming more complex, shaped by changing consumer expectations, rapid advances in technology and increasing pressure on supply chains. At the same time, governments are focused on improving productivity, reducing unnecessary regulatory burden and ensuring agencies deliver clear, measurable outcomes.

This Corporate Plan reflects that context. It sets out how FSANZ is strengthening its focus on delivering against clear priorities and maximising impact for the community, industry and the broader food regulation system. Our work is not simply about developing standards—it is about ensuring a safe and suitable food supply, supporting public health, enabling economic growth and maintaining confidence in the system.

A central feature of this plan is the FSANZ 2030 Roadmap, which provides a clear framework for prioritisation and sequencing of our proposals work over the forward period. Developed in collaboration with regulatory partners and agreed across the bi-national food regulation system, the roadmap gives greater clarity and predictability to stakeholders and ensures that our effort is directed to areas of highest impact.

The backdrop of a constrained funding environment requires rigorous prioritisation of our activities. In implementing this plan, we are prioritising proposals and activities that deliver the greatest benefit to the system, support government priorities and respond to emerging public health and food safety risks. At the same time, we are maintaining the capability and flexibility required to respond quickly to new and unforeseen challenges in a constrained funding environment. This disciplined approach to prioritisation balances immediate delivery with longer-term preparedness in a food system that is becoming more dynamic and interconnected.

Over the coming year, our work program will continue to deliver tangible outcomes for consumers and industry. This includes progressing key standards work, strengthening surveillance and evidence generation, and improving how we communicate food-related information to support informed consumer choice. Collectively, these efforts will improve the health, social and economic benefits of our continually evolving food system, while supporting productive and competitive Australian and New Zealand food sectors.

Collaboration remains central to everything we do. As the pre-eminent scientific authority within the food regulation system, FSANZ works closely with Australian and New Zealand governments, regulators, industry, public health stakeholders and the community. Our partnerships ensure that standards are evidence-based, enforceable and responsive to stakeholder needs. Internationally, we continue to contribute to global standard-setting and regulatory cooperation, supporting food safety and trade while reinforcing our reputation as a trusted and independent regulator.

This Corporate Plan also reflects stakeholder feedback and positions FSANZ to support ongoing reform of the food regulation system, including consideration of potential amendments to the *Food Standards Australia New Zealand Act 1991*. Strengthening the legislative and operating framework will help ensure the system remains fit-for-purpose, flexible and able to respond to future challenges and opportunities.

Our vision—*World-leading standards, safe food for life*—reflects our enduring purpose and commitment to continuous improvement. As the accountable authority of FSANZ, on behalf of the Board, we are proud to present the 2026–27 Corporate Plan, covering the period 2026–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Ms Robyn Kruk AO
Acting Board Chair



Dr Sandra Cuthbert
CEO

Plan on a page



Our purpose

Food Standards Australia New Zealand (FSANZ) is the central science agency in the bi-national food regulation system. We are an independent statutory authority within the Australian Government Health portfolio.

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 enable a safe, trusted and high-performing food system that supports the health of Australians and New Zealanders and the productivity of the food economy. Our work guides 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. We collaborate with government, industry, public health and research sector stakeholders to help ensure consumers can be confident the food they buy is safe to eat and accurately described by its labelling.

FSANZ creates value by:

- reducing costs of foodborne illness
- ensuring consumers are informed about the foods they are eating through labelling
- enabling proportionate, efficient, science-based regulation for industry
- supporting trade and market access
- maintaining public trust in the standards set for the food system.

Our role

FSANZ protects public health and safety by establishing standards to ensure a safe food supply in partnership with food and health authorities in Australia and New Zealand. We do this by:

- developing food standards under which food industries operate using risk analysis and based on the best available scientific evidence
- monitoring the safety and composition of the food supply
- supporting consumers to make informed choices using food labelling
- coordinating food incident response and recalls in Australia.

