



Dairy Food Safety
VICTORIA

CORPORATE PLAN 2020–2025



ABOUT US

Dairy is Australia's fourth largest and Victoria's second largest export. Victoria dominates the industry, producing more than 63 per cent of Australia's milk and accounting for most of its dairy exports.

Dairy Food Safety Victoria (DFSV) is responsible for regulating the Victorian dairy industry to safeguard public health through a robust regulatory framework that underpins market access and the growth of the dairy industry. As a statutory authority DFSV is accountable to the Victorian Government, through the Minister for Agriculture, and works with the dairy industry, Victorian food regulatory partners, state dairy regulators and the Australian Government Department of Agriculture, Water and the Environment to ensure the safety of our dairy food. The Dairy Industry Consultative Forum, established by DFSV in 2018, will be used for ongoing formal engagement with the industry.

We license all dairy businesses operating in Victoria, approving and monitoring compliance with food safety programs to ensure nationally agreed food safety standards are maintained for safe dairy food.

We are committed to ensuring any engagement with our stakeholders aligns with our organisational values – collaboration, openness, respect, responsibility and accountability.



OUR CORPORATE PLAN

In developing DFSV's strategic direction and objectives for 2020-2025, we consulted with our stakeholders on where we need to place our emphasis and where industry is seeking greater leadership.

We will continue our core business as the Victorian dairy regulator while shaping our future as a leader in dairy regulation. A focus is the introduction and integration of *Dairy RegTech* into the Victorian dairy industry. *Dairy RegTech* delivers an alternate model for DFSV's compliance services by:

- Using digital technology to enable manufacturers to share food safety data with DFSV on a regular basis
- Enabling DFSV to more regularly verify processes are under control and provide insights to manufacturers through their individual dashboard
- Enabling the behaviours relating to food safety within a company to be measured and identify the areas to drive food safety improvement

This plan describes our strategies and actions to deliver our objectives and performance indicators for success, which will be reported in DFSV's annual reports.

VISION

Local and global confidence in the safety of Victoria's dairy food

MISSION

To lead and deliver a regulatory assurance system for safe dairy food

VALUES

Collaboration



Openness



Respect



Responsibility and Accountability



MANAGING THE CURRENT AND SHAPING THE FUTURE

Climatic and financial conditions continue to challenge our operating environment. Dry conditions and fires have created hardship for many of our farmers.

Consumers are expecting greater levels of transparency about the origin, integrity and safety of the food they buy. New technologies are changing the nature of the food system in ways that may dramatically affect the traditional models for ensuring compliance with food regulation. Regulators will need more reliable and faster assurance methods while still reaching high standards of public health for consumers and strong market access for industry.

With change comes opportunity and the industry must be able to innovate to respond to rapidly changing consumer preferences. DFSV must also be ready to respond to the business innovations that are likely to emerge.

We will meet these challenges and fulfil our responsibility through evidence-based decision-making and by:

- Taking appropriate regulatory action when required
- Monitoring performance using data analysis and culture maturity systems
- Listening, learning and partnering
- Understanding those we regulate
- Working with other regulators

MEGATRENDS

- Food security is an increasing public topic of interest
- Biosecurity, climate change and sustainability are influencing production
- An ageing domestic population and growing global population are shaping our markets

DAIRY INDUSTRY PRESSURES

- Costs are rising for dairy producers including water and energy costs
- The herd has reduced in recent years through drought, and herd rebuilding will rebuild supply
- The outlook indicates pressures will continue
- Innovations in the sector are increasing to counter the pressures

MARKET ACCESS AND CONSUMER EXPECTATIONS

- Australia operates in global markets
- Food safety is essential to maintain market access
- Expectations of food traceability through the supply chain

REGULATORY SPACE

- The regulatory space is rapidly changing – we need to be agile
- New skills are needed
- Changes require enhancements to our intelligence, information and data systems

OBJECTIVE 1:

