Overview

Focused on business growth

Frost agronomy trial plots
Executive summary

Year at a glance

2016

July

Implemented new Workforce and Diversity Plan to help develop our staff

Awarded 20 grants totalling $6.7m to grower groups as part of Agricultural Sciences R&D Fund project

August

Unveiled six new subterranean clovers at Dowerin field days

Ran inaugural Pantry Blitz community biosecurity program (page 41)

September

Established SoilsWest Alliance with UWA

Welcomed two new detector dogs to Quarantine WA service

October

Relaunched WAAFFFI publication featuring valuable industry statistics

November

.Opened Western Australian Premium Food Centre in Manjimup

Facilitated establishment of Australia's first Aboriginal producer group (page 173)

December

Released Western Australian Biosecurity Strategy

Recorded 70% increase in website visitors for 2016

Awarded 20 grants totalling $6.7m to grower groups as part of Agricultural Sciences R&D Fund project

Department of Agriculture and Food, Western Australia | Final report 2017
Set up incident response to high rainfall and flooding across state

Began 40th year of European wasp surveillance and eradication

Initiated national incident response to tomato potato psyllid (page 58)

Ran skin cancer screening program for staff (page 170)

Welcomed latest Graduate program intake

Appointed new director to drive animal welfare reform

Hosted inaugural State Horticulture Update

Mapped barley genome for the first time (page 49)

Completed infrastructure stage of Gascoyne Food Bowl Initiative (page 52)

Appointed 10 new crop research agronomists

Ran WA’s Celebrity Signature Dish competition

Installed final of three Doppler radars in the Wheatbelt (page 35)

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Director General’s report

The 2016/17 financial year has proven to be an historic one for our department and the agriculture and food sector we serve.

As the year ended, DAFWA was preparing to join the departments of Fisheries and Regional Development and nine Regional Development Commissions to form the new Department of Primary Industries and Regional Development (DPIRD) as of 1 July 2017.

The amalgamation, announced in late April as part of the incoming government’s public sector reforms, will mark the end of more than 120 years of a standalone agriculture department in WA (the last state in Australia to have one).

It also signals the beginning of an exciting new journey as we form part of a larger department that will provide a stronger, more unified, service to WA’s vital primary industries and regions.

Focused on business growth

While the amalgamation announcement was significant, it did not outshine the many projects and services our department continued to deliver in 2016/17 across the state to grow and protect our state’s agrifood sector.

In particular, we undertook a significant amount of work to determine where and how we need to target our available resources to best support farm businesses and the agribusinesses that make up the sector.

This work included focusing on DAFWA’s role following the Stocktake and Future Directions review (see below) and consolidating evidence to develop a clearer picture of the opportunities for the state’s agribusinesses and industries.

We progressed a range of major projects (including those funded by Royalties for Regions) to grow the knowledge and capability of business and industry. This included installing three Doppler radars across the Wheatbelt to provide more precise weather information to help growers with decision making; and completing the Gascoyne Food Bowl project, which opened up an additional 400ha for irrigated agriculture.

We also reconfirmed our commitment to conducting R&D that supports the economic development of the sector. A key achievement was mapping the barley genome through our partnership with Murdoch University and an international consortium to enable breeders to better develop new and improved barley varieties.

Additionally, we continued to make use of technological advances, including the use of drones to survey land for pest animals and plants and to assess damage following natural disasters.
Taking stock of our role

In October 2016, we received the report and recommendations following the Stocktake and Future Directions Review initiated by the previous government.

The independent review looked at the critical and core functions of the department and our capacity to deliver on the government’s priorities.

The review recognised DAFWA’s critical role to grow and protect the agriculture and food sector. It also highlighted the impact of recent budget and staff cuts on our capacity and capability.

We examined each of the recommendations and will implement a new approach, with a focus on ensuring that science, innovation and industry partnerships strengthen our capacity.

We also recognised the importance of ensuring that the opportunities and challenges facing the agrifood sector are understood and addressed across government and industry.

