NSW GOVERNMENT | Department of Primary Industries

Corporate Plan 2012-2015

Welcome

The creation of the Department of Primary Industries (DPI) sharpens the NSW Government's interaction with stakeholders, clients and the community.

Our Corporate Plan relates to the State Government's NSW 2021 plan and its priorities.

It is a strategic foundation for our day-to-day work and our planning processes to meet the NSW Government's goals and deliver on community expectations around service delivery.

The DPI Corporate Plan articulates our values and vision and also defines our key result areas, intended outcomes and strategies as part of the NSW Trade & Investment cluster.

Importantly, it defines the key performance indicators against which DPI's success will be measured.

As a whole DPI will continue to deliver integrated, innovative programs and projects that grow and sustain not only our primary industries sector but also communities and economies across the state.

Our responsibilities include developing profitable, sustainable and biosecure agriculture, fisheries and forestry industries; ensuring best management of catchments, natural resources and water; effectively managing crown lands and regulating the state's food sector.

Our success is critical to driving economic growth across NSW.

Richard Sheldrake
Director General

Our vision – Innovative primary industries in strong regional communities

Our purpose – To increase the capacity of primary industries and communities to drive economic growth across NSW

Our values – Individually and as a department we promote and uphold the core values of the NSW public sector and the principles that guide their implementation*

Integrity	Trust	Service	Accountability
» Consider people equally without prejudice or favour » Act professionally with honesty, consistency and impartiality » Take responsibility for situations, showing leadership and courage » Place the public interest over personal interest	» Appreciate difference and welcome learning from others » Build relationships based on mutual respect » Uphold the law, institutions of government and democratic principles » Communicate intentions clearly and invite teamwork and collaboration » Provide apolitical and non-partisan advice	» Provide services fairly with a focus on customer needs » Be flexible, innovative and reliable in service delivery » Engage with the not-for-profit and business sectors to develop and implement service solutions » Focus on quality while maximising service delivery.	» Recruit and promote staff on merit » Take responsibility for decisions and actions » Provide transparency to enable public scrutiny » Observe standards for safety » Be fiscally responsible and focus on efficient, effective and prudent use of resources.

*Taken from the *Public Sector Employment and Management Act 2002*

Key result areas and outcomes

Key result areas		Outcomes
1	Competitive primary industries operating in a positive business environment	» The productivity of primary industries is increased » Regulatory burden on industries is reduced » The competitive advantage of primary industries is increased
2	Natural resources sustainably managed, Crown lands developed, and communities strengthened	» Industries and communities have appropriate access to natural resources and public lands » Crown lands are managed and developed to deliver economic, social and environmental benefits » Primary industries play an active role in managing natural resources » Communities play an active role in managing for a better environment
3	Safe, healthy and biosecure primary industries	» Food is safe and is appropriately labelled so that consumers can make informed choices » Risks posed by pests, weeds, diseases and contaminants to the economy, environment and community are effectively managed » Incidents and emergencies are effectively planned for and managed » Animal welfare standards are effectively managed to allow market access and meet community expectations
4	Excellence in client service and delivery	» Skilled, engaged and accountable people working safely » Our services meet client and community needs » Enhanced opportunities for communities to participate in decision-making » Community confidence in our services is increased

Key result area **1** Competitive primary industries operating in a positive business environment

Aligned NSW 2021 goals – Goal 1: Performance of NSW economy Goal 3: Regional growth
Goal 4: Competitiveness of doing business in NSW

Outcomes	Strategies
The productivity of primary industries is increased	■ Support the sustainable development of the NSW agriculture, fisheries and forestry sectors to increase the volume and value of production ■ Increase the competitiveness and commercial performance of Forests NSW ■ Develop Industry Action Plans for key industry sectors in partnership with industry ■ Contribute to the development of Regional Action Plans to identify business opportunities and address impediments to growth ■ Contribute to the development of the National Food Plan and develop a Food Plan for NSW to benefit the community and the agriculture and fisheries sectors
Regulatory burden on industries is reduced	■ Streamline or modify legislation and regulation to minimise regulatory costs for industries
The competitive advantage of primary industries is increased	■ Develop innovative technologies and production systems and drive their adoption to improve the productivity of primary industries ■ Invest in research infrastructure and in new technologies to enhance research, development and extension capacity ■ Secure appropriate levels of funding for DPI's research, development, extension and education programs ■ Increase access to knowledge and skills in partnership with other institutions ■ Participate in the national research, development and extension strategies to benefit NSW primary industries and communities

