



# CORPORATE PLAN

Reporting period 2023–24 to 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, present and emerging. 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.

This Corporate Plan covers a four-year reporting period 2023–24 to 2026–27, as required under Section 35 of the PGPA Act and in accordance with Section 16E of the PGPA Rule 2014.

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For more information, email [information@foodstandards.gov.au](mailto:information@foodstandards.gov.au).

## FSANZ Australia

PO Box 5423  
Kingston ACT 2604  
AUSTRALIA  
Ph: +61 2 6271 2222

## FSANZ New Zealand

PO Box 10559  
Wellington 6143  
NEW ZEALAND  
Ph: +64 4 978 5630

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# MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

We are pleased to present the 2023–24 Corporate Plan for Food Standards Australia New Zealand (FSANZ).

FSANZ is the central scientific agency in the bi-national food regulation system. Our primary responsibility is to protect public health and safety by ensuring a safe food supply in partnership with food and health authorities in Australia and New Zealand. We do this by developing evidence-based standards for regulators and industry, monitoring the safety of the food supply, supporting consumers to make informed choices and coordinating food incidents and recalls in Australia. We are independent, a unique trans-Tasman agency and internationally-recognised experts in our field.

As a keystone standards agency, our work cuts across health, agriculture, industry and trade policy to deliver 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 highly-skilled staff use the best available science and a long tradition of productive stakeholder collaboration and engagement to develop and update the legislative standards with which all food must comply, compiled in the Australia New Zealand Food Standards Code. We are the stewards of bi-national food standards and key contributors to a robust and agile food regulatory system.

FSANZ recognises public confidence in the food supply is a cornerstone of a healthy population and a strong economy. We are committed to maintaining and enhancing public and industry trust in the food regulatory system through the effective and efficient delivery of our essential functions and demonstrated excellence in public administration. Our vital work underpins consumer confidence in the food supply and has made us a highly trusted government agency with a domestic and international reputation for excellence. In separate surveys of Australian and New Zealand consumers and stakeholders conducted in 2022–23, 79% of consumers and 74% of stakeholders said they trust FSANZ.

FSANZ will continue to deeply engage with our valued stakeholders to support a future-ready food standards framework that can meet the challenges of today while enabling innovation to take advantage of the opportunities of tomorrow. We are actively working to prepare for change and disruption driven by global trends including food security and sustainability, rapid advances in food and digital technologies, climate change and biosecurity and foodborne illness risks. We're also progressing a digitisation agenda to improve our service delivery and business processes. 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.

In preparing for the future, the review of the *Food Standards Australia New Zealand Act 1991* presents a unique opportunity to build on and extend the role of the agency. FSANZ continues to support the review process and is committed to working with government, civil and industry stakeholders to implement resulting changes, with appropriate new investment.

As the accountable authority of FSANZ, on behalf of the Board, we are proud to present the 2023–24 Corporate Plan, covering the period 2023–27 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



**Glenys Beauchamp PSM**  
Board Chair



**Dr Sandra Cuthbert**  
Chief Executive Officer

# OUR VISION AND VALUES

## Our vision

**World-leading standards,  
safe food for life**

## Our strategic outcomes



An independent and trusted leader



Deeply engaged with stakeholders



Stewardship of bi-national food standards in a robust and agile food regulation system.

## Our mission

We develop world leading food standards for Australia and New Zealand that enable a wide variety of safe foods to be available to consumers. We achieve this by applying the talent of our highly skilled subject matter experts, in collaboration with stakeholders to make informed decisions on food safety, public health and science that ensure consumers can trust the foods they choose.

## Our values

### Develop

Support our people to grow and develop

### Achieve

Collaborate to achieve a common goal

### Accountable

Responsible for commitments, behaviours and actions

### Respect

Build open and supportive relationships

### Transparent

Build trust by being genuine, clear and consistent

# FOOD STANDARDS AUSTRALIA NEW ZEALAND

## Our role

Food safety is our business. FSANZ has set the standards for safe food in Australia and New Zealand for more than 25 years.