A REGULATORY SYSTEM THAT EXPECTS AND ACKNOWLEDGES FOOD SAFETY CULTURE

| STRATEGIES | ACTIONS | TIMEFRAMES |
|---|---|------------|
| License dairy businesses and monitor their production of safe dairy food | 1. Monitor compliance with food safety regulations | 2020-2025 |
| | 2. Provide information and training to support an effective regulatory system | 2020-2025 |
| | 3. Use our systems to maintain trust in the safety of dairy products to export markets | 2020-2025 |
| Design and deliver a forward looking dairy regulatory assurance system in collaboration with our stakeholders | 1. Review the <i>Dairy Act 2000</i> in conjunction with Government and Agriculture Victoria | 2020-2023 |
| | 2. Develop systems to better use data, resources and technology to deliver services | 2021-2022 |
| | 3. Implement <i>Dairy RegTech</i> | 2020-2022 |

MEASURING OUR PERFORMANCE



INDICATOR

Dairy RegTech – new service delivery model – integrated into the Victorian dairy industry.



MEASURE

Percentage of applicants transitioned to *Dairy RegTech*.
Percentage of businesses (particularly small) attributing better food safety performance to *Dairy RegTech*.



TARGET

By 2022 >50% of applicants operating under *Dairy RegTech*.
Increasing trends over time.

OBJECTIVE 2:

A RESPONSIVE REGULATOR

| STRATEGIES | ACTIONS | TIMEFRAMES |
|--|--|------------------------------------|
| Engage and consult early with our stakeholders for effective decision-making and problem-solving | 1. Evaluate the effectiveness of our licensee communications to understand how best to engage | 2020-2025 |
| | 2. Collaborate with our Victorian food regulatory partners to influence national outcomes that support our strategic direction | 2020-2025 |
| | 3. Collaborate nationally to share ideas and best practices for regulatory delivery | 2020-2025 |
| Manage food issues and incidents effectively with industry, government and regulatory partners | 1. Review our effectiveness to respond to major food incidents | Oct 2020 March 2022 May 2025 |
| | 2. Enhance our ability to identify emerging issues and anticipate problems | 2020-2022 |
| | 3. Deliver a surveillance and testing program that reflects current and emerging risks | Jan 2021 Jan 2023 Jan 2025 |

MEASURING OUR PERFORMANCE



INDICATOR

Our communications are accurate and timely and provide relevant information to stakeholders.

Food incident management systems which evolve with future trends.



MEASURE

Licensee 'value and effectiveness' qualitative survey responses.

Results from desktop exercises to test effectiveness.



TARGET

Greater than 75% of survey respondents are satisfied.

100% of manufacturers participating in exercises.

OBJECTIVE 3:

CAPABILITIES AND CAPACITY FOR PERFORMANCE

| STRATEGIES | ACTIONS | TIMEFRAMES |
|---|---|------------|
| Resourced, trained and engaged team | 1. Enhance staff engagement | 2020-2025 |
| | 2. Enhance our agency-wide learning and development plan | 2020-2025 |
| Enhance science capabilities | 1. Increase engagement and partnerships domestically and globally to strengthen our evidence base | 2020-2022 |
| | 2. Extend the use of business intelligence tools to inform decisions | 2021-2025 |
| | 3. Evaluate the use of machine learning techniques for data extraction and analysis | 2020-2021 |
| Continuously improve business processes and systems | 1. Continue to build our IT infrastructure to deliver internal efficiencies and meet industry needs | 2020-2021 |
| | 2. Work with industry to implement changes to our funding model | 2020-2021 |
| | 3. Maintain strong governance | 2020-2025 |

MEASURING OUR PERFORMANCE



INDICATOR

Engaged, equipped and achieving team.



MEASURE

Annual staff survey responses.



TARGET

70% or greater staff satisfaction.



Dairy Food Safety
VICTORIA

Level 2, 969 Burke Road, Camberwell, VIC 3124
PO Box 8221, Camberwell North, VIC 3124

Phone: +61 3 9810 5900

Fax: +61 3 9882 6860

Email: info@dairysafe.vic.gov.au

www.dairysafe.vic.gov.au