We develop and administer the Australia New Zealand Food Standards Code (the Code). Standards in the Code provide the basis for food laws in Australian states and territories and New Zealand. The Code regulates the use of food ingredients, processing aids, additives, vitamins and minerals. It covers the composition of foods such as dairy, meat and beverages, and regulates food technologies like genetic modification and cell culturing. The Code also sets requirements for food labelling, including mandatory warnings or advisory labels. Code changes are assessed through applications (primarily made by food businesses) or proposals (prepared by FSANZ, generally at the request of the Food Ministers' Meeting (FMM)). Our 2030 Roadmap establishes priorities for our proposal work over the next 5 years, aligned to the outcomes of the Food Regulation System Strategic Plan 2025–28.

In Australia, the Code supports a nationwide approach to regulating the whole food supply chain. We develop standards for primary production and processing and for food service and retail. We also set residue limits in food for agricultural and veterinary (agvet) products in collaboration with the Australian Pesticides and Veterinary Medicines Authority, coordinate food surveillance and food recall systems, conduct economic analysis and consumer research, and support the Department of Agriculture, Fisheries and Forestry (DAFF) to administer the Imported Food Inspection Scheme. We work with state and territory regulators and local governments to support enforcement activities and application of standards. In New Zealand, food regulation activities are undertaken by the Ministry for Primary Industries, public health units or local governments, supporting the free flow of foods between New Zealand and Australia, benefiting consumers and industry in both markets.

Our activities

We achieve our purpose through 3 key activities, with actions and priorities for 2026–27 established under each. Our forward work plan is directly aligned to the Food Regulation System Strategic Plan 2025–28 and our 2030 Roadmap for proposals work, endorsed by the FMM in November 2025 (see Our operating context). Together these frameworks provide the strategic foundation for FSANZ's work, guiding decisions about where effort and resources are best invested to maximise impact for consumers, industry and the food regulation system. They enable a disciplined approach to prioritisation, balancing immediate regulatory needs with longer term system reform, while ensuring our activities remain aligned to agreed outcomes, government priorities and emerging food system challenges.

Table 1: Our strategic contribution

ACTIVITY	STRATEGIC CONTRIBUTION
1. Standards development	Delivers risk-proportionate and contemporary food standards which protect consumers and allow more informed decision-making
2. Coordinating regulatory activities	Enables early intervention, rapid response to food safety incidents and system efficiency
3. Advice and information	Supports food systems innovation and informed consumer choice

KEY ACTIVITY 1

Developing food standards informed by the best available scientific evidence

To achieve this, we will:

- **Undertake effective and efficient assessment of applications and proposals**, including the review of young child formula and development of options for mandating the Health Star Rating system, supported by robust science, strong stakeholder engagement and transparent public consultations
- **Collect and assess the best available evidence**, including to consider approaches to digital labelling and eCommerce to provide real-time, transparent food information to consumers
- **Provide Food Standards Code stewardship**, including management of legislative change processes and development of a food standards evaluation framework for continuous improvement
- **Engage internationally and harmonise standards**, including through leadership of and participation in multilateral expert committees, harmonisation of maximum residue limits (MRLs) for agvet chemicals and coordination of international projects on behalf of the Australian Government.

Priority work 2026–27

- P1066 – Review of young child formula
- P1067 – Health Star Rating System
- Development of an evaluation framework for food standards
- Preparatory work on approaches to digital labelling and e-commerce
- Service improvements to better support Food Standards Code users and applicants
- Harmonisation of MRLs for agvet chemicals
- Continued participation in international technical committees and forums to support standards alignment and harmonisation

KEY ACTIVITY 2

Coordinating regulatory activities across the food regulation system, including food incident responses and food recalls

To achieve this, we will:

- **Undertake effective and efficient coordination of food incident responses and food recalls**, including productive engagement with food regulation system partners and food businesses to quickly remove unsafe products from the market
- **Maintain comprehensive food supply and composition databases**, including continued development of the Branded Food Database and service improvements to food and nutrient databases
- **Provide timely advice to food regulators to support consistency in standards implementation**, including for new egg safety and genetically modified food standards
- **Coordinate surveillance and monitoring of the food supply**, including to assure safety, assess risks, identify emerging food issues and trends, inform standards development and enforcement and support engagement with stakeholders to manage risks
- **Provide risk advice to food system partners**, including to support DAFF imported food inspections and coordination of responses to foodborne illness with the Australian Centre for Disease Control.