We develop and maintain the Australia New Zealand Food Standards Code, help consumers stay informed, make sure unsafe food is quickly removed from the shelves and monitor the safety of the food supply. Our work protects public health and safety, reduces the economic and social cost of food-related illness and supports industry development, innovation and trade.

FSANZ is at the centre of the world class bi-national food regulation system that protects the 'safe food' brand for Australia and New Zealand. The comprehensive, cooperative bi-national system underpins a high level of confidence in the quality and safety of the food that consumers in both countries enjoy.

FSANZ's place in the bi-national food regulatory system is shown at Figure 1.



All levels of government – local, state and national – play a vital role in the system which actively engages industry and public health stakeholders to provide a stable platform on which the food sector can operate. This work extends internationally. Sharing food standards across Australia and New Zealand and harmonising with international standards provides consistency for consumers, supports export opportunities and reduces trade barriers.

Within the system, FSANZ supports implementation of the Food Regulation Agreement (a partnership agreement with states and territories) and the Agreement between the Government of Australia and the Government of New Zealand Concerning a Joint Food Standards System (the Treaty) to achieve:

- » a high degree of consumer confidence in the quality and safety of food produced, sold and imported to or exported from Australia and New Zealand
- » an effective, transparent and accountable regulatory framework, within which the food industry and regulators can work efficiently
- » the provision of adequate information relating to food to enable consumers to make informed choices
- » the harmonisation of food standards in Australia, New Zealand and internationally, without reducing the safeguards applying to public health and consumer protection.

## **Our purpose**

Our purpose is to ensure a safe food supply and well-informed consumers in Australia and New Zealand. We do this through the development of food standards, promotion of their consistent implementation across jurisdictions, coordination of food recalls and national food incidents, provision of food safety information to the public and monitoring of consumer and industry practices.

FSANZ operates within statutory requirements for timeliness and effectiveness while actively engaging stakeholders to understand and meet their expectations. Our standards setting is based on the latest evidence and considers rapid food sector change driven by evolving science, advancing technologies, globalised supply chains and shifting market and consumer needs. We strive to find new and improved ways to do our work, including by identifying and monitoring emerging food safety issues and trends and through digital transformation of our systems and processes. Together these approaches ensure we set effective standards, deliver strong and sustainable performance and maintain our capacity to respond to challenges and opportunities.

Innovation plays a critical role in driving growth in the food sector and international trade. In developing food standards, FSANZ considers the impact of food regulatory measures on innovation and trade. We focus on developing high quality standards which achieve health outcomes and protect our shared bi-national reputation for safe food, whilst enabling industry to innovate quickly and cost effectively to remain competitive in the global market.

## **Our key activities**

FSANZ undertakes 3 key activities to achieve our purpose:

1. Developing food standards informed by the best available scientific evidence
2. Coordinating regulatory activities across the food regulation system, including coordination of food incident responses and food recalls
3. Providing advice to food regulators and food standards information to consumers.

## Delivering our work and key activities

Our work means people can be confident the food they buy is safe to eat.

Trust in the food supply is a cornerstone of a healthy population and a strong economy. FSANZ develops standards that ensure safe food for Australian and New Zealand consumers, help achieve positive public health outcomes and support thriving food, beverage and hospitality sectors that generate billions of dollars in economic and export activity each year.

Australia and New Zealand share an international reputation for producing safe and nutritious food, underpinned by our robust bi-national food regulatory system. The Australia New Zealand Food Standards Code is at the heart of this system, delivering the standards that quality-assure domestic and export food production and manufacturing, and ensure imported foods meet mandated safety requirements.

FSANZ delivers its key activities through complementary work streams. Our 3 key activity areas and 7 performance areas underpin the delivery of our purpose and strategic outcomes.

