



# **Agribusiness Service Delivery Framework**

*Discussion Paper*

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## Executive Summary

The Department of Primary Industries and Fisheries (DPI&F) continually seeks new and better ways to match its service delivery with the business needs of industry. We have a very diverse range of food and agribusiness clients at all points on the supply chain and we must provide an effective and accessible service to enable them to achieve sustainable profitability. During recent consultation clients have made it clear that they want better access to DPI&F services and that they have different expectations of what those services will entail.

To meet these expectations we must achieve the right mix of traditional service delivery methods and more targeted modern approaches, with strong industry relationships and personal contact remaining priorities.

Taking full advantage of new and emerging technologies will be critical to the success of DPI&F's service delivery and the primary industries sector alike.

As such, the department is redesigning its service delivery operations based around market segmentation, better client needs analysis and harnessing the wave of telecommunications advances and market innovation now available. This will see a shift from a service-only approach to a client-centric approach, with an emphasis on meeting the needs of individual clients in ways more relevant to their business growth and use of technology.

Resources will be directed into upgrading the capacity of DPI&F's service delivery teams to research, analyse and design new services for key market segments.

The use of agri-economic zones based on climate and enterprise type is fundamental to the delivery of this new integrated service delivery framework. Proposed zones are:

- Rangelands
- Mixed (dryland) farming
- Intensive Livestock and Sub-tropical Horticulture
- Improved Grazing
- Tropical Horticulture and Cropping
- Marine.

Priorities will be developed for each zone focusing on market opportunities, pest and disease risk, infrastructure development, sustainable use of available natural resources, the impact of climate change and areas of greatest growth potential. Services will be delivered in partnership with other providers and tailored to meet the needs of different client segments.

Service delivery teams will provide a range of services, but, will have knowledge and expertise required to meet client needs in that particular zone. These teams will utilise needs analysis, targeted information, on-line business analysis tools, streaming of on-line discussion groups and other technological advances supported by traditional service delivery channels.

Technology is opening up a new vista of opportunity for service delivery. A new Centre for Agribusiness Service Innovation will be established by DPI&F to harness these technological developments to underpin the delivery of services in these zones and provide leadership to industry and DPI&F to maximise takeup.

Service delivery will no longer be synonymous with bricks and mortar. Advancements in IT and communication tools will enable DPI&F to 'deliver' the service to where it is required. The 'travelling office' will be a key component of the new framework, where staff will be provided with enhanced communication and IT tools to enable them to continue to move around large areas of the state as part of a "mobile service unit". These mobile units, featuring wireless access to databases, files and templates, will be highly visible and maintain DPI&F's rural and remote profile.

## ***Introduction***

DPI&F continually seeks ways to match service delivery with the needs of industry. **This paper proposes a new service delivery framework that enables DPI&F to enhance its service delivery to make it more accessible, efficient, targeted and effective.**

Agribusiness enterprises need to be innovative, flexible and customised in their processes. They need also to be collaborative, networked and global in their focus. DPI&F has recognised that it must adopt the same principles and is putting in place a framework that will enable it to adapt, improve and innovate, so that industry achieves maximum benefit from its service delivery by enabling enterprises to achieve sustainable profitability.

DPI&F is redesigning its service delivery commitment to its clients. This will involve the adoption of new service delivery tools, changed service delivery methods, an expansion of our client base and a focussing of effort on particular client groups for specific outcomes.

The service delivery framework DPI&F will showcase the Office of the Public Service Commission's Service Delivery Vision 2027 – (OPSC, 2007), as it will:

- Be client-focussed - clients include all users of departmental services - citizens, business people, visitors, other levels of Government, commercial organisations and non-government organisations.
- Be equitable – providing services that have regard to the characteristics of the client population, frequency of use, channel suitability, cost of provision and service efficiency.
- Foster self-reliance and resilience in individuals and communities.
- Engender trust – being reliable, consistent, ethical, safe and accountable.
- Be sustainable – services that are viable, effective and efficient and provide value for money.

Technology will enable DPI&F's new service delivery framework. The establishment of a Centre for Agribusiness Innovation clearly delivers on the Queensland Public Service Charter that we explore new and emerging technologies, make access to services and information easier and pay attention to ideas and suggestions for service improvement. (OPSC, 2007) Clients are demanding "better" service delivery and more efficient delivery of existing services is not enough. The Centre will:

- establish links with external organisations and individuals with expertise in innovation and service delivery systems.
- provide expert support to service delivery teams around the State in the areas of IT, extension and communication design.
- look for ways to increase the flow of international research output, market intelligence and other discoveries to Queensland's primary industries sector
- explore an option to develop an on-line business reference portal for agribusiness.