As a result, we initiated discussions with key departments — including Premier and Cabinet, Regional Development, Water and Planning — to develop a whole-of-government shared vision for the sector and ensure our collective efforts are targeted, coordinated and effective. We plan to progress this as part of DPIRD in 2017/18.

Connecting with our clients

A key focus for the year was on better connecting with our clients to ensure we understand their needs and that industry and the community understand the value we can provide.

We encouraged staff to increase their engagement with businesses and industry representatives to talk about our projects and services and demonstrate how we are delivering major benefits for the agrifood sector.

Communicating our role will be even more important as we merge into DPIRD. We need to show our clients that agriculture will continue to be at the forefront of the new department’s operations.

Stepping up emergency response

Our emergency response resources were tested during 2016/17 as we responded to a number of serious biosecurity threats and incursions.

We established four separate incident responses in the second half of 2016 to help the sector manage the threats of Russian wheat aphid, Australian plague locusts, cucumber green mottle mosaic virus and green snail.
In early 2017, we set up a national incident response after the detection of tomato potato psyllid (TPP) — the first time the psyllid has been found in Australia — which has caused massive losses to the horticulture industries in New Zealand since its arrival there.

While these incidents stretched our capabilities and resources, they will ultimately strengthen our capacity to effectively respond to agricultural emergencies through the development and implementation of better policies and procedures.

Our response was backed by 137 staff completing nationally accredited emergency response training during the year. It is the efforts of these and all of our staff across the state that ensure our department continues to effectively protect the sector. Their professional approach and commitment to the task at hand has been outstanding. I would also like to acknowledge the strong support from WA industry that has worked professionally alongside DAFWA staff during these incidents.

**Analysing our performance and finances**

To improve our performance reporting, we implemented a revised outcome-based management framework, including increasing the number of services we report against from three to six to better reflect the breadth of our functions and activities.

Pleasingly, we met all three of our key performance indicator targets relating to how businesses rate our influence on the profitability, sustainability and innovativeness of their industry. In previous years, decreasing budgets and staff numbers had affected our ability to meet these targets. However, we are now starting to see the benefits of the department’s new approach to its business relationships and engagement with industry, as well as growing confidence and optimism about the future within the sector.

We also ended the financial year in a sound financial position, with a $12.8 million surplus, largely driven by the capitalisation of expenses associated with the Gascoyne Food Bowl Initiative.

Overall, this final report of DAFWA provides a good insight into what we have achieved and how we have performed as we look forward to continuing to support agribusiness growth as part of DPIRD in 2017/18 and beyond.

Mark Webb
A/Director General
Key numbers

Revenue $213M
Our operating revenues totalled $213 million

Expenditure $200M
Our total operating expenses were $200 million

Staff 990
We had an average of 990 full-time equivalent staff as at 30 June 2017

Assets $405M
We had total assets of $405 million

Effectiveness
We met 3 out of 4 key effectiveness indicators

Efficiency
We met 8 out of 12 key efficiency indicators

Revenue
We met 8 out of 12 key efficiency indicators
Award-winning efforts

July 2016
Senior Veterinary Officer Michael Paton was presented with the Australian and New Zealand College of Veterinary Scientists (ANZCVS) President’s Award for Distinguished Service as a Member of Council.

September 2016
Senior Development Officer Caroline Peek received the Ag Institute of Australia WA Division’s Award of Excellence in recognition of more than 30 years of applied research and extension in agriculture and NRM.

October 2016
Pest Diagnostics Imaging Officer Pia Scanlon earned a place in the top 20 of the Nikon International Small World competition for a microscope photo of a leaf beetle, magnified 40 times.

November 2016
DAFWA’s inaugural Pantry Blitz program, which encouraged ‘citizen scientists’ to identify and report pests in their pantry using a trap and mobile phone app, won the Rural Media Association of Western Australia’s Best Communications Campaign award.

November 2016
Our Finance team was acknowledged by the Auditor General as one of the top 20 best practice agencies in the state for financial reporting and controls in relation to our 2016 Annual report.