Priority work 2026–27

- Targeted assistance to food businesses undertaking food recalls
- Publication of the 28th Australian Total Diet Study
- Continued development of the Branded Food Database
- Service improvements to food and nutrient databases including the Australian Food Composition Database
- Publication of guidance materials to strengthen regulator implementation of new standards on definitions for genetically modified foods and egg safety
- Updates to the FSANZ Cost of Foodborne Illness Model
- Provision of risk advice to enable imported food inspections and manage food safety incidents

KEY ACTIVITY 3

Providing food standards advice and information to our stakeholders, including industry and consumers

To achieve this, we will:

- **Develop easy-to-use guidance** to support businesses making applications to change the Code
- **Improve the FSANZ website**, including search functionality and information on food recalls and food labelling
- **Undertake consumer research and testing**, including to inform standards development and understand consumer attitudes to food health and safety, labelling, new technologies and dietary choices
- **Facilitate stakeholder and public engagement**, including through open public consultations on standards matters, programmed meetings of formal stakeholder committees and delivery of the annual Stakeholder Satisfaction Survey
- **Provide innovative tools and information to support food businesses to comply with standards**, including food labelling.

Priority work 2026–27

- Revise and update the Application Handbook to improve guidance to businesses seeking Code changes
- Web content enhancements to better support consumers to find the information they need
- Delivery of the 4th annual Consumer Insights Tracker bi-national survey
- Structured and transparent public consultations through the Consultation Hub
- Delivery of the 6th annual Stakeholder Satisfaction Survey
- Upgrades to the Nutrition Panel Calculator

Please note key activity 3 has been amended through the 2026–27 Portfolio Budget Statement (PBS) process to establish a clear focus on stakeholder engagement. It was previously: *Providing advice to food regulators and food standards information to consumers.*

Our operating context

Australia and New Zealand enjoy a strong global reputation for producing safe, quality food. FSANZ estimates the collective value of our food exports exceeds \$110 billion annually, with domestic consumption valued at more than \$280 billion. Our bi-national food regulation system underpins this economic success story, delivering the standards and safeguards needed to ensure a safe food supply and support innovation. The joint system has been in place for 30 years, providing mutual benefits to both countries and a shared stake in maintaining a robust, responsive regulatory system into the future.

FSANZ must remain agile and responsive to support continued food sector innovation and growth and strong public health outcomes. Our operating context is multifaceted and dynamic, shaped by the environment we work in, legislative settings, government priorities, international regulatory developments, evolving food systems and shifts in consumer expectations. Some of these factors are within FSANZ's direct control, while others are not, requiring active collaboration, influence and adaptation to understand, coordinate and manage. FSANZ continually considers and responds to developments in these domains as we work with partners and stakeholders to develop and update food standards and support delivery of food regulation system priorities and outcomes.

Environment

While our statutory responsibilities remain unchanged, the context in which we deliver them is changing rapidly. Increasingly complex expectations and ongoing fiscal pressures require disciplined and strategic approaches to prioritisation and resource allocation.

Food standards and regulation must do more than protect public health and safety—they must also support government policy priorities, productivity, innovation, trade and consumer confidence. In a period marked by cost-of-living pressures and shifting microeconomic conditions, governments, industry and consumers increasingly expect regulation to be efficient, proportionate and targeted to the areas of greatest impact. For FSANZ, this means maintaining rigorous, science-based standards while reducing unnecessary friction, supporting timely decision-making and helping the food regulation system contribute to thriving food economies as well as safer and healthier food supply outcomes.

The food system is becoming more complex. Macroeconomic factors including global supply chains, rapid scientific and technological change, new production methods, digital commerce and growing consumer expectations are reshaping how food is produced, sold and understood. Novel foods, biotechnology, digital labelling, traceability tools and new analytical methods are creating significant opportunities, but they also increase the pace of change and scrutiny of regulatory decision-making. At the same time, consumers expect clear, reliable and truthful information, faster responses to emerging risks and greater transparency in how decisions are made. As the central science agency in the bi-national food regulation system, FSANZ must continue to provide trusted, evidence-based advice that supports public health, underpins confidence and enables innovation to occur safely.