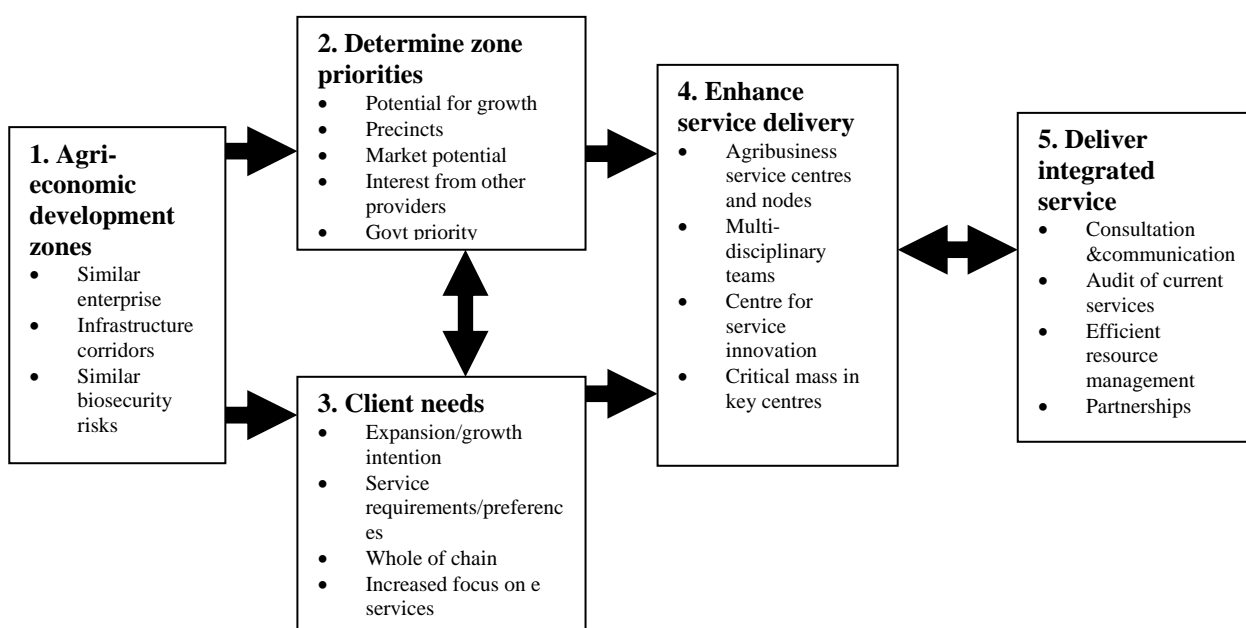
The uniqueness and strength of DPI&F's agribusiness services are in its ability to apply integrated, interpretive and technological services to business and market opportunities. This is achieved through strong links between research and development, biosecurity and regulatory and industry development functions.

## New Service Delivery Framework.

A proposed new delivery framework (as outlined in Figure 1) focuses resources to:

1. **Utilise Agri-economic development zones** to better focus services according to production systems/enterprise types.
2. **Determine zone priorities** based on identified opportunities and threats within each zone.
3. **Better understand clients needs and preferences** .
4. **Enhance service delivery** by utilising a network of Agribusiness Smart Service Centres integrated with a greater range of technological interfaces and mobile services to deliver more targeted services.
5. **Deliver integrated services** in partnership with with Queensland Government departments and other service providers.

**Figure 1. Agribusiness Service Delivery Framework**



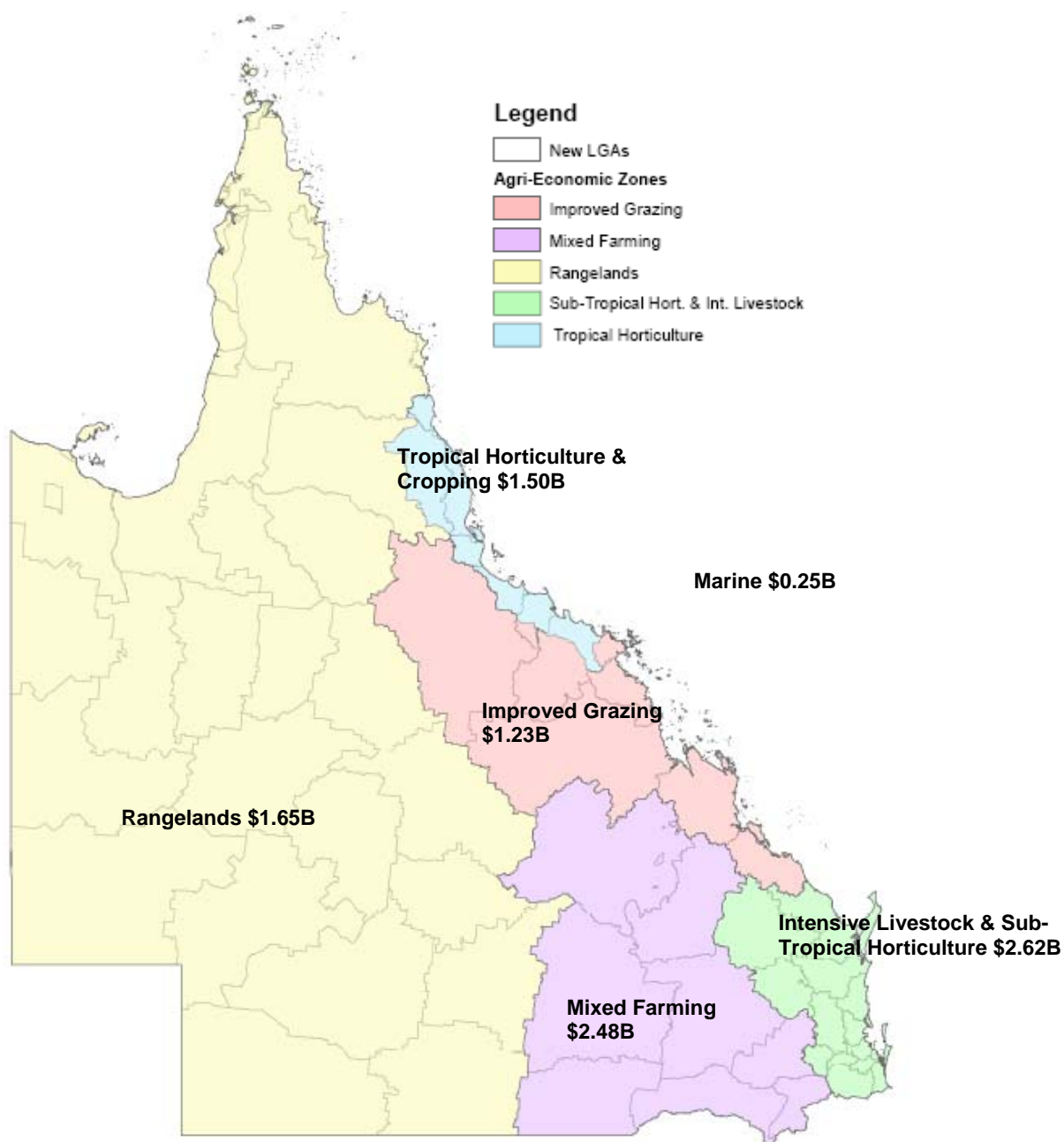
### 1) Agri-Economic Development Zones

In the development of the new service delivery framework the following Agri-Economic Development Zones (Zones) are recognised on the basis of climate and enterprise type - Map 1

- Rangelands
- Mixed (Dryland) Farming)
- Intensive Livestock and Subtropical Horticulture
- Improved Grazing
- Tropical Horticulture and Cropping
- Marine

These Zones will enable expertise to be focussed where there is the best opportunity for growth within those areas. Services could be directed towards market opportunities, infrastructure developments, underutilised natural resources, climate change and developing client partnerships.