March 2017
Research Officer Steve Davies was announced the winner of the 2017 GRDC Western Region Seed of Light award for making a major contribution to communicating the outcomes of grains R&D in WA.

Principal research officers Dr Abul Hashem and Dr Ross Brennan accepted an award on behalf of DAFWA for an outstanding contribution to the Conservation Agriculture and Farm Mechanisation project in Bangladesh.

May 2017
Research Officer Brenton Leske was awarded one of three four-year postgraduate research scholarships (provided as part of DAFWA’s Boosting Grains Research and Development project and valued at $190 000 each) to increase the scientific research capability of the grains industry.
Operational structure

Enabling legislation

The Department of Agriculture and Food, Western Australia was established in 1894 and operates under the Public Sector Management Act 1994.

Responsible Minister

The Hon. Alannah MacTiernan MLC
Minister for Agriculture and Food; Regional Development
Minister Assisting the Minister for State Development, Jobs and Trade

DAFWA’s Buy West Eat Best program developed the ‘Good Choice’ campaign during the year to encourage WA consumers to buy local
Department profile

Our role

DAFWA forms part of the state government’s effort to develop and diversify the WA economy.

We work in partnership with businesses, communities and other governments to help grow and protect our agriculture and food (agrifood) sector in ways that offer long-term benefits to all Western Australians.

We focus equally on growing the sector’s economic contribution to WA and protecting its reputation as a world-class producer of premium quality agrifood products.

This role is expected to evolve in 2017/18 to reflect the new state government’s emphasis on job creation and the broader role of the new Department of Primary Industries and Regional Development.

Our vision

A progressive, innovative and profitable agrifood sector that benefits WA.

Our purpose

To lead the state government’s efforts to ensure that our agrifood sector — at all points along the value chain — has the legislative framework, policy settings, capabilities, resources, knowledge and intergovernmental relations it needs to grow profitably and responsibly.

Our support for the agrifood sector

Western Australia’s agrifood sector comprises thousands of production, processing, marketing and related businesses. DAFWA is part of the sector, driving government’s role in helping the sector to grow and prosper in ways that benefit the state as a whole.

We work with industry, governments and others to help agrifood businesses grow while nurturing the land and water resources entrusted to them. Our work is increasingly targeted at working with those businesses committed to expanding their operations in markets — and with products — that best play to WA’s strengths. The increased economic activity and business resilience that this generates will benefit all Western Australians — especially those in the agricultural and pastoral regions.

Our support for the wider community

Our skills and resources allow us to minimise the impact of exotic pests and diseases that would otherwise threaten human health and amenity; and our environmental capabilities enable us to manage a range of natural resource issues that affect the state as a whole.

Our partners

We work closely with agrifood industries and businesses, from suppliers of raw materials through to producers, processors, marketers and consumers. We partner with scientists, innovators and regulators throughout the world to make the best use of global advances in agriculture and food. We also work with people considering a business, investment or career in the sector, and those concerned about agricultural practices or food issues.
Celebrating our history

Our department, under a variety of names, has supported the development and growth of WA's agrifood sector for 123 years, operating alongside hard-working and innovative agriculture industries and communities.

As our staff prepare to join the new Department of Primary Industries and Regional Development on 1 July, we are celebrating the department's history and achievements as a standalone agriculture department.

Below is a timeline of key facts, events and achievements. Significant parts are sourced from the book *In response to need – a history of the Western Australian Department of Agriculture from 1984 to 2008* by former department employee Noel Fitzpatrick.

**Timeline**

1894 – Premier John Forrest established the Bureau of Agriculture to guide, regulate and protect the state's expanding agricultural industry.

We began publishing the *Journal of Agriculture*, which ran until 1909 and then from 1924 to 2000.

1896/97 – A serious yet unsuccessful attempt was made to eradicate Mediterranean fruit fly, which remains a significant pest today.

1898 – The bureau became the Department of Agriculture and was placed under the control of the Minister for Lands, Forests and Agriculture.

The Hamel Field Station (WA's first research station) was established near Waroona.