Key measures of success

» Value of primary industries production by sector benchmarked and compared over time
» % increase in gross value and volume of agricultural production by hectare
» 10% increase in production per ML of irrigation water by 2015
» Value of dividend paid to Government in line with Forests NSW statement of business intent
» % increase in hectares of new plantation forest (public and private)
» Value of red tape reduction meets or exceeds DPI target

Key result area 2

Natural resources sustainably managed, Crown land developed, and communities strengthened

Aligned NSW 2021 goals – Goal 3: Regional growth Goal 21: Secure potable water supplies
Goal 22: Protect our natural environment Goal 23: Care for local environments

Outcomes	Strategies
Industries and communities have appropriate access to natural resources and public lands	■ Map strategic agricultural lands for future food, fibre and bioenergy production ■ Develop frameworks to protect access to public lands and retain strategic agricultural lands ■ Develop, implement and evaluate water management policies and management plans consistent with the National Water Initiative and the intergovernmental agreement on the Murray-Darling Basin reform ■ Evaluate and administer water use activities in NSW to ensure compliance with legislation ■ Undertake real-time analysis of stream flow and groundwater to allocate resources ■ Deliver the Country Towns Water Supply and Sewerage Program and the Aboriginal Communities Water and Sewerage Program to meet reliability and performance standards for water continuity and quality in regional NSW ■ Support the development of viable commercial fishing and aquaculture industries and quality recreational and cultural fishing opportunities

Crown lands are managed and developed to deliver economic, social and environmental benefits	■ Work with local government, communities and the private sector to leverage the Revitalising our Regions Crown Lands program
	■ Allocate and manage Crown lands and assets to meet community needs
	■ Increase investment in regional Crown land infrastructure to:
	  - upgrade State Ports infrastructure to respond to community needs
	  - improve the social infrastructure on Crown Reserves
	■ Manage iconic Crown estate parcels to provide for a wide range of recreational and tourism opportunities

Primary industries play an active role in managing natural resources	■ Deliver research, development, extension, and management programs to;
	  - improve water quality and water use efficiency, reduce greenhouse gas emissions, conserve the State's soils, and reduce the impact of agriculture on the environment and natural resources
	  - ensure fisheries are sustainably harvested, key fish habitats protected and restored, and aquatic biodiversity is maintained and improved
	■ Identify and monitor impacts of climate change on primary industries and coastal lands and develop approaches to help industries manage and adapt to climate change and variability
	■ Implement compliance programs, incentive strategies and program reviews to increase adoption of sustainable practices
	■ Deliver forest management and soil conservation practices to internationally recognised standards
	■ Implement assistance and adjustment programs for primary industries when appropriate

Communities play an active role in managing for a better environment	■ Collaborate with communities to develop and implement upgraded Catchment Action Plans ■ Build the capacity of Catchment Management Authorities to conserve biodiversity and native vegetation and improve habitats on public and private lands ■ Work with all levels of Government and local communities to improve the environmental health of catchments, rivers, wetlands, coastal and marine environments ■ Build the capacity of volunteer community trusts to manage Crown reserves

Key measures of success

» Proportion of regional population having access to water that complies with drinking water standards is maintained
» All NSW surface and groundwater sources managed under strategic water sharing plans by 2014
» 90% of target, primary and secondary fish species harvested at biologically sustainable levels
» 85% compliance with fisheries legislation across commercial and recreational fisheries
» 15% increase in number of members belonging to Landcare groups by 2015
» 13 upgraded Catchment Action Plans completed by 2013
» Maintenance of certification of Forests NSW operations under the AFS and ISO 14001
» Maintenance of certification of Soil Conservation Service operations under ISO 9001, ISO 14001 and AS/NZS 4801