## Map 1. Agri-Economic Development Zones



Each zone has its own environmental characteristics, infrastructure and industry sectors and accelerated growth opportunities. These factors will be used to determine the allocation of resources and the focus for service delivery. Attachment B shows the relative size of industry sectors and production trends in the zones.

### a) Rangelands Zone

This zone has low rainfall in the south and west and monsoonal in the north, while supporting a largely unimproved grazing production system. Major industries are low-intensity rangeland grass-fed beef cattle and sheep farming. The value of beef production has risen from \$433M in 1996-97 to an estimated \$1.33B in 2007-08. At the same time sheep production has fallen from \$206M to \$150M. **Total GVP** for the zone estimated at **\$1.65B** in 2007-08.

### **b) Mixed (Dryland) Farming Zone**

The zone has significant production levels in grain-fed beef cattle, cereal grains and other crops, cotton, dairy cattle, pigs, poultry and temperate fruit and vegetable production. It is typified by mixed enterprises comprising livestock and cropping that show a capacity to shift to more profitable production systems in response to market changes. The value of beef production has risen from \$446M in 1996-97 to an estimated \$1.16B in 2007-08 due to a marked increase in lot fed cattle. At the same time cropping has fluctuated due to drought and price from \$576M in 1996-97 to \$389M in 2000-01 and up to an estimated \$588M in 2007-08. **Total GVP** for the zone estimated at **\$2.48B** in 2007-08.

### **c) Intensive Livestock and Sub-tropical Horticulture Zone**

The zone has significant production levels in beef cattle, fruit, vegetables, amenity horticulture, poultry, sugar cane, forestry and dairy cattle. There have been some significant shifts with beef increasing from \$200M in 1996-97 to \$530M in 2007-08, dairy decreasing from \$202M to \$138M, sugar from \$199M to \$141M, fruit increasing from \$191M to \$325m, vegetables from \$240M to \$428M and poultry from \$185M to \$275M over the same time. **Total GVP** for the zone has increased from \$1.63B in 1997-98 to an estimated **\$2.62B** in 2007-08.

### **d) Improved Grazing Zone**

The zone is dominated by grain-fed beef cattle and sugar cane, along with cereal grains, tropical/temperate fruit and vegetables. There has been significant intensification of beef production, increasing from \$227M in 1996-97 to \$568M in 2007-08, as well as an increase in horticultural production. There has also been a significant reduction in sugar production in this zone from \$585M in 1996-97 to \$269M in 2007-08. **Total GVP** for the zone has increased from \$1.05B in 1997-98 to an estimated at **\$1.23B** in 2007-08.

### **e) Tropical Horticulture and Cropping Zone**

The zone is dominated by tropical fruit, sugar cane, vegetables and grain-fed beef cattle production. There has been significant expansion in fruit production in this zone from \$205M in 1996-97 to \$626M in 2007-08. Aquaculture has doubled its value in the same period from \$14M to \$28M. The value of sugar cane has decreased from \$430M to \$325M. **Total GVP** for the zone has increased from \$975M in 1997-98 to an estimated **\$1.50B** in 2007-08.

### **f) Marine Zone**

This zone includes all land based, inshore and offshore fisheries and aquaculture production for both the recreational and commercial sectors. Wild caught prawns and crabs makes up almost half the commercial value with farmed prawns another 20% of the total value of the industry. The recreational fishing sector continues to grow with an estimated 730,000 Queenslanders 'wetting a line' last year and a booming number of registered recreational boats, now more than 200,000 (One in 22 Queenslanders owns a boat). **Total GVP** for the zone (commercial fishing and aquaculture) was estimated to be **\$250M** in 2005-06. Expenditure by recreational fishers contributes significantly to regional economies.

## **2) Agri-Economic Development Zone Priorities**

Priorities would be developed for each zone based on Queensland Government priorities, market intelligence and consultation with clients. These zones will include the proposed Agricultural Precincts that have the overall objective of boosting productivity, and the net value that sustainable agribusiness contributes to the economy by focusing on growth in key areas, which have core natural and structural advantages. The Department is developing its agribusiness development precincts approach - a first-round analysis points towards horticulture and aquaculture around the Water for Bowen development, beef in the Fitzroy agricultural corridor, and a range of industry opportunities around the proposed Nathan Dam;

Potential and actual impediments to growth include the increasing risk of pest and disease incursions, resource depletion, skills shortages and the impact of climate change.

All of these factors vary depending on industry and location and will therefore have differing influence over zone priorities. A separate paper is being developed that will analyse the economic potential of various industry sectors and locations in Queensland.

### **3) Client needs**

DPI&F will continue to strive to be a leader in service delivery, and move from a service-only approach to a client-centric approach. DPI&F recognises that in order to achieve accelerated growth, its service delivery environment needs to change by providing more profit and sustainability oriented advice to agribusinesses supported by appropriate technologies and promotion of agriculture and food industries as a profitable business

DPI&F works with a wide and varied client group along the entire supply chain (paddock to plate). Their needs are very diverse and DPI&F has to tailor its services to be able to effectively and efficiently meet these needs.