1902 – Construction started on the rabbit-proof fence. Maintaining the fence became a major undertaking for the department.

1909 – We took on the responsibility of providing water supplies and road clearing in advance of settlement to aid settlement in outlying areas.

The Bureau of Agriculture was first established in St Georges Terrace, Perth
1914–18 – Ninety-seven officers (50% of the male staff) enlisted in World War I. Seven won Military Medals and one, Alfred E Gaby, was posthumously awarded a Victoria Cross.

1918 – Inspections of grain for export began.

1921 – A cadetship scheme started that produced 63 veterinarians, 129 agricultural scientists and 10 medical laboratory technologists between 1921 and 1977.

1920s/30s – We increased our focus on science-based research and extension.

1926 – Muresk Agricultural College opened at Northam. The college was handed over to the WA Institute of Technology (now Curtin University) in 1969.

Early 1930s – Animal production research began with a focus on fat lamb production.

1930s – The department had dramatic success in solving serious health problems in sheep and cattle in the medium and higher rainfall districts.

1939–45 – Throughout World War II, the department focused on supporting the war effort and keeping the economy running. This included maximising vegetable production and publishing a vegetable growing guide for home gardeners.

1950s/60s – The department expanded substantially. Rural research funding and the Commonwealth Extension Services Grant provided additional funding for research, extension and training.

1957–61 – New offices at South Perth were completed progressively. Most head office staff had transferred from the city to South Perth by the end of 1959.

1964 – We started publishing Agricultural Memo (AgMemo), initially from Esperance, to stay connected with farmers across the regions. AgMemo still exists today, now as an e-newsletter.

1970s – We developed the Cripps Pink (marketed as Pink Lady™) and Cripps Red (marketed as Sundowner™ in most places) apple varieties. Pink Lady, in particular, has become an international success story in more than 70 countries.
1977 – The European wasp surveillance program was established to eradicate incursions and prevent the wasp from establishing in WA. The successful program continues to this day.

1979 – Prince Charles visited the (former) Avondale Research Station to open an historic machinery exhibition, celebrating the 150th anniversary of WA’s foundation.

1980 – The first open day was held at our South Perth headquarters. An estimated 8000 people attended, including the Premier, a number of ministers and 1000 school children.

1987 – The department moved into farm management extension, which proved successful.

1995 – The department was renamed Agriculture Western Australia following amalgamation with the Agriculture Protection Board and the Rural Adjustment and Finance Corporation.

1995–2008 – We increased our focus on the specific needs of markets and opportunities.

2002 – A Food Program was developed to provide greater value to agricultural industries through work beyond the farm gate.

2006 – The department was renamed the Department of Agriculture and Food, Western Australia, reflecting an increasing focus on the food industry.

2009 – The award-winning Indigenous Landholder Service was established to provide support to Indigenous landholders (now run through the Aboriginal Business Development unit).

2007/08 – The first commercial wheat breeding company, InterGrain Pty Ltd, was established in partnership with GRDC.

2008 – The Buy West Eat Best food marketing program was launched to encourage the community to buy local produce.

2008/09 – We oversaw the establishment of the first trials of genetically modified (GM) canola to be permitted in WA.

2012 – In collaboration with the GRDC, the Australian Export Grains Innovation Centre (AEGIC) was officially opened to support the trade and use of Australian grains across the world.

2014 – The world’s first vaccine for the major sheep parasite Barber’s pole worm — developed by the department in conjunction with the Moredun Research Institute in Edinburgh — was launched for commercial use.

2016 – Launched new Bravo™ apple variety, the culmination of more than two decades of R&D. The variety provides an excellent export opportunity.

2017 – The state government announced DAFWA would be amalgamated into DPIRD from 1 July.

