



2024–2025

Regulator Performance Report

Safe Food Production Queensland (Safe Food) continues to demonstrate actions and behaviours that deliver on its commitment to regulatory best practice for the thousands of agrifood businesses we accredit, and for the benefit of all Queenslanders.

This report provides a short summary of Safe Food's regulatory performance in the 2024-25 financial year. In doing so it clearly shows the extent to which the agency is translating and embedding the Queensland Government model regulator practices into our operational and business practices.

Over the page there's a snapshot drawn from information contained in Safe Food's Annual Report 2024–25. It shows the alignment between initiatives undertaken to support Safe Food's strategic priorities and the model regulator practices. This includes ongoing engagement with research organisations and other regulatory agencies to ensure the best options are considered as we define and design our future operating model, which delivers to our regulatory delivery framework.

Business Transformation Program

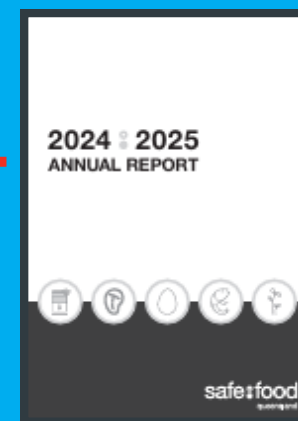
The advancement of Safe Food's BTP continues to strengthen our corporate capabilities and progress the agency towards a best-practice regulatory model. Once fully implemented, Queensland will be well placed to reduce regulatory burden on primary industries and deliver cost savings for both industry and government.

The BTP is being implemented in phases to deliver:

- a **best-practice regulatory framework** and operating model supported by predictive risk and analytical capabilities
- customer-centric processes, **strong governance frameworks** and project management practices
- an **integrated data and digital platform** to replace fragmented and outdated technology
- a workforce and **workplace strategy** to ensure Safe Food and its people are resilient and future-ready throughout the transformation.

Initiatives and actions delivered through the BTP are highlighted in bold in the snapshot over page.

Read more in our Annual Report





2024-2025

Regulator Performance Report

Old Regulator Model Practices



Ensure regulatory activity is proportionate to risk and minimises unnecessary burden



Consult and engage meaningfully with stakeholders



Provide appropriate information and support to assist compliance



Commit to continuous improvement



Be transparent and accountable in actions

Safe Food's Strategic Priorities

Expand our positive influence and impact

- Central Information Management System (CIMS)
- Preferred Supplier Arrangements (PSAs)
- Food safety assessments
- Notifications Protocol
- Compliance Policy
- MoU with Aust DAFF
- Avian Influenza Preparedness
- National system contribution
- Industry meetings and events
- Food recall support
- Horticulture implementation
- Notifications Protocol
- Innovative compliance tools
- Proactive targeted communications
- Digital guidance materials
- Horticulture food safety management guidance and resources
- National contributions
- **All BTP activities**
- Annual report
- Business Plan
- Publication Scheme
- Year in Review statement

Lead the way in regulation innovation

- Risk prioritisation tool development
- Innovative compliance tools – CIMS, PSAs, FSAs
- **Regulatory delivery framework**
- **New operating model development**
- Horticulture regulatory delivery
- **Risk prioritisation tool development**
- **Digital onboarding process**
- **Data analytics modelling and trending**
- Salmonella Enteritidis Prevention Plan
- **Digital onboarding process**
- **New operating model development**
- Annual report
- Business Plan
- Regulatory delivery framework report

Transform our corporate capabilities

- **Integrated Digital and Data Solution**
- **Future sustainability Analysis**
- **Integrated Digital and Data Solution**
- Strategic engagement to build agency profile and strengthen relationships
- **Data maturity assessment**
- **Digital onboarding process**
- **Internal upskilling and professional development**
- **Data maturity assessment**
- **Future sustainability Analysis**
- **Leadership behaviour statement**
- **Organisational design and planning**
- Annual report
- Business Plan
- Publication Scheme
- **Economic Assessment of the Regulatory Delivery Model Report**
- Program portfolio governance
- Compliance based training

Strengthen our scientific contribution

- Poultry Campylobacter Pathogen Reduction Strategy
- Avian Influenza Preparedness
- 'One Health' Community of Practice
- Scientific fora contribution and collaboration
- National research into oyster production and food safety
- Poultry Campylobacter Pathogen Reduction Strategy
- Participation in FSANZ Standards, scientific reviews and guidance
- Scientific fora contribution and collaboration
- **National contribution to science and data focussed working groups**
- Allergen Bureau collaboration
- Vibrio risk mitigation plan contribution
- Monitoring emerging risks
- Scientific fora contribution and collaboration
- **Data analytics and trends**
- Poultry meat survey
- Monitoring emerging risks
- Annual report
- Egg and poultry industry engagement