An extensive process of client consultation has been undertaken by the DPI&F through surveys of DPI&F Ambassadors, stakeholder engagement forums as well as a private consulting firm. The feedback received supports the need to enhance DPI&F's service delivery.

DPI&F's investment in service delivery will be increasingly directed towards clients who are and will likely be integral to maximising the economic potential of Queensland's agriculture and food sectors. The larger agriculture and food companies have different service requirements to family farms and specific services will be designed to address these. The post farm-gate food industry, technology, services and training providers and potential investors will be targeted as key clients and effort will be put into building relationships with these sectors to understand and prioritise their needs.

By segmenting its clients, DPI&F is well positioned to determine key investment and priority areas for service delivery efficiencies and effectiveness. Through targeted service delivery to responsive segments of the market, DPI&F will ensure it delivers on its promise of providing services that will contribute towards accelerated growth of primary industries.

Personalised service delivery will remain a priority for DPI&F. However, e-technology will become a key avenue for client interaction and engagement. The new service delivery framework will incorporate a platform of e-services which will be increasingly used to communicate with and to meet client service requirements. The Australian agricultural sector is generally well 'teleconnected' with one study suggesting 95% of farms have a landline and mobile phone service and internet access. A separate paper on "e-Services for Enhanced delivery" explores options for e-business, e-communication and e-extension.

### **4) Enhance Service Delivery**

#### **Building capability**

DPI&F's new service delivery framework is founded on the integration of technical experience and technology. Staff in Front line service delivery, IT services communications and policy will work together to design, develop and deliver new service delivery packages.

To achieve this, DPI&F proposes to establish service delivery teams located in **Agribusiness Smart Service Centres** and several **service nodes** in each Agri-Economic Development zone. These teams would provide a range of services to assist client across all zones, but also have specific expertise required to meet the particular client needs in that zone. The service nodes will be centres with primary responsibility to deliver services to sub-zones. Staff in these centres will be members of a larger zone-wide service delivery team.

The following table shows the proposed locations for these Agribusiness Smart Service Centres. Each location has been assessed against the following set of criteria to determine its suitability:

- Client Accessibility
- Ability to attract staff
- Infrastructure
- Co-located with other service providers eg EPA and DNR&W
- Accelerated growth opportunities

**Table 1 – Agribusiness Smart Service Centres Agri-Economic Development Zone**

Centres	Zone	Nodes
Longreach	Rangelands	Charleville Mareeba
Toowoomba	Mixed Farming	Hermitage RS Roma
Maroochy	Sub-Tropical Horticulture and Intensive Livestock	Bundaberg Gatton RS Kingaroy
Rockhampton	Improved Grazing	Mackay Charters Towers Emerald
Mareeba	Tropical Horticulture and Cropping	Sth Johnstone
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Townsville	Tropical horticulture and cropping-Burdekin	Bowen RS
Townsville	Marine	Bribie Is Cairns

Agri-business Smart Service Centres will house a critical mass of service providers including economists, industry development and trade officers, communications officers (IT and mass media) and farm financial counsellors.

Where possible Fisheries and Biosecurity staff will be co-located within these Centres and affiliated Nodes. However, they may be placed elsewhere depending on their particular service demands. For example the Queensland Boating and fisheries Patrol staff may be co-located with other marine enforcement/regulatory agencies. Biosecurity Queensland is evaluating its current sites to ensure that resources are located in areas that will best manage the wide range of primary industries, aquatic and environmental biosecurity risks for which DPI&F is now responsible.

The teams in these Centres will provide a suite of integrated and targeted services to key clients, particularly within that zone, to assist them to operate profitable, sustainably and competitively.

#### **Channels for service delivery**

Agribusiness Smart Centre Services will be disseminated and delivered through multiple channels. Many of these channels such as the media, post and one off products such as paper and DVDs provide a one way flow that is only useful for awareness raising and providing basic information. The telephone and the internet on the other hand are interactive channels. With advances in technology, these interactive channels now have the capacity to provide greater access to core services and expertise for DPI&F clients across the state.

While clients are likely to have a higher or lower preference for particular channels (based on technology proficiency, confidence levels in the security governing on-line transactions, lifestyle or nature of business), they are generally chosen based on two factors: criticality and complexity. This refers to the level of importance or sense of urgency of the interaction to the customer, and the complexity of the business process (e.g. authentication) or the content of the interaction (technical/legal advice) (SSQ, 2007).

Delivery of these integrated and tailored services through Agribusiness Smart Service Centres would be supported by:

- technical advances arising from R&D
- databases of local clients, including their service delivery preferences and industry role
- a revamped and more interactive website
- up to date information provided via the Business Information Centre
- e-business, transactions
- mobile services where appropriate
- third party delivery (eg sub-contracted over the counter).

### **Centre for Agri-business Service Innovation**

Changing the way we provide services needs careful thought and purposeful design. Technology is advancing at a rapid pace and to ensure new integrated services utilise the best available expertise, a virtual Centre for Agribusiness Service Innovation would be established. This Centre would establish links with external organisations and individuals with expertise in innovation and service delivery systems. It would be staffed by officers with expertise in IT extension and communication design and provide expert support to service delivery teams around the State. Innovation Centre staff would work with teams from the ASSCs to design and develop integrated service delivery packages for use in Agribusiness Smart Service Centres.

The Centre would also look for ways of increasing the flow of innovative solutions to Queensland's primary industries sector and actively build these into the design of service delivery packages. On-line business analysis tools, streaming of on-line discussion groups and other technological advances will be incorporated with traditional service delivery channels. . An option to develop an on-line business reference portal for agribusiness will also be explored.

### **e-Services Platform**

A separate paper on making the most of information technology for service delivery is being circulated among staff and clients and a new-extension project is also being developed.