Prince Charles (left) at the former Avondale Research Station
Department of Agriculture and Food, Western Australia | Final report 2017

Organisation chart

A/Director General
Mark Webb

Strategy and Governance
Executive Director
Kevin Chennell

Biosecurity and Regulation
Animal Welfare Regulation
Border Biosecurity
DAFWA Diagnostic Laboratory Services
Invasive Species
Livestock Biosecurity
Plant Biosecurity
Regulatory Policy and Standards
Soil Commissioner

Business Support
Communications and Promotion
Emergency Management Capability
Finance
Information
Legal and Commercial
People
Projects and Contracts
State NRM Office

Grains and Livestock Industries
Beef Industry Development
Food and Industry Development
Grains and Livestock Policy, Strategy and Administration
Regional Operations and Business Development, Central Region
Regional Operations and Business Development, Southern Region
Livestock Industry Development

Grains R&D Transformation
Grains R&D Business Development
Grains Research and Innovation

Irrigated Agriculture
Horticulture Science and Industry Development
Irrigation Development and Agribusiness
Land and Water Assessment
Regional Operations and Business Development, Northern Region

Irrigated Agriculture
Executive Director
John Ruprecht

Business Support
Executive Director
Jim Eftos

Grains and Livestock Industries
Executive Director
Peter Metcalfe

Grains R&D Transformation
Executive Director
Mark Sweetingham

Irrigated Agriculture
Executive Director
John Ruprecht
Corporate executive team

Our extended Executive team:
Standing (from left) Irrigated Agriculture Executive Director John Ruprecht, Grains and Livestock Executive Director Peter Metcalfe, People Director Kim Waller, Business Support Executive Director Jim Eftos, A/Director General Mark Webb, Audit and Integrity Director Alexandra Filipe, Grains R&D Transformation Executive Director Mark Sweetingham and Corporate Communications Director Scott Heffernan.
Sitting (from left) Finance Director Mandy Taylor, Biosecurity and Regulation Executive Director Kevin Chennell and Strategy and Governance Director Catherine Lyons
Executive team

Mark Webb A/Director General:  
Mark has a Degree in Science (Agriculture) Hons from the University of Western Australia and a Postgraduate Certificate in Cross-sector Partnership from the University of Cambridge (UK). He was appointed A/Director General of DAFWA in March 2016 after being Chief Executive Officer of the Botanic Gardens and Parks Authority for 12 years. Mark was previously employed by DAFWA for more than 15 years and worked in South Perth, Manjimup, Kununurra and Albany. He has extensive experience in horticultural research, public and private sector management, farming and business. He also sits on a number of local, national and international committees and boards.

Kevin Chennell, Executive Director:  
Kevin has qualifications in veterinary radiology, education and management. He worked in private practice and in a range of senior government and industry roles before joining DAFWA in 2008. Kevin is passionate about leading change, innovation and building relationships with industry and other key stakeholders.

Biosecurity and Regulation: The directorate’s actions underpin production, market access, competitiveness and assuredness. We maintain WA's favourable biosecurity status and market access by reducing the risk of pest and disease incursions, by developing and implementing surveillance techniques and by instituting rapid response capabilities for animal and plant biosecurity hazards. Additionally, the directorate administers regulations that provide evidence of food safety and integrity, ensures the animal welfare status in WA, and facilitates prevention and mitigation of land degradation through the Soil and Land Conservation Act 1945.
Jim Eftos, Executive Director:
Jim has more than 17 years’ senior executive experience. He joined the department in February 2015 from Polytechnic West, where he was General Manager, Resources and Corporate Services. He has significant knowledge and experience in forming public policy, financial management, human resources, workforce planning, governance and compliance, communications, and information and business systems.

Business Support: The directorate’s primary task is to provide the services and resources necessary for DAFWA to achieve its strategic priorities. Key services include financial management, people, communications and marketing, legal and commercial services, as well as improving our facilities and information and business systems, and emergency management response capability. The directorate also incorporates the State Natural Resource Management Office, which facilitates the coordinated delivery of NRM in WA.

Peter Metcalfe, Executive Director:
Peter’s farming background and Bachelor of Business (Agriculture), combined with a career spanning more than 35 years with DAFWA, confirms his commitment to the state’s agrifood sector. He works with key policy makers, industry leaders and funding bodies both with and outside Australia to create a more sustainable agrifood sector. Peter’s focus on enabling development has seen him oversee the creation of the southern hemisphere’s largest automatic weather station network across WA.