### Key Activity 1: Developing food standards informed by the best available scientific evidence

FSANZ uses the best available scientific evidence, Ministerial Policy Guidelines and the expertise of our people to inform our standards development work. We are recognised globally as an independent and trusted standards agency.

Standards development sits alongside and supports other aspects of the bi-national food regulation system including policy development, compliance and enforcement. We ensure standards are proportionate, fit-for-purpose and well designed to support balanced regulatory settings, maintain essential safeguards and reduce compliance costs.

Where appropriate, we contribute expertise and advice to support domestic policy, lead international food regulation harmonisation and standards development, and contribute to advancing food safety knowledge. We also consider opportunities for work-sharing with other international food standard setting agencies that allow important synergies to be achieved. This produces efficiencies and improves timeliness.

We undertake surveillance and monitor the food supply to ensure it is safe, and that foods comply with standards for microbiological contaminants, pesticide residue limits and chemical contamination. We gather intelligence on potential food safety risks and opportunities for FSANZ and the food regulation system.

Future ready food standards and regulation need to be agile to accommodate new and unforeseen events and impacts. They also need to account for global megatrends, disruptions and innovations. Our intelligence and surveillance work identifies the opportunities and challenges presented by rapid change in the food sector to ensure we are prepared and able to adapt our work and services to meet emerging needs.

We seek to collaborate and partner with First Nations peoples to bring their knowledge, culture and values to our assessments of First Nations foods. Through this engagement FSANZ aspires to better understand the history of safe use, build more proportionate risk processes and facilitate access to new markets for these foods.



Our performance areas for Key Activity 1 are:

- » Management and completion of new or amended food standards

Developing effective food standards in collaboration with our stakeholders is part of our core business. This includes applications from industry and proposals requested by food ministers or identified by FSANZ. We aim to do this in a transparent, consultative and responsive manner. Any new or amended standards must be backed by strong evidence, rigorous assessment and management of risks and regulatory impacts. FSANZ aims to complete all applications to change the Code within statutory timeframes.

- » Regulatory science

Our regulatory science expertise and internationally-aligned risk assessment and management approaches are the foundation of our world-leading standards development, food surveillance and food safety response services. High quality regulatory science is based on independence, access to the best available evidence and input from multiple disciplines. FSANZ continues to build its regulatory science capability through staff development, workforce management and domestic and international partnerships with government, research and private sector organisations, including Singapore Food Agency, Codex Alimentarius, Health Canada, Food Standards Agency of England, Wales and Northern Ireland and the European Food Safety Authority.

- » Contribution to international fora, initiatives and projects

FSANZ has well established consultation processes and a wide number of trusted stakeholder relationships at bi-national, regional and international levels. We continue to develop mutually beneficial, deep and rich contacts and partnerships across the global food regulatory sector, including by seeking to harmonise standards and contributing to international fora, initiatives and projects.

## **Key Activity 2: Coordinating regulatory activities across the food regulation system, including food incident responses and recalls**

Food standards govern the production, manufacture and sale of food, but sometimes things can go wrong and unsafe food makes it into the marketplace. Our national food recall and incident response services ensure unsafe products are quickly removed from sale and consumers are provided with the information they need to stay safe and well.

Food recalls can happen for a range of reasons, including contamination, undeclared allergens and labelling errors. When recalls occur, we work closely with businesses and regulatory system partners to respond quickly and effectively to protect public health and safety. We support businesses to put food recall plans in place before incidents happen, publish public data on recalls and provide real-time advice to consumers.

Our performance area for Key Activity 2 is:

- » Coordinating food recalls and national food incidents

FSANZ plays a central role in food recalls and national food incidents by coordinating activity across government and industry, collating and sharing information and managing communications. By working with our stakeholders and continuously improving our systems and processes, we ensure consistency and effectiveness in food recall and incident responses, supporting maintenance of a safe food supply.