All businesses now operate from an IT platform and any modern primary industries service delivery agency needs to deliver services using information technology while integrating IT tools and systems including decision support software, GIS, GPS, purchasing, information etc.

### **Mobile Service Units**

The use of mobile service units will be an opportunity to introduce new thinking to service delivery and enhance the department's capability to deliver its services (including regulatory enforcement) using 'cutting edge' technology.

The Delivery and Biosecurity Business Groups within DPI&F will be piloting these mobile service units. It is anticipated that that these mobile services will include buses (similar to the drought bus) to provide mobiles services in remote parts of regional Queensland. These buses could be utilised in a number of ways including emergency response (e.g. biosecurity outbreaks) and educational field days.

The geographical coverage by these Units will enable a range of specialist expertise and assistance to be accessed by clients throughout the State.

### **Innovative models of service delivery**

The department has developed a Next Generation Extension Framework for consultation (attached) which provides more detail on how this might work in the future. DPI&F's new way of doing business will be flexible and a range of models will be adopted to meet client requirements. Examples of some successful delivery models are the Asian Markets for Horticulture Initiative and the FutureBeef project. Both have state leaders, work across regional and business unit boundaries and take a whole of chain, multidisciplinary approach to service delivery. The department is developing a Next Generation Extension Framework which will provide the platform for the integration of people, discipline, technologies and information for the benefit of DPI&F's clients.

### **6) Deliver integrated services**

Under the new framework, DPI&F's clients will be able to access services from Agribusiness Smart Service Centres and Nodes, information kiosks, mobile offices, Centres of excellence and from their own homes and places of work. DPI&F will partner with all levels of government, private sector and the community on matters of co-location and information dissemination.

Examples include:

- government provided contact centres, with internet and counters to provide information and referral services
- agents (such as the Australia post model)
- non-government provided contact centres, which provide internet and a telephone referral service that directs citizens to the nearest referral service
- small kiosks for contact and service
- shared office space (Local Government)
- community access centres, which provide an integrated approach to a group of services (Fishcare)

Other service providers and existing suppliers of agribusiness products and services (Elders, Landmark) increasingly employ professional sales people with expertise in animal husbandry and agronomy. A collaborative approach with these organisations would benefit both parties and our mutual clients.

In addition, other institutions such the banks have ongoing regular contact with departmental clients, often in the context of major business decisions.

It is proposed that high level approaches be made to these organisations to enter into a service level agreement that could then be built into service packages at the local level.

## **Conclusion**

The framework outlined in this paper represents a significant shift towards more market driven service delivery for DPI&F. It means that not all clients would have ready access to the same type of service, but that more clients would have access to more services. There are limited examples of this approach already being used in the department.

However, whole of department, state-wide adoption would entail massive change to the organisation's current operations. The mixture of tools, skills and systems required to implement such a framework are largely available already from within the department. Recent developments in information and communication technology aim to provide greater flexibility and mobility. Extension officers are working with business development and trade officers, industry and business in some sectors to achieve significant outcomes. Broader application of the approach taken in successful initiatives such as Asian Markets for Horticulture would require a change management program aimed at setting up the framework.

Implementation would need to be flexible enough to accommodate local conditions and needs. Such a change would also be likely to meet significant internal and external levels of resistance. Any change management program will require an associated communication plan to ensure those with concerns are heard and incorporated into the ultimate design.

This paper intends to create a vision around what is possible, stimulate discussion around how to move forward and provide some insight into how change might happen.

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2007-08 Queensland State Budget - Ministerial Portfolio Statement - DPI&F

## **Attachment 1. - Next Generation Extension Framework**

# Next Generation Extension Framework

The Queensland Government's  
commitment to enhancing primary industries development



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## Minister's foreword



Queensland's primary industries are facing fundamental, transformational change to remain competitive in a global playing field—where anyone can collaborate or compete regardless of location and time zone. Trade reform is occurring, climate change is affecting agriculture and fishing industries, and biosecurity threats are increasing—all creating new challenges and opportunities.

Extension services are critical business processes that support the Department of Primary Industries and Fisheries to achieve its vision and mission. The strategic challenge is to ensure that our extension is targeted and well positioned to support agribusinesses and fishing businesses to meet current and future challenges, and to create and take advantage of new opportunities.

Next Generation Extension (NGExtension) will take a market-driven approach and focus on critical points in supply chains to enhance whole of chain performance, accelerate growth, and enhance the profitability and sustainability of Queensland's primary industries. It will result in supply chains continuously improving their business and supply chain practices, and networking within supply chains to vertically and horizontally integrate systems.

NGExtension will support enterprises to create new, high-value products and services through innovation, and to effectively integrate science and technology. It will also provide effective biosecurity services to ensure market access.

One of the key strengths of people involved in extension is their ability to bring together and integrate people, disciplines, technologies and information, for the benefit of our clients. NGExtension will build on this strength to provide targeted, adaptive and flexible services that use best practice, and innovate to go beyond current approaches. It will utilise modern technology, and support enterprises to access information to keep abreast of changes and drive improvement.

NGExtension is critical to the success of the department as an economic development agency, and to the future of agribusinesses and primary industries in Queensland.

**The Honourable Tim Mulherin MP**  
**Minister for Primary Industries and Fisheries**

## Director-General's introduction



The *Next Generation Extension Framework* defines a 10-year direction for extension within the Department of Primary Industries and Fisheries (DPI&F). It outlines the drivers for change and a vision for extension, and is the foundation for subsequent industry specific implementation plans.