Grains and Livestock Industries Development: The directorate works with businesses that produce, process and market grains, meat, dairy, poultry (eggs and meat), bees and honey, intensely processed food products and fibre, and who are committed to, and capable of, contributing to doubling the value of the agriculture and food sector by 2025, as well as other relevant public stakeholders.

Mark Sweetingham, Executive Director:
Mark has long been involved in the Australian grains industry and is internationally recognised in the fields of crop protection, farming systems, crop genetics and plant biosecurity. Throughout his career, he has been passionate about increasing the value of the grains industry, in partnership with industry, through R&D and innovation activities.

Grains R&D Transformation: The directorate is responsible for grains R&D, including projects in partnership with the GRDC and collaborators such as universities, CSIRO, grower groups, and other state government departments. The projects focus on enabling WA grain growers to increase their business productivity and profitability. The directorate is also supporting the transition of grains R&D delivery to a new model with greater industry involvement and private sector investment.

John Ruprecht, Executive Director:
John has more than 30 years’ experience in agriculture and resource management spanning a range of senior management and policy positions concerning water resource assessment, engineering and remediation, urban development, sustainable agriculture, and biosecurity. John is committed to working with industry to increase the value of horticulture and ensuring the productive capacity of our soil and water resources.

Irrigated Agriculture: The directorate is responsible for land and water assessment, horticulture industry development, irrigation development and agribusiness, and regional development and operations for northern WA.
Administered legislation

The Minister for Agriculture and Food is responsible for administering the following Acts:

- Aerial Spraying Control Act 1966
- Agricultural and Veterinary Chemicals (Taxing) Act 1995
- Agricultural and Veterinary Chemicals (WA) Act 1995
- Agricultural Produce Commission Act 1988
- Agriculture and Related Resources Protection Act 1976
- Animal Welfare Act 2002
- Biological Control Act 1986
- Biosecurity and Agriculture Management Act 2007
- Biosecurity and Agriculture Management Rates and Charges Act 2007
- Biosecurity and Agriculture Management (Repeal and Consequential Provisions) Act 2007
- Bulk Handling Act 1967
- Exotic Diseases of Animals Act 1993
- Gene Technology Act 2006
- Industrial Hemp Act 2004
- Loans (Co-operative Companies) Act 2004
- Ord River Dam Catchment Area (Straying Cattle) Act 1967
- Royal Agricultural Society Act 1926
- Royal Agricultural Society Act Amendment Act 1929
- Rural Business Development Corporation Act 2000
- Soil and Land Conservation Act 1945
- Tree Plantation Agreements Act 2003
- Veterinary Chemical Control and Animal Feeding Stuffs Act 1976
- Veterinary Surgeons Act 1960
- Western Australian Meat Industry Authority Act 1976
Other key legislation impacting on activities

We comply with the following Acts in performing our functions:

Conservation and Land Management Act 1984
Contaminated Sites Act 2003
Disability Services Act 1993
Electoral Act 1907
Electronic Transactions Act 2011
Emergency Management Act 2005
Environmental Protection Act 1986
Equal Opportunity Act 1984
Financial Management Act 2006
Firearms Act 1973
Forest Products Act 2000
Freedom of Information Act 1992
Government Employees’ Housing Act 1964
Health (Miscellaneous Provisions) Act 2016
Industrial Relations Act 1979
Land Administration Act 1997
Library Board of Western Australia Act 1951
Medicines and Poisons Act 2014
Minimum Conditions of Employment Act 1993
Occupational Safety and Health Act 1984
Occupiers’ Liability Act 1985
Parliamentary Commissioner Act 1971
Public Interest Disclosure Act 2003
Public Sector Management Act 1994
Salaries and Allowances Act 1975
State Administrative Tribunal Act 2004
State Records Act 2000
State Superannuation Act 2000
State Supply Commission Act 1991
Transfer of Land Act 1893
Waterways Conservation Act 1976
Wildlife Conservation Act 1950
Workers’ Compensation and Injury Management Act 1981
Performance management framework