This environment also reinforces the need for reform. While the current legislative and system settings have served Australia and New Zealand well, they must continue to evolve to remain fit-for-purpose in a more dynamic, interconnected and data-rich food system. The review of the *Food Standards Australia New Zealand Act 1991* (FSANZ Act) provides a critical opportunity to modernise the legislative framework, strengthen regulatory stewardship and improve the system's ability to respond to contemporary risks and future opportunities. FSANZ's 2030 Roadmap supports this direction by prioritising work that delivers the greatest strategic benefit, improves system efficiency and reduces unnecessary regulatory burden. Our constrained funding environment requires disciplined prioritisation, active risk management and careful stewardship of capability and resources. Reform, however, must be matched by appropriate investment if FSANZ is to sustainably deliver existing functions and any expanded responsibilities into the future.

Against this backdrop FSANZ will continue to strengthen engagement with Australian and New Zealand governments, articulating the value of our work, the importance of ongoing reform, and the need for sustainable resourcing that reflects the agency's critical role in protecting public health and supporting a safe, effective and trusted food regulation system. This responds directly to stakeholder feedback highlighting the need to build a broader understanding of FSANZ's role, strategic contribution and the shared benefits delivered through the trans-Tasman food regulation partnership.

Legislative framework

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

The outcomes of a review of the FSANZ Act led by the Department of Health, Disability and Ageing are being considered by Government. The review examined whether the legislative framework remains fit-for-purpose, identified options to support the food regulation system in responding to future challenges, and considered appropriate resourcing. FSANZ will continue to work with governments on any future reforms.

Food regulation system

Australia and New Zealand have a joint food regulation system providing a framework of standards within which food industries must operate to provide safe food. Food ministers and federal and state government agencies work together to set system priorities, make food laws, and, with local government, 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 and supporting public health and safety.