Key result area **3**   **Safe, healthy and biosecure primary industries**

Aligned NSW 2021 goals – Goal 4: Competitiveness of doing business in NSW Goal 28: Managing major emergencies

Outcomes	Strategies
Food in NSW is safe and is appropriately labelled so that consumers can make informed choices	■ Identify and investigate contributors to foodborne illness and implement controls for managing pathogens ■ Maintain surveillance and compliance activities in the production, processing and manufacturing sectors ■ Maintain surveillance of the food retail sector through monitoring local government compliance with Food Regulation Partnership programs ■ Identify high priority issues regarding consumer food choice and develop campaigns ■ Work with NSW Health to identify and develop collaborative public health programs
Risks posed by pests, weeds, diseases and contaminants to the economy, environment and community are effectively managed	■ Identify, prioritise and manage biosecurity risks ■ Develop and facilitate adoption of scientific solutions and better management practices for pests, diseases, weeds, and chemical contamination ■ Develop the capacity within local government, community groups and landholders to effectively manage invasive species ■ Manage biosecurity threats and incidents in collaboration with the community, industry and other agencies
Incidents and emergencies are effectively planned for and managed	■ Develop and participate in State and national emergency, natural disaster, and biosecurity prevention, preparedness, response and recovery programs ■ Assist communities and primary industries to develop prevention and emergency plans based on effective risk management
Animal welfare standards are effectively managed to allow market access and meet community expectations	■ Participate in the development and implementation of the national and state animal welfare legislative and policy frameworks in consultation with interest groups and the wider community ■ Implement regulatory schemes to underpin animal welfare standards using both government and non-government agencies ■ Facilitate targeted education and research programs to assist animal users to deliver expected animal welfare outcomes

Key measures of success

» Consistent high levels of regulatory compliance across all food business sectors in NSW
» Campaign targets achieved for increased consumer understanding and use of food labels to make informed choices
» Algal risks affecting potable water supplies effectively managed
» Increase in dollar value of NSW primary industries production protected under biosecurity response agreements
» Nationally consistent plant and animal biosecurity legislation developed and implemented by 2015
» 95% of NSW livestock industries covered by the National Livestock Identification Scheme and other traceability systems
» Flood information reliably captured and disseminated to emergency authorities and communities

Key result area 4   Excellence in client service and delivery

Aligned NSW 2021 goals – Goal 30: Restore trust in Government as a service provider Goal 31: Improve access to Government information Goal 32: Community involvement in decision-making

Outcomes	Strategies
Skilled, engaged and accountable people working safely	■ Attract, develop and retain skills within DPI to drive excellence ■ Implement the Trade & Investment Staff Safety and Wellbeing Strategy across DPI ■ Develop and apply best practice health and safety standards and processes across DPI ■ Develop and implement programs and tools to facilitate cross-divisional communication and collaboration
Our services meet client and community needs	■ Develop a service culture that meets client and community needs ■ Identify and implement collaborative models of service delivery engaging communities and the private sector ■ Use technology to deliver services more efficiently and effectively ■ Establish systems to benchmark and measure feedback to understand client and community needs and improve our services
Enhanced opportunities for communities to participate in decision-making	■ Develop tailored approaches to enhance community involvement in decision-making in relevant program areas ■ Build appropriate community involvement mechanisms into project proposals and regulatory reforms
Community confidence in our services is increased	■ Foster a culture that promotes effective and accountable governance ■ Develop a culture of open government and proactive sharing of the department's information ■ Implement NSW Trade & Investment corporate governance framework across DPI ■ Use technology effectively to provide easy and timely access to information

Key measures of success

» Increase in satisfaction with service delivery for specific services
» Targets relating to DPI in Staff Safety and Wellbeing Strategy achieved
» Forests NSW recordable injuries reduced by 35% per year
» Full compliance with NSW Government governance requirements
» DPI's budget targets met
» Amount and quality of information and services provided digitally increases