### Key Activity 3: Providing advice to food regulators and food standards information to consumers

To do our job, it is vital FSANZ remains independent and trusted by the community and our stakeholders. Effective, efficient and collaborative delivery of our key activities ensures FSANZ maintains its reputation as a world-leading standards setter, a reliable food regulatory system partner and a trusted source of advice and expertise on food safety and food-related public health. Our work is vital to building community trust in the bi-national regulatory system and food safety.

We provide independent, rigorous and evidence-based advice to our stakeholders, consumers and the food regulation system to ensure efficient application of food standards. FSANZ is transparent in our consultations and engagement and strives to provide accurate, accessible and useful technical food safety information.

Our performance areas for Key Activity 3 are:

» Engagement with stakeholders

FSANZ engages collaboratively with our stakeholders through formal, informal and project channels. Our well-established industry, public health and jurisdictional engagement committees give us a strong foundation for cooperative and collaborative work and information sharing, while our transparent and open consultation processes provide the public and stakeholders with the opportunity to participate in standards development.

» Communication to our stakeholders

Clear, effective, succinct communication is vital to delivering our key activities, promoting the important work of the agency and engaging effectively with stakeholders. We continue to focus on improving and utilising our digital communication channels, developing dynamic and engaging communication products and leveraging our relationships and expertise to provide our stakeholders with targeted information and advice, when they need it.

» Consumer trust in food labels and the food regulation system

Consumer trust in the food regulation system is critical to its continued effectiveness. We undertake regular surveys and consultations to better understand the needs and concerns of consumers and our stakeholders. This work helps us provide consumers with the information they need to make informed choices about the food they buy. Supported by our targeted engagement and communication efforts, we strive to raise community awareness of and trust in all facets of food regulation.

# OUR OPERATING ENVIRONMENT

Food supply, safety and security are expected to be significantly impacted by a range of environmental, social and economic drivers.

A sustainable, safe and reliable food supply is a fundamental underpinning of a healthy population and a strong economy, and not to be taken for granted.

Recent work by CSIRO has identified key global mega trends what will shape our future, including food supply. These include:

- » responses to climate change and biodiversity loss
- » declining trust in governments and institutions
- » technological and digital innovation
- » population aging and a growing disease burden
- » biosecurity and foodborne illness risks
- » geopolitical instability
- » changing consumer preferences.

To ensure our community has continued and equitable access to safe, nutritious and affordable food, we need to act to future-proof our food systems.

Food ministers are working to reform the bi-national food regulation system to ensure it remains strong, robust and agile. FSANZ is uniquely positioned within the system to identify sectoral changes, emerging issues and global trends. We will continue to play a key role in supporting *Ministerial Priority 3: maintaining a robust and agile food regulation system*, by actively supporting and contributing to reform work and engaging with our stakeholders to explore system challenges and opportunities.

The current review of the *Food Standards Australia New Zealand Act 1991* is a key component of the work to reform the system. It includes a broad review of the Act as well as the operations and responsibilities of the agency, and presents an opportunity for FSANZ to enhance its role in support of government priorities.

Changes to the Act have the potential to ensure FSANZ and the broader regulatory system are well placed to meet the contemporary needs of consumers and industry while preparing for the future. FSANZ must be equipped to respond to current and emerging opportunities, challenges and risks in both standards-setting and regulation. Equally, Australian and New Zealand governments at all levels must ensure the bi-national regulatory system is as robust and future-ready as possible.

We will continue to actively engage in the process by providing input into the review, legislative drafting and ministerial/parliamentary processes, where appropriate. We will also work to ensure the agency maintains its solid base and evolves to take on any changes in its operating context which may come from the review.

## Capability

FSANZ requires a high level of capability to deliver our key activities. Our five capability pillars have been developed to ensure the agency has the human capital, scientific expertise, technical platforms, relationships and governance frameworks needed to achieve its purpose.

### Workforce

Our people are the agency's most important asset. The high quality work we achieve is a testament to our highly skilled, qualified and diverse workforce.

FSANZ implements planning and strategies that maintain the workforce capability needed to deliver the agency's key functions and priorities. Planning 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.