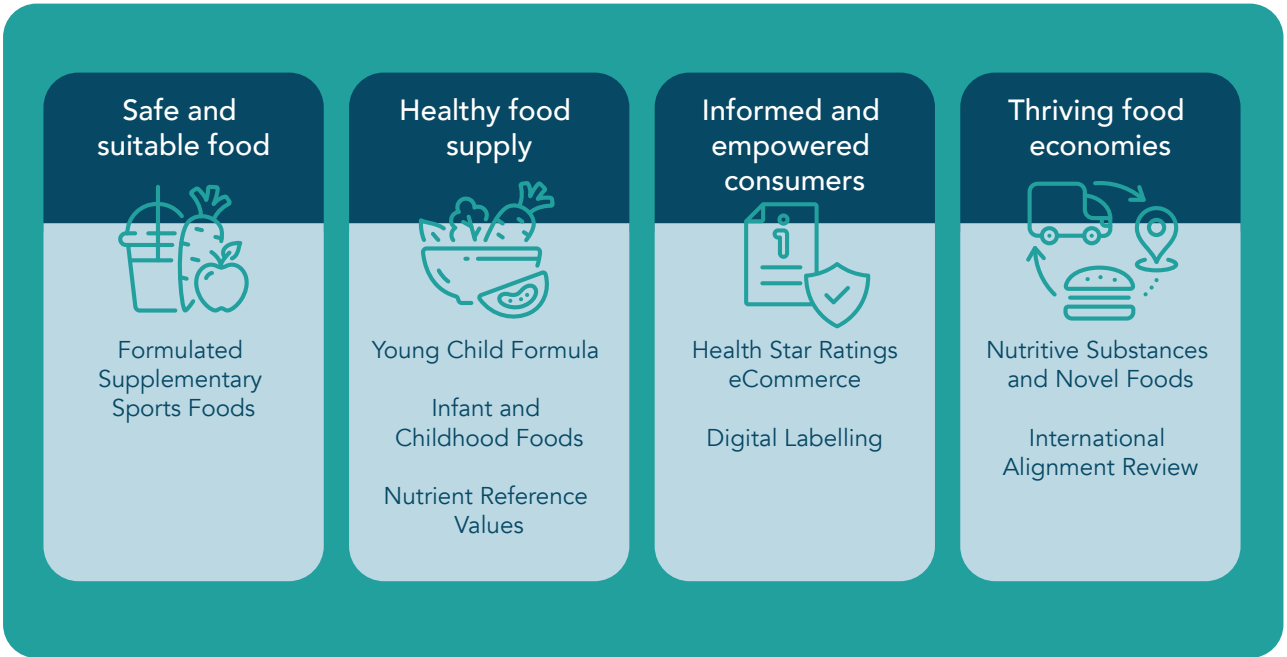
Figure 1 The food regulation system



Our work is driven by close and productive engagement with system partners and stakeholders including industry, public health organisations, consumer groups and academia. The success of the system is underpinned by its component parts working effectively together, in alignment with policy guidelines and ministerial priorities. Our 2030 Roadmap for proposals work supports integrated work to align effort, enable innovation and reduce unnecessary regulatory burden.

Both our Corporate Plan and 2030 Roadmap for proposals explicitly link our work to the 4 strategic outcomes of the Food Regulation System Strategic Plan 2025–28 – Safe and suitable food; Healthy food supply; Informed and empowered consumers; Thriving food economies, as illustrated in Figure 2.

Figure 2 2030 Roadmap proposals



The following table maps our priority work for the year to the 4 strategic outcomes.

Table 2 Our actions to support the food regulation system in 2026-27

STRATEGIC OUTCOMES	OUR ACTIONS
Safe and suitable food <i>Food safety and suitability risks across the food chain are understood and managed</i>	• Undertake effective and efficient assessment of applications and proposals • Provide Food Standards Code stewardship • Coordinate surveillance and monitoring of the food supply • Engage internationally and harmonise standards • Undertake effective and efficient coordination of food incident responses and food recalls • Provide risk advice to food system partners Priority work 2026-27 • Publication of the 28th Australian Total Diet Study • Development of an evaluation framework for food standards • Harmonisation of MRLs for agvet chemicals • Updates to the FSANZ Cost of Foodborne Illness Model • Targeted assistance to food businesses undertaking food recalls • Provision of risk advice to enable imported food inspections and manage food safety incidents

STRATEGIC OUTCOMES	OUR ACTIONS
Healthy food supply <i>The food supply supports populations to eat well and in line with dietary guidelines</i>	• Undertake effective and efficient assessment of applications and proposals • Collect and assess the best available evidence • Maintain comprehensive food supply and composition databases Priority work 2026-27 • P1066 - Review of young child formula • P1067 - Health Star Rating System • Continued development of the Branded Food Database • Service improvements to food and nutrient databases including the Australian Food Composition Database
Informed and empowered consumers <i>Consumer information on the composition and nutritional qualities of food is clear, truthful and not misleading</i>	• Undertake consumer research and testing • Improve the FSANZ website • Facilitate stakeholder and public engagement • Provide innovative tools and information to support food businesses to comply with standards Priority work 2026-27 • P1067 - Health Star Rating System • Preparatory work on approaches to digital labelling and e-commerce • Web content enhancements to better support consumers to find the information they need • Structured and transparent public consultations through the Consultation Hub • Delivery of the 4th annual Consumer Insights Tracker bi-national survey
Thriving food economies <i>The regulatory burden for regulated parties is proportionate and safe innovation is supported</i>	• Provide easy-to-use guidance • Provide tools and information to support food businesses to comply with standards • Provide Food Standards Code stewardship • Engage internationally and harmonise standards Priority work 2026-27 • Revise and update the Application Handbook to improve guidance to businesses seeking Code changes • Upgrades to the Nutrition Panel Calculator • Publication of guidance materials to strengthen regulator implementation of new standards on definitions for genetically modified foods and egg safety • Delivery of the 6th annual Stakeholder Satisfaction Survey • Continued participation in international technical committees and forums to support standards alignment and harmonisation

International engagement

International engagement and standards alignment are vital components of best practice food standards setting, delivering public health and economic benefits. 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 to develop best practice approaches, share food safety intelligence and consider challenges and opportunities in areas like new breeding techniques and cell-cultured foods.