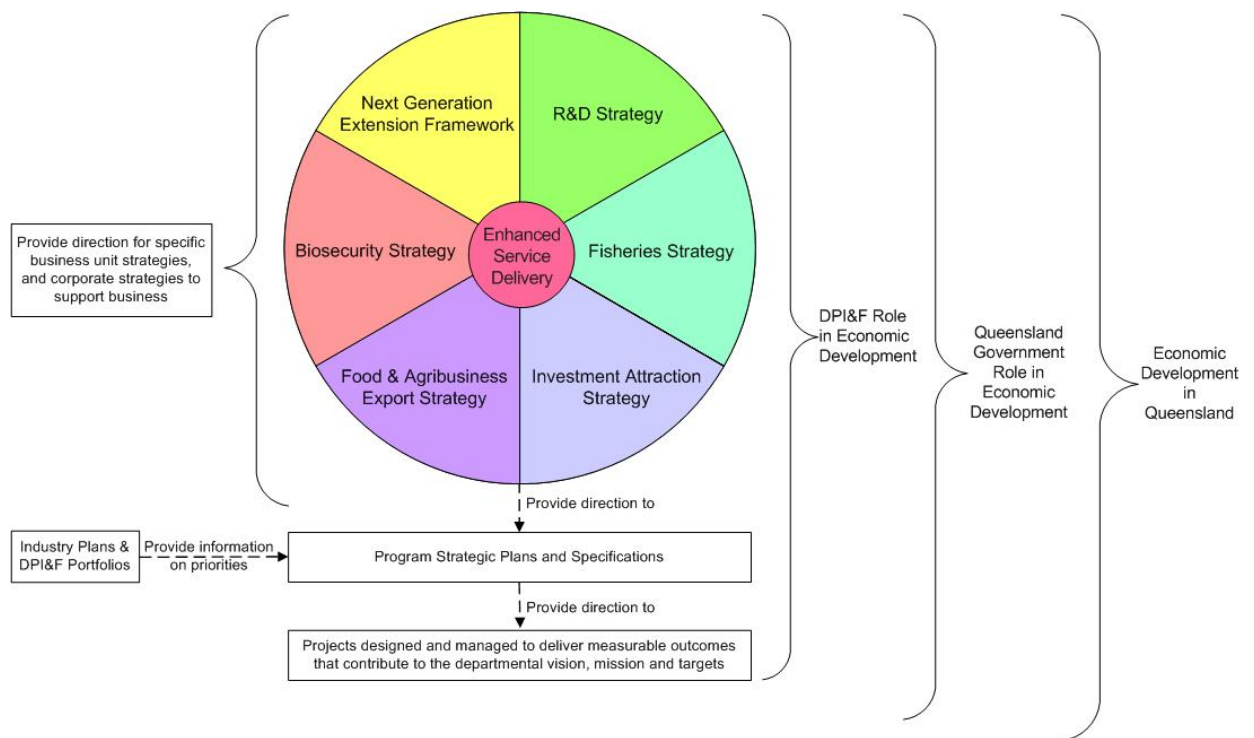
The NGExtension Framework is an ambitious, transformational framework that will ensure DPI&F extension is well placed to support agribusinesses into the future. The framework challenges us to think not just about incremental improvements that help maintain agribusinesses in the short-term, but to also think on a 10 to 25 year timeframe.

It challenges us to match the aspirations of fast moving agribusiness, and to strive to anticipate the emerging needs of enterprises within supply chains, to help them make the significant step changes needed to remain profitable and competitive. The department has a wealth of experience in extension practice and training in extension science, and we will draw from and build on this experience in making the shift to NGExtension.

The NGExtension Framework integrates with other key corporate strategies, frameworks and policies, and departmental investment processes, and will support enhanced service delivery approaches being developed in the department (see Figure 1). It recognises and acknowledges that NGExtension must target the contributions it makes to ensure they complement and enhance Queensland Government and private sector roles in economic development in Queensland (see Figure 1). The framework has been designed in the context of broader agri-industry organisation, State and Australian Government initiatives such as *Blueprint for the Bush* and *Securing the Future for Australia's Primary Industries: Development of a National Research, Development and Extension Framework*.

The NGExtension Framework has a major contribution to make to building diverse and robust regional economies, and in helping regional agribusinesses and industries to be profitable and resilient. This framework provides the opportunity for an exciting, inspirational and rewarding future for extension in Queensland.

**Robert Setter**  
**Director-General (Acting)**



**Figure 1** Relationships between the Next Generation Extension Framework, other key strategies and frameworks (in place or under development), the departmental investment processes, and the DPI&F role in economic development in Queensland.

### Important notes

- In this framework the term extension is defined as the process of enabling change in individuals, communities and industries involved in the primary industry sector and with natural resource management. Extension is concerned with building capacity for change through improved communication and information flow between industry, agency and community stakeholders. Extension seeks outcomes of capacity building and resilience in individuals and communities (State Extension Leaders Network 2006).
- Next Generation Extension applies to all industries in the food and agribusiness sector including fisheries, forestry and agriculture, and the associated departmental systems of delivery, research and development, investment, policy, partnerships and intellectual property.
- Next Generation Extension does not incorporate all the extension activities and services that DPI&F provides to clients. In addition to the department's role as an economic development agency, and because of the department's unique skills set, government has also given DPI&F responsibility for a range of community service obligations, such as animal welfare issues around domestic animals. There is a significant extension component in almost all these community service obligations. There is a link between this extension and NGExtension because of the use of some of the same skills and service delivery mechanisms, and the need to link with other functions such as policy, research and legislation (See Appendix 1).
- Responsibility for strategic extension policy and the management of the NGExtension Framework lies with the Assistant Director-General (Regional Delivery). In fulfilling this responsibility, Regional Delivery work in partnership with Biosecurity Queensland, the Science Units within Delivery, Fisheries Group, Industry and Investment, Innovation and Biosecurity Investment, and Strategic Policy. A Senior Executive Team Subcommittee on Extension provides corporate leadership, advocacy and direction for extension.



