



VISION:

Future-focused food regulation to protect consumers and support industry sustainability

MISSION:

To lead a risk-based regulatory system for safe Victorian dairy food

OUR VALUES:



INTEGRITY

We foster trust through honesty and transparency



COURAGE

We embrace bold decisions, driving change, and fostering resilience



COLLABORATION

We value and engage with our stakeholders



ACCOUNTABILITY

We take responsibility for our actions, behaviours and results

About Dairy Food Safety Victoria

Dairy Food Safety Victoria (DFSV) is a statutory authority established by the Victorian Parliament under the Dairy Act 2000 (Vic) and is responsible for regulating the Victorian dairy industry to safeguard public health.

DFSV is accountable to the Victorian Government through the Minister for Agriculture, for fulfilling its statutory responsibilities in line with government policy and within an appropriate governance framework. It licenses all dairy businesses operating in Victoria, approving and auditing compliance with food safety programs to ensure state legislation and nationally agreed standards are maintained.

DFSV operates based on risk assessment and management, applying effective regulation to support the development of industry competence for a continued supply of safe dairy food. DFSV implements a robust regulatory framework that underpins market access and the sustainability of the dairy industry. We are committed to supporting the dairy industry in responding to new challenges and emerging opportunities.

Dairy Food Safety Victoria has and will, continue to invest in systems that improve the experience of licence holders, such as Dairy RegTech, which has reframed the traditional audit of licensees. We move beyond mere information gathering and take actionable steps to review and adapt our processes in consultation with industry, while driving best practice and national consistency in risk management and regulatory response programs.

The Victorian dairy industry is an important contributor to the national and state

economies. The majority of Australian dairy farms are located in Victoria, producing more than 63% of Australia's milk* and accounting for 71% of Australia's total dairy exports*.

The Australia and New Zealand joint food regulation system is made up of the policies, standards (by Food Standards Australia New Zealand (FSANZ) and published as the Australia New Zealand Food Standards Code), and laws that protect the health and safety of consumers.

The states and territories are responsible for implementing, monitoring and enforcing the requirements of the Food Standards Code - overseen by the respective Food Ministers (ministers responsible for health and food safety in each of the 8 Australian state and territory governments, the New Zealand Government and the Australian Government), who are responsible for the food regulation system, approve overarching food policy and sign off on all food standards.

Through this new 5-year Corporate Plan, we will be building on the productive actions of the past while looking for new ways to continually enhance our service offerings and system wide advancement. We will continue to strengthen DFSV's engagement with farms, who currently remain our largest licensee category.

Our Plan will drive business improvement, not only within our licensees, but within our own regulatory culture to ensure we have the capability to develop and adapt as the needs of our stakeholders change, while retaining Victoria's reputation for food safety and quality.

* Figures supplied by Dairy Australia Limited as at 30 June 2024

Objective - Transformational Insights

Strategy

DFSV will continue to communicate and work closely with industry to identify and evaluate the impact of emerging risks. DFSV will build on existing processes, as well as develop and implement new adaptive processes, both internally and externally, ensuring continual improvement, enhancing capability in the application of best practice, outcome-based regulation.

Commitments

1. Actively conduct global horizon scanning and engage with domestic and international regulators and professional bodies
2. Development and adoption of agile systems
3. Will provide insights and benchmarking back to industry to drive best practice.
4. Conduct regular stakeholder interviews to analyse current environments, trends, emerging risks, new products, processes and technology
5. Build on DFSV's culture work, including continuous assessment of capabilities and education opportunities

Working with stakeholders in leading change, driving consistency in food regulation and continuous improvement to ensure the production of safe food in Victoria, protection of public health and export markets.



Objective - Stakeholder Engagement

Strategy

DFSV will work with all stakeholders, including industry, Government and staff, maintaining clear and open two-way communication, seeking and listening to feedback and working towards solving problems together and building strong working relationships.

Commitments

1. Consult with dairy industry, staff, stakeholders and the community to inform regulation
2. Work with Government to support system wide food regulatory reform
3. Continue to lead, facilitate and participate in industry forums, committees and working groups
4. Educate, support and engage with DFSV staff, stakeholders and industry partners
5. Continue to consult with stakeholders and staff throughout the delivery of the 2025-30 Corporate Plan
6. Find the right channels to communicate information and insights with licensees, to support their businesses and assist them in complying with regulations in a changing environment

Transparent and timely communication is crucial to DFSV's and industry's ability to identify and anticipate issues and respond using best practice processes.



Objective - Driving Innovation

Strategy

DFSV will continue to embrace innovation, be a leader in the use of technology and the effective and consistent use of data to ensure continued compliance as well as providing an agile incentive risk-based food regulation system that best protects public health and the dairy industry.