International engagement supports delivery of our key activities and food regulation system strategic outcomes, guided by our International Engagement and Priorities Framework. Our work on the international stage enables us to:

- access a broader scientific evidence base and best-practice methodologies across all our disciplines
- more efficiently assess applications and proposals, including through risk assessment sharing
- better manage food safety and related public health risks for incidents that cross national borders
- lead and support development of Codex standards and guidelines, enabling greater alignment of domestic measures with benchmark international standards.

FSANZ also participates in projects to build capacity and capability of international partners, advancing Australia's foreign policy objectives and improving public health and economic outcomes globally. We are proud of our reputation for international leadership and continue to play an active role in the global food safety community. We are involved in more than 50 international standards setting, food safety and information sharing forums as group leads, advisors, participants or observers. We continue and budget for this work year-on-year to ensure we remain at the forefront of global regulatory, food safety and technology developments.

Capability and enablers

Developing contemporary food standards and supporting a high-performing food regulation system requires sustained investment in specialist capability, strong partnerships and organisational resilience. Our people are central to this effort, providing the expertise, judgement and leadership needed to deliver our statutory responsibilities and respond to an increasingly complex operating environment.

To support effective delivery, FSANZ invests in 5 core capability domains—workforce, regulatory science, ICT and digital transformation, communication and engagement, and governance. These capabilities strengthen our ability to develop evidence-based standards, support regulatory reform, improve system performance and maintain trust and confidence in the food regulation system.

Together, these capabilities enable FSANZ to deliver greater impact from available resources, respond to emerging risks and opportunities, adapt to technological change and support the long-term sustainability of the food regulation system. By strengthening these capabilities, we are better positioned to deliver on government priorities, contribute to the strategic food regulation system outcomes, and meet the evolving needs of consumers, industry and regulatory partners.

Workforce

Our people are the heart of FSANZ. 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. Our workforce capability enables us to undertake evidence-led decision making and deliver complex risk management.

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 regulation environment.

FSANZ is committed to implementing the principles of the APS Strategic Commissioning Framework, 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 short-term employment rather than consultancies wherever practicable, reflecting our commitment to meet statutory obligations and timelines. 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 2026–27 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 and integrator of credible information on food safety, ensuring 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 it remains 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 Information and Communication Technology (ICT) Strategy enables productivity improvements through utilisation of flexible and scalable technology that enables FSANZ to provide the digital, enterprise and data platforms required to drive 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. 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 standards 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.

Governance

The FSANZ Act prescribes the composition and appointment of a skill-based 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, fulfilling fiduciary responsibilities and complying with stringent conflict of interest requirements. Standards approved by the Board are notified to the 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). The Finance, Audit and Risk Management Committee (FARMC) supports the Board by providing advice on financial and performance reporting, internal controls, and risk oversight and management.

Effective governance enables strong and sustainable performance and provides the foundation to meet challenges and take advantage of opportunities as they arise. The work of the Board is supported by agency governance systems covering leadership, compliance, risk management, accountability and planning. These 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.

Risk oversight and management

FSANZ maintains a mature system of risk oversight and management to support achievement of its purpose and key activities. Our approach integrates enterprise-level governance, clearly defined accountabilities, and active monitoring of strategic and operational risks. Key risks for the period of this plan include data and information security, financial sustainability, stakeholder engagement, public health and safety, and preparedness for legislative change arising from the FSANZ Act Review. These risks are managed through established controls, regular review by the Board and FARMC, and continuous improvement.

Our Risk Management Framework establishes our system of risk management and oversight. It sets out the organisational arrangements for managing risk within FSANZ. The framework was developed in line with the requirements of the Commonwealth Risk Management Policy, section 16 of the PGPA Act and the ISO 31000:2018 – Risk Management standard. The framework is illustrated in Figure 3.

Figure 3 FSANZ Risk Management Framework



The Risk Management Policy describes the Board’s overall intent and direction for managing risk. The 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 to meet our purpose and drive our priorities. Our Risk Management Guideline details the components, arrangements and approach for managing risk at FSANZ, and our Enterprise Risk Register incorporates details about identified risks in a central register and accompanying risk statements.

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 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 framework, with strategic risks considered to be key risks.