## Next Generation Extension strategic principles

The NGExtension Framework is clearly aligned to the department's vision and mission, and is focused on contributing to accelerated growth delivered in a sustainable way. It targets the following outcomes, which relate to needs expressed by clients and stakeholders in recent strategic conversations and consultative forums:

- Enhanced growth of profitable agri-businesses, sectors and industries through focusing on the drivers of profitability and growth in enterprises and supply chains
- Enterprises creating new, high-value products and services through innovation
- Enterprises effectively integrating science and technology into their business systems
- Enterprises continuously improving their enterprise and supply chain practices and systems
- Enterprises networking in the supply chain to vertically and horizontally integrate systems and services
- Enterprises accessing and using information and market intelligence to keep abreast of changes
- Ensuring market access through effective biosecurity services
- Ensuring productive resources are managed in sustainable ways.

The framework is underpinned by the following principles:

- Acknowledging the most appropriate roles for government, the department and the private sector in economic development in Queensland
- Focusing public investment through targeting industries, sectors and critical points within supply chains that will deliver maximum returns Queensland
- Designing and managing services and projects to achieve demonstrable outcomes and returns on investment
- Contributing to and facilitating business managers to make better decisions regarding business and supply chain improvement
- Working in partnership with agribusiness, other government and non-government organisations, and across the department to achieve synergy, efficiency and impact (Figure 1)
- Targeting clients and partners who are committed and able to contribute to improving profitability and accelerating growth
- Using best evidence-based practice, and improving and innovating to go beyond current approaches
- Delivering modern, flexible and adaptive services
- Observing Queensland Government principles in relation to competition policy parameters.



## Key components of the framework

The NGExtension Framework will be implemented over the next 3 years. It consists of six equally important components that integrate to form an extension performance system. The key components are:

- Strategic targeting of extension
- Alignment and linkages
- Enhanced project and service design
- Critical capacity and development
- Partnerships and collaboration
- Extension policy and framework management.

### Strategic targeting of extension

In line with the department's aims of accelerating growth, NGExtension projects and services will target specific economic, trade and supply chain performance outcomes. In particular they will target critical points within supply chains, that are identified from industry and chain analyses, as areas with potential for significant growth, and in which DPI&F can play a key role. This strategic targeting of projects and services will ensure that NGExtension achieves impacts in the shortest possible timeframes, and delivers high return on investment for Queensland.

Support will be given to the development of well designed initiatives which initiate, support and coordinate a number of strategically targeted, synergistic projects. These initiatives will be flexibly managed to ensure the agility and responsiveness required when working in commercially-orientated contexts. Pilot initiatives supported by effective evidence-based monitoring and assessment mechanisms, will be encouraged.

### Alignment and linkages

To ensure the embedding of NGExtension throughout the department, it will be necessary to review and update the industry strategic plans and specifications of all programs. Programs and portfolios will need to proactively seek data and intelligence for these updates from external sources and staff from across the department. They will also need to make available information that will enable the designers of initiatives, projects and services to target those industries, sectors and critical points within supply chains, which are identified from industry and chain analyses, as the key areas where DPI&F can have greatest impact.

New initiatives and projects will need to be congruent with the intent and targets of NGExtension, and existing projects will need to be reviewed and adapted to ensure greater alignment with NGExtension. Tools to support the design and re-design of initiatives and projects will be made available, and project assessment proformas will be updated to align with NGExtension.

### Enhanced project and service design

Good practice in project planning and management has been a focus in DPI&F extension for some time. In making the shift to NGExtension we will need to draw from and build on these skills in project leadership, conceptualisation, design, implementation and ongoing evaluation.

Since NGExtension projects take place in complex, dynamic, business contexts, and involve multidisciplinary teams and partnerships, they need to include mechanisms that ensure effectiveness, efficiency, agility, adaptability and responsiveness. In general, this will mean NGExtension will target the design of larger projects and major initiatives that gather together and manage a number of projects that work in partnership to achieve significant outcomes and scales of impact.

NGExtension initiatives will require additional consideration to be given to issues such as governance and authorising environments, partnership management, managing co-investment, and demonstrating return on investment. Resources and support networks will be established to enhance the design and management of initiatives and projects.



## Critical capacity and professional development

DPI&F has a wealth of experience in extension practice and training, and we will need to draw from and build on this experience in making the shift to NGExtension. Processes will be put in place to identify and deliver on critical capacity and capability needs.

In addition to good-practice contemporary extension, capacity will be required in areas such as:

- Supply chain management and enhancing supply chain performance
- Understanding the drivers of profitability and growth in businesses and industries so as to better support and facilitate business managers to make better decisions regarding business and supply chain improvement
- Designing for, and measuring the return on investment of projects and services
- Key concepts and models associated with accelerating economic growth, and ensuring growth is sustainable.

All these areas of capacity are relevant to managers, project leaders and project operatives. Capacity building in these areas will be targeted in the early stages of the NGExtension Framework implementation, and opportunities for ongoing development and collaborative learning will be incorporated. NGExtension will also encourage targeted research and increased publication in relevant areas.

## Partnerships and collaboration

Teamwork, collaboration, alliances and partnerships are critical to NGExtension. To be successful NGExtension initiatives and projects must involve teams that bring together people from a wide range of disciplines and areas of expertise, such as economics, trade development, business process management, agricultural production, marketing, supply chain management, logistics, e-communication and e-commerce, and resource management. This means creating both internal and external alliances, and partnering with people and organisations, including private sector service providers, that are able to provide expertise, skills and knowledge that complement those of DPI&F.

In particular NGExtension will target partnerships with people, enterprises and organisations that are committed to achieving impact, want to work collaboratively and are willing to co-invest in outcomes. In NGExtension initiatives we will look to work with those who can make a real difference in relation to achieving accelerated growth, and improved supply chain performance.

## Extension policy and framework management

A strategic extension policy perspective is needed so that appropriate performance, investment and support systems are in place to ensure the NGExtension Framework achieves its targets and remains relevant into the future. A strategic perspective is also essential in discussions about corporate issues such as improvements to information and communication infrastructure and technologies, and project management processes. There will be a continuing need for a strategic level interface between NGExtension, other corporate strategies and frameworks, and issues and initiatives in other government agencies and key agri-organisations.