Our Workforce Strategy supports a constructive workplace culture and equips us to meet the ongoing demands of a challenging operating environment. The FSANZ Board has formed a People and Culture Committee to assist it in fulfilling its governance responsibilities in relation to workforce matters.

### 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, expand our scientific capabilities, leverage resources through strategic partnerships, and communicate our science to meet stakeholder needs. It positions us as a recognised leader of food regulatory science in our region and the trusted coordinator of credible information on food safety, ensuring that our risk analysis framework remains appropriate to respond to the challenges of a changing food system.

Maintaining and expanding our regulatory science capabilities will enable us to remain flexible and agile in meeting the needs of a constantly evolving food sector, for the benefit of 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.

### ICT and digital transformation

Our ICT infrastructure provides the digital, enterprise and data platforms we need to keep delivering our remit.

We are working to deliver more responsive digital services to our clients and to achieve agency business objectives through better use of technology, data and information. Planning is underway to support a digital transformation agenda that will leverage close collaboration with users and stakeholders to design services and solutions that better meet client needs and support streamlining of business processes. Stakeholders have nominated the Code, digital food labelling and food recalls as focus areas for digitisation, with scoping work now underway. Priority projects will progress subject to funding availability.

Our ICT Strategy provides the foundation for delivering our core services and enabling the digitisation agenda. The Strategy aims to ensure we have fit-for-purpose ICT infrastructure, protect our data and engage in appropriate governance and risk management approaches. The strategy will support FSANZ to prioritise technology initiatives, promote innovation and utilise new digital capabilities.

## Communication and engagement

Effective communication and stakeholder engagement is at the centre of our efforts to keep the food supply safe and consumers informed.

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, consumers, government (local, state and federal), industry and academia. We also maintain collaborative engagements with food regulatory bodies both domestically and overseas.

FSANZ values the strong relationships and partnerships we have developed with our stakeholders and our community. We will continue to engage formally and informally with stakeholders to ensure we meet their evolving needs and expectations. By doing so, we will ensure that FSANZ remains a trusted agency, recognised domestically and internationally for our leading practice.

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. Communications 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 accessible food safety information. FSANZ uses its digital channels to communicate effectively with the public and productively engage stakeholders in standards development processes.

## Governance and risk management

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 both internally and with our stakeholders, collaboration and transparent decision making.

FSANZ's approach to risk aligns with the Commonwealth Risk Management policy, the PGPA Act, ISO 31000:2018 – Risk Management, and our Risk Management Framework (the Framework). The Framework sets out the organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management within FSANZ.

Our Board, supported by its Finance, Audit and Risk Management Committee, oversees our system of risk management. The Board's Risk Appetite Statement supports effective risk management and decision making through clear articulation of the level of risk the Board and agency is prepared to accept in achieving objectives.

The Board has a moderate appetite for risks associated with achieving our overall strategy given the importance of food safety. The Board has a low willingness to accept risks which have no alignment with FSANZ's strategies or have the potential to damage its reputation. The full risk appetite statement can be found [here](#).

# OUR FUTURE

A future-ready food system requires detailed planning, adaptive policy and responsive government regulation and services. FSANZ is actively working to prepare for and respond to future challenges and opportunities in line with government priorities. Our work supports bi-national, regional and international efforts to address issues including climate change, food security, supply chain resilience, food innovation, preventative health, disease control, dietary guidance, nutritional literacy, sustainable primary production, international engagement, trade and food waste. FSANZ recognises we need to match the speed of innovation so as not to hold back 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.

# MEASURING OUR PERFORMANCE

Our Corporate Plan is the primary planning document reflecting the strategic direction of the agency, as agreed by the Board. It is aligned with the Portfolio Budget Statement (PBS), which describes the outcomes, allocation of resources, and our planned performance. We report our performance in our Annual Report.

To ensure we meet our expected outcomes, we have developed a Performance Planning and Reporting Framework that enables us to actively monitor and measure our performance and report publicly on our results.