Changes to our management framework

In January 2016, DAFWA adopted a new parliamentary reporting structure — formally known as an outcome-based management framework — which was first presented in the 2016/17 State Budget. The principal changes in the new structure are:

- replacement of the existing three services with six new services

The revised structure provides greater detail and more meaningful information to stakeholders on our services and activities, and reinforces our focus on supporting and enabling the growth of the agrifood sector, while protecting the state’s resources.

Outcome-based management framework

The department contributes to three government goals: Stronger Focus on the Regions; Social and Environmental Responsibility; and Financial and Economic Responsibility.

We seek to bring about one outcome: ‘A profitable, innovative and sustainable agrifood sector that benefits Western Australia’; and we do this by way of six services. These are shown — along with the indicators by which we assess our performance — in Table 1.

Both our effectiveness in achieving this outcome and our efficiency in performing the services are detailed in the Summary of key performance indicators (p. 42) and the Detailed information in support of key performance indicators (p. 139) sections of this report.
**Table 1 Outcome-based management framework**

<table>
<thead>
<tr>
<th>Government goals</th>
<th>Desired outcome</th>
<th>Effectiveness indicators</th>
<th>Services</th>
<th>Efficiency indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stronger focus on the regions</strong></td>
<td></td>
<td></td>
<td>1. Market development, investment and market access</td>
<td>The efficiency with which DAFWA undertakes each of its six services is estimated by the same two indicators (i.e. a total of 12 efficiency indicators reported on).</td>
</tr>
<tr>
<td>Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas</td>
<td>A profitable, innovative and sustainable agrifood sector that benefits Western Australia</td>
<td>1. Proportion of co-investment in DAFWA-led initiatives</td>
<td>2. Productivity improvement and innovation</td>
<td>Two indicators: 1. Net service cost as a factor of the gross value of agricultural production</td>
</tr>
<tr>
<td><strong>Social and environmental responsibility</strong></td>
<td>Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the state</td>
<td>2. Proportion of businesses that consider DAFWA has positively influenced the profitability of the sector</td>
<td>3. Business development and promotion</td>
<td>2. Co-investment in DAFWA-led initiatives related to net cost of service</td>
</tr>
<tr>
<td><strong>Financial and economic responsibility</strong></td>
<td>Responsibly managing the state’s finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector</td>
<td>3. Proportion of businesses that consider DAFWA has fostered innovation in the sector</td>
<td>4. Productive natural resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Proportion of businesses that consider DAFWA has positively influenced the sustainability of the sector</td>
<td>5. Biosecurity and product integrity</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DAFWA’s legislative and regulatory responsibilities</td>
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<td></td>
<td></td>
<td></td>
<td>(such as biosecurity, animal welfare and emergency response); and its role in developing product integrity — one of our foremost advantages in global agrifood trade.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6. A business environment for growth</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DAFWA’s leadership in partnering with stakeholders across the regulatory, policy and planning settings affecting the agrifood sector.</td>
<td></td>
</tr>
</tbody>
</table>
Shared responsibilities with other agencies

We work with a range of national, state and local agencies to serve agrifood industries, related communities and the state. Our major shared responsibilities are outlined below.