The NGExtension Framework will be implemented within complex, dynamic contexts, and therefore the framework itself needs to be managed so that it is agile, fast to adapt and innovate, and flexible. This will only happen if the performance of the framework is regularly monitored and improvements made to maintain the effectiveness, efficiency and relevance of the framework. A performance framework and scorecard will be used to support the successful implementation of the framework, and its ongoing monitoring and improvement.



## Consultation and implementation

The shift to NGExtension will start immediately, however it will take three years to see the full impact of the framework. In the first phase of consultation senior leaders and key extension personnel will engage and empower staff to develop the necessary capacity, projects and services to start delivering NGExtension outcomes.

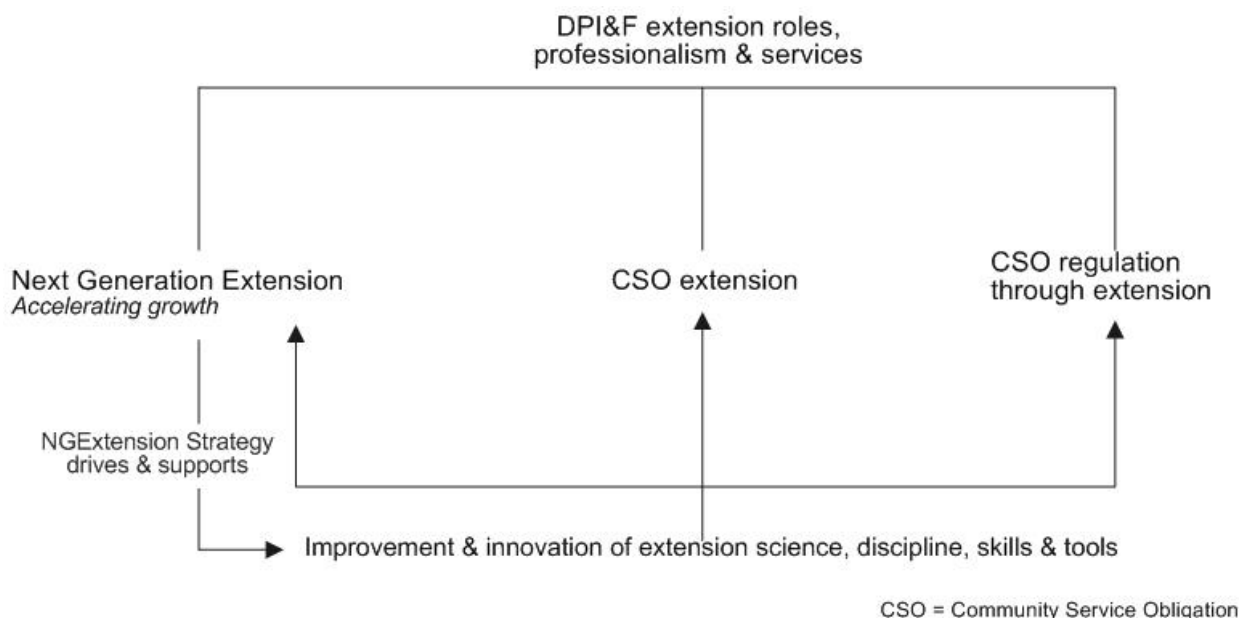
In the second phase of consultation senior leaders will engage in strategic conversations with key departmental stakeholders, including agri-industry organisations, other government agencies, and co-investors in extension such as research and development corporations, to scope and develop opportunities to collaborate in achieving NGExtension.

Consultation will, where appropriate, be undertaken in collaboration with other key departmental strategies and frameworks being developed at this time, to ensure efficient and effective interactions with clients and stakeholders. In addition, existing industry consultation and direction setting processes, data and analyses will be used to the fullest extent to identify priorities and develop targeted approaches to ensure the successful implementation of not only NGExtension, but also other key departmental strategies and frameworks (Figure 1).

Because the NGExtension Framework is an ambitious, transformational framework, a range of support materials will be available to help senior leaders, staff and stakeholders to understand the strategic intent of NGExtension and to demonstrate the need for, and advantages of this approach.

## Appendix 1

Relationships between Next Generation Extension and other, non-economic development focused extension within the department, with examples of the type of services and projects that may fit within each extension area (see Important Note 3).



### Examples of projects and services

#### Next Generation Extension

- Value in Beef project – developing, facilitating and supporting systems and activities for profitable development and growth of beef supply chains and association supply chain businesses.
- Exporting Mangoes to China project – facilitating and supporting supply chains to export mangoes to China through demonstrating effective systems for direct export, increasing the capacity of Australian businesses to export to China and identifying opportunities for future development of the market.
- Barramundi Aquaculture Innovations - developing the barramundi farming industry and community-based barramundi stock enhancement program.
- Keeping Aflatoxin Out of Queensland Milk – protecting human health and overseas markets by determining the cause of aflatoxin infection of milk and educating dairy farmers on issues such as purchasing only safe feed sources and the proper storage of feed on farms.
- Sustainable Intensive Systems program – providing extension services in the environmental management of intensive livestock production systems to ensure the sustainable development and ongoing operation of intensive animal industries, and the opening of trade and market opportunities.

#### CSO extension and CSO regulation through extension

- Fishcare Volunteer Program – Queensland Boating and Fisheries Patrol coordinated, community-based project in which recreational fishers educate the angling community about the rules and ethics of fishing in Queensland.
- Information and extension services associated with invasive ant control programs (fire ants, electric ants, yellow crazy ants).
- Education activities in schools and the community about the care and welfare of animals, and the *Kids Help an Animal Smile* website.
- Information and extension services about Asian Green Mussel control.



## Notes