Commitments

1. Strengthen food safety culture and the intelligent use of data, through the evolution of Dairy RegTech and embedding it as part of business as usual
2. DFSV will position itself to be ready as the regulator, for new technologies to allow seamless integration and not delay safe innovation
3. Work with stakeholders to reduce regulatory burden, streamline systems, seek opportunities and avoid duplication, through our leverage into current and new systems and technology, in providing a risk-based food regulation system
4. Support the development of capabilities within DFSV and stakeholders, through communication and education

Working together with industry towards intelligence led, risk-based oversight will place the Victorian dairy industry in a stronger position of resilience to changing conditions, supporting growth and sustainability and protecting consumers and export markets.



Performance Indicators

1. **Monthly** performance assessment and monitoring against DFSV's Annual Operating Plan (AOP), with a report generated at the end of each financial year to measure overall compliance and effectiveness.
2. **Annual** licensee satisfaction survey to achieve at least **90% confidence** in DFSV's ability to maintain food safety standards, at least 90% positive feedback on quality and communication and **70% agreement** on DFSV's responsiveness, with improvement actions implemented within **three months** of survey results.
3. **Conduct biennial** (every two years) stakeholder interviews and/or surveys to monitor engagement success and regulatory system performance, with a report published within **three months** of survey completion.
4. **Conduct an annual** DFSV staff survey measuring engagement and feedback analysis, with a **report and action plan** developed within **two months** of survey completion.
5. **Quarterly** analysis of foodborne illness trends, with a **stakeholder report** summarizing key insights and regulatory adjustments issued **annually**.



Assessment of Operating Environment

To inform our review and assessment of the environment in which DFSV operates, input and feedback was sought from key DFSV stakeholders including from the dairy industry (processors, farmers, peak bodies), DFSV staff, other Victorian and Australian regulators and government, including Department of Agriculture Fisheries and Forestry, DFSV's Dairy Industry Consultative Forum, licensees, Australian Dairy Regulators Forum, Agriculture Victoria and PrimeSafe.

The aim was to develop a thorough understanding of industry, the regulatory environment and government priorities to identify challenges and emerging opportunities within which the 2025–30 Corporate Plan will be delivered via a series of qualitative stakeholder interviews, desktop review and synthesis of macro trends identified by peak bodies and government institutions.

This approach provided invaluable insights to review our processes and consider how we can collaborate more effectively. In addition, it identified the ongoing, rapid and dynamic change occurring in the industry.

Interviews were coded and potential challenges / opportunities characterised using a PESTLE analysis (Political, Economic, Social, Technology, Legal and Environment). This informed the setting of our strategic objectives and actions for delivery for the period 2025-30 and enhancements in the provision of our regulatory services.

Ministerial Statement of Expectations

Ministerial Statements of Expectations articulate the Government's priorities and objectives for each of its regulators. The Minister for Agriculture's current priorities and expectations for DFSV are in the Statement of Expectations dated October 2022. The three thematic priority elements are:

- Risk based regulation and food safety culture
- Regulatory responsiveness
- Supporting system wide improvement

DFSV reports its achievement against the Ministerial Statement of Expectations in its Annual Report.

2024 Victorian Government Economic Growth Statement

On 10 December 2024, the Victorian Government announced its Economic Growth Statement. This included a commitment to decrease the number of business regulators by half (through combining regulators and streamlining systems) by 2030, starting with the construction and food industries. DFSV is working collaboratively with the Victorian Government as it progresses this commitment.

Assessment of Operating Environment

What we heard from stakeholders: The challenges and opportunities identified in the operating environment

External factor	Challenges	Opportunities
Political	<ul style="list-style-type: none"> Challenging, inconsistent regulation 	<ul style="list-style-type: none"> Collaborate and drive national consistency Contribute to the Victorian food regulatory reform program
Economic	<ul style="list-style-type: none"> Global competitive Market access Cost of living pressures Costs of sustainability, compliance, customer expectations Cost pressures of doing business Waste 	<ul style="list-style-type: none"> Incentivise local production Customers driving demand for sustainability Streamline processes and reduce regulatory burden, including through support of the Victorian Government commitment to decrease the number of food safety regulators in Victoria All players need to operate with a risk mindset Regulator advanced in food safety culture can lead the industry Extracting value from waste
Social	<ul style="list-style-type: none"> Used to collaborate and take solution to regulator Transition from animal health to animal wellbeing 	<ul style="list-style-type: none"> Data sharing, big data and trending
Technology	<ul style="list-style-type: none"> Imported product price and safety Innovations keeping up with food safety 	<ul style="list-style-type: none"> Proportionality, risk-based regulation Regulation of new food technologies
Legal	<ul style="list-style-type: none"> Food safety regulation must start to address chronic illness Prove compliance with food safety criteria not quality measures 	<ul style="list-style-type: none"> Provide assurance of provenance and robust standards
Environment	<ul style="list-style-type: none"> Shrinking milk pool Climate change impacts Avian influenza/increasing biosecurity 	<ul style="list-style-type: none"> Move from volume to higher value Regulation of sustainability measures Preventative and not reactionary