Our risk environment

Our key risk areas 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 are detailed in Table 3.

Table 3 Enterprise strategic risks

RISK MANAGEMENT GOAL	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.
Strategy and influence We work collaboratively with government partners, are influential in setting and supporting the priorities of the system and ensure preparedness for FSANZ Act Review changes	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 provide leadership within the food regulation system, including by contributing to system planning, supporting delivery of priorities and demonstrating regulatory stewardship. 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.
Public health and safety We are proactive in detecting and responding to food safety risks and trends	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.

Managing risk at FSANZ

The FARMC oversees our system of risk management, assisted by an independent member with financial accounting expertise and regular updates by the Australian National Audit Office.

FSANZ staff are required to proactively engage with and practice risk management within the agency. Staff are required to actively support and contribute to risk management initiatives, promote a proactive risk management culture, and identify 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.

Cooperation and engagement

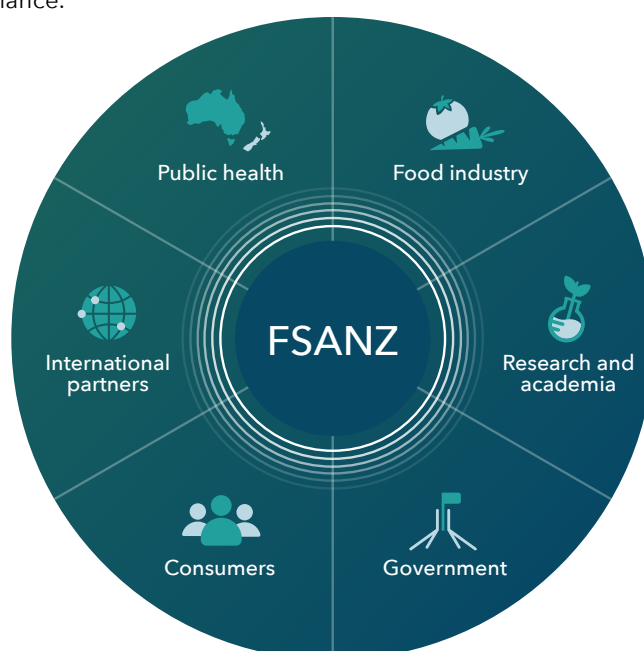
FSANZ has an extensive network of stakeholders who play a crucial role in guiding and supporting the work we do. Our stakeholders include public health bodies, consumer groups, government (local, state and federal), industry and academia. We also maintain collaborative relationships with food regulatory 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 public in a timely fashion
- 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 support compliance with food standards.

We are committed to working closely with our partner agencies 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.

Cooperation with regulators supports consistent implementation and enforcement of standards. Engagement with public health and consumer bodies strengthens confidence and transparency. Collaboration with industry supports safe innovation and compliance.

Figure 4 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 PBS, Corporate Plan and Annual Report. Our PBS outcomes are outlined in Table 4.

Table 4 FSANZ PBS outcomes for 2026-27

2026-27 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 information which is adequate and accurate 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 5) and 10 agency measures. The measurement and assessment of the performance measures outlined in our 2026-27 Corporate Plan will be published in our 2026-27 annual performance statements.

Table 5 FSANZ PBS measures for 2026–27

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 food standards advice and information to our stakeholders, including industry and consumers	
INTENDED RESULT		Effective management and completion of applications	Productive participation 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 regulation sector, including by seeking to align 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 (% applications completed within legislative timeframes).	Strengthen Australia and New Zealand's food regulation system through influencing the development of evidence-based international standards and adopting international best practice.	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.	
TARGETS	2026-27	90%	Year-on-year maintenance of, or increase demonstration of engagement in, international food standards development activities.	Deliver efficient and timely food recalls and food incident management, including under the Protocol when appropriate.	70%	Year-on-year maintenance of percentage.
	2027-28	90%			70%	
	2028-29	90%			70%	
	2029-30	90%			70%	
SOURCE		FSANZ Standards Management data on applications	Internal tracking of number of international forums and projects FSANZ participates in	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 Insights Tracker survey is undertaken each year, including consistent questions to enable comparison over time. Results are available annually and reported to the FARMC.	