## Performance Planning and Reporting Framework

### PBS KEY ACTIVITY 1: DEVELOPING FOOD STANDARDS INFORMED BY THE BEST AVAILABLE SCIENTIFIC EVIDENCE

PBS performance measure	Planned performance results 2023–24 (and outyears)	FSANZ performance areas and measures
Applications to amend the Food Regulatory Measures are considered within statutory timeframes.	Applications to amend Food Standards Codes are assessed within 12 months or less, as required by the <i>Food Standards Australia New Zealand Regulations 1994</i> .	<p><b>Management and completion of applications</b></p> <ul style="list-style-type: none"> <li>• % of applications completed within legislative timeframes</li> </ul> <p><b>Regulatory science</b></p> <ul style="list-style-type: none"> <li>• Number of post-market surveys to support food regulatory activities</li> <li>• Number of scientific data sets and analysis of items of relevance to food safety and standards development, shared with FSANZ by external stakeholders</li> <li>• Number of formal arrangements between FSANZ and domestic external stakeholders to collaborate on scientific matters</li> </ul>
Strengthen Australia and NZ's food regulation system through influencing the development of evidence-based international standards and adopting international best practice.	FSANZ demonstrates engagement in international food standards development activities, including by leading and participating in bilateral, multilateral and global fora, initiatives and projects.	<p><b>Contribution to international fora, initiatives and projects</b></p> <ul style="list-style-type: none"> <li>• Number of ongoing bilateral, multilateral and global forums that FSANZ staff participate in, and international projects that FSANZ contribute to</li> <li>• Number of invitations received by FSANZ staff to attend international arena</li> <li>• Number of externally funded international projects</li> </ul>

**PBS KEY ACTIVITY 2: COORDINATING REGULATORY ACTIVITIES ACROSS THE FOOD REGULATION SYSTEM, INCLUDING COORDINATION OF FOOD INCIDENT RESPONSES AND FOOD RECALLS**

PBS performance measure	Planned performance results 2023–24 (and outyears)	FSANZ performance areas and measures
<b>Coordinate major food incidents under the National Food Incident Response Protocol (the Protocol).</b>	Deliver efficient and effective food incident management through the Bi-National Food Safety Network and, when appropriate, the Protocol.	<p><b>Coordination of food recalls and national food incidents</b></p> <ul style="list-style-type: none"> <li>Number of food incidents under the Protocol</li> <li>% of food recall notifications by businesses to FSANZ that are published within 48 hours</li> <li>% of recall sponsors satisfied with FSANZ information and assistance</li> </ul>

**PBS KEY ACTIVITY 3: PROVIDING ADVICE TO FOOD REGULATORS AND FOOD STANDARDS INFORMATION TO CONSUMERS**

PBS performance measure	Planned performance results 2023–24 (and outyears)	FSANZ performance areas and measures
FSANZ is recognised as the primary source of information about food standards and food regulation in Australia and New Zealand, meeting the needs of stakeholders.	The annual stakeholder survey indicates around 70% of stakeholders continue to be either satisfied or very satisfied with FSANZ’s overall performance in the last 2 years.	<p>Engagement with our stakeholders</p> <ul style="list-style-type: none"> <li>• % of respondents that indicate satisfaction with FSANZ performance</li> <li>• % of respondents that indicate trust in FSANZ</li> <li>• Number of engagement activities undertaken as part of FSANZ’s public consultation processes</li> </ul> <hr/> <p>Communication to our stakeholders</p> <ul style="list-style-type: none"> <li>• % of stakeholders receiving the right amount of information from FSANZ</li> <li>• % of stakeholders who think FSANZ keeps them up to date</li> </ul> <hr/> <p>Consumer trust in food labels and the food regulation system</p> <ul style="list-style-type: none"> <li>• % of respondents who respond positively about trust in the information on food labels.</li> <li>• % of respondents who report having confidence in FSANZ</li> </ul>