Table 2 DAFWA’s shared responsibilities with other agencies

<table>
<thead>
<tr>
<th>Area</th>
<th>Collaborating agencies</th>
<th>Mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal welfare</td>
<td>RSPCA; Federal Department of Agriculture and Water Resources (DAWR); Animal Health Australia (AHA); state agency jurisdictions; industry</td>
<td>National animal welfare policies, standards and guidelines; promoting livestock stewardship. Ethical use of animals for scientific research; Recommendations of Easton review (2015)</td>
</tr>
<tr>
<td>Beef industry development</td>
<td>Queensland Department of Agriculture and Fisheries; Northern Territory Department of Primary Industry and Fisheries; DAWR; Department of State Development (overseas trade missions)</td>
<td>Northern Beef Futures RfR project (including market and supply chain development; Indigenous participation; capacity and leadership; mosaic agriculture; infrastructure development and practice change on-station)</td>
</tr>
<tr>
<td>Dairy industry development</td>
<td>Dairy Australia, Western Dairy, South West Catchment Council and supply chain stakeholders</td>
<td>Western Australian Dairy Industry Growth Steering Committee</td>
</tr>
<tr>
<td>Emergency management</td>
<td>Office of Emergency Management (OEM), state and local government authorities</td>
<td>State Emergency Management Committee (SEMC); emergency management plans, including Hazard Specific Plans (Westplans); support plans and national plans</td>
</tr>
<tr>
<td>European house borer</td>
<td>Forest Products Commission (FPC); Building Commission (within Department of Commerce)</td>
<td>European House Borer Program</td>
</tr>
<tr>
<td>Export of plant-based commodities and equipment</td>
<td>DAWR; state and territory quarantine authorities</td>
<td>Assessing and addressing regional pest risks associated with exporting plant commodities and associated equipment</td>
</tr>
<tr>
<td>Fertiliser use</td>
<td>Department of Water (DoW); Department of Planning (DoP); Swan River Trust</td>
<td>Vasse Taskforce; Swan–Canning Water Quality Improvement Plan</td>
</tr>
<tr>
<td>Import pest risk analysis and subsequent import conditions</td>
<td>DAWR; state and territory quarantine authorities; industry</td>
<td>Assessing and addressing international and national pest risks associated with importing plant commodities and associated equipment</td>
</tr>
</tbody>
</table>
### DAFWA's shared responsibilities with other agencies (cont.)

<table>
<thead>
<tr>
<th>Area</th>
<th>Collaborating agencies</th>
<th>Mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land information and inventories</td>
<td>DoW; DoP; Department of Fire and Emergency Services (DFES); Department of Parks and Wildlife (DPW); Landgate; Department of Regional Development (DRD)</td>
<td>Geographic Information Services (GIS); Shared Land Information Platform (SLIP); Kimberley and Nullarbor land inventories</td>
</tr>
<tr>
<td>National Australian Biosecurity Framework</td>
<td>Queensland Department of Agriculture and Fisheries; Northern Territory Department of Primary Industry and Fisheries; DAWR</td>
<td>National Australian Biosecurity Framework surveillance, diagnostics, Indigenous rangers</td>
</tr>
<tr>
<td>National industry biosecurity plans</td>
<td>DAWR; AHA; Plant Health Australia (PHA); state and territory government agencies</td>
<td>Identification of key national pests and diseases and development of industry biosecurity plans; plans to manage biosecurity incident response and initial recovery</td>
</tr>
<tr>
<td>Natural disaster relief and recovery arrangements</td>
<td>DFES; WA Police; DPW; Main Roads WA; Department for Child Protection and Family Services; Department of Health; Department of Local Government and Communities; Water Corporation</td>
<td>Coordination of natural disasters under the Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA); membership of state and district emergency management committees</td>
</tr>
<tr>
<td>Natural resource management</td>
<td>DPW; FPC; DoP; DoW; Department of Aboriginal Affairs (DAA); Department of Fisheries; State NRM Office</td>
<td>State NRM Program through the NRM Office and management of the Community Capability Grants and Community Action Grants programs</td>
</tr>
<tr>
<td>Plant and livestock biosecurity incident response</td>
<td>DAWR; state and territory quarantine authorities; AHA; PHA</td>
<td>Response to incursion of national and regional quarantine pests. Framework for shared funding and action in emergency outbreaks and planning</td>
</tr>
<tr>
<td>Rural water</td>
<td>DoW; Water Corporation; Wheatbelt shires</td>
<td>Rural Water Council</td>
</tr>
</tbody>
</table>
DAFWA works with Dairy Australia, Western Dairy, the South West Catchment Council and supply chain stakeholders to help develop the state’s dairy industry.