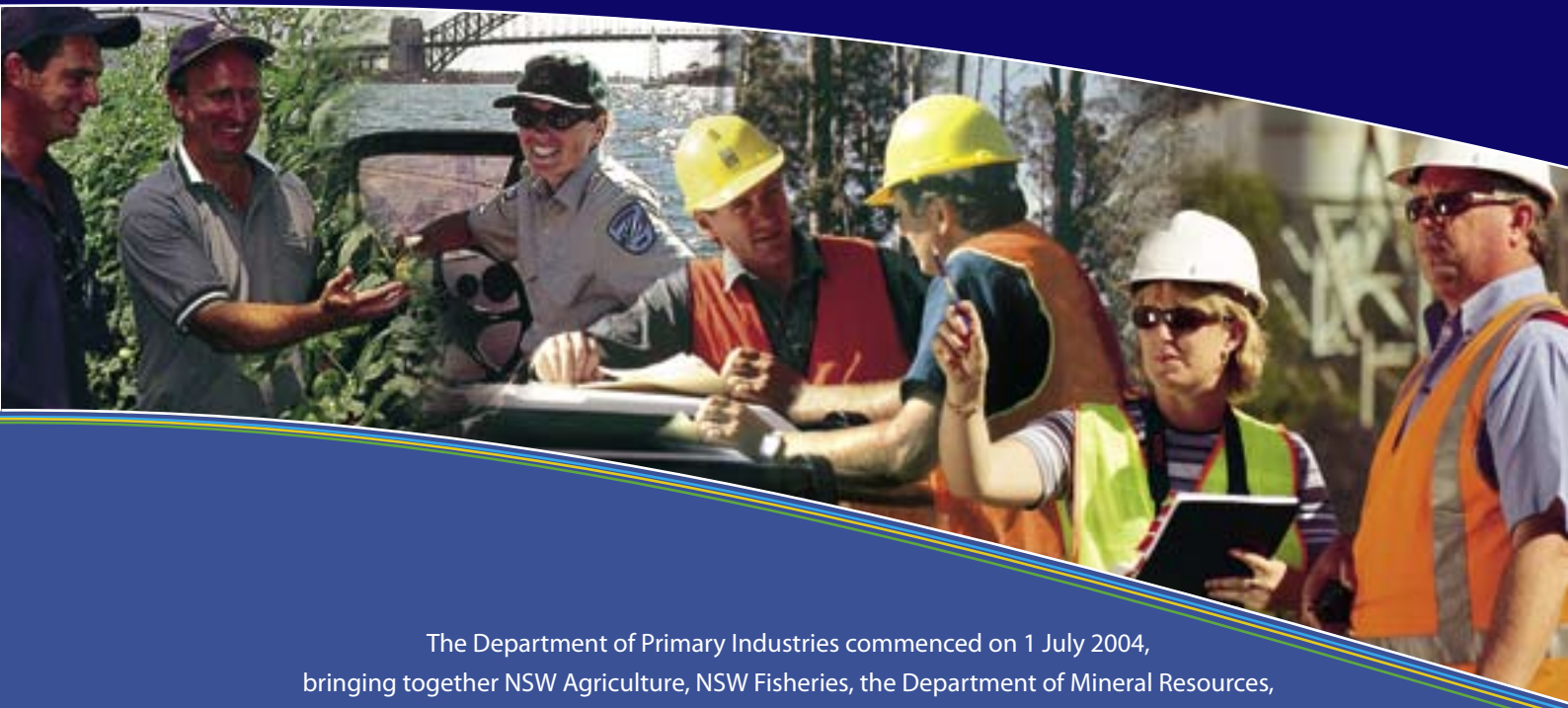




NSW DEPARTMENT OF  
PRIMARY INDUSTRIES

# Building our Organisation

**Profitable and sustainable primary industries  
supporting vibrant regional communities**



The Department of Primary Industries commenced on 1 July 2004,  
bringing together NSW Agriculture, NSW Fisheries, the Department of Mineral Resources,  
and State Forests of NSW.

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# Message from the Director-General

The NSW DPI was formed in July 2004 bringing together four organisations, each with a proud heritage and history. Change can be difficult, and building our new Department has certainly presented us with some interesting challenges. Equally we have some unique opportunities that we can put to use as we continue our journey.

Bringing the four agencies together means we can build on our considerable strengths, learn from each other, and make the best possible use of synergies. Through consolidation we now have considerable resources at our disposal, which, with careful planning and management, will help us to better serve the primary industries of NSW.

I have been particularly impressed by the experience, skills, and commitment of staff across the organisation. Together we have a sound knowledge and understanding of the industries we serve and have built strong working relationships with them and our other stakeholders. This is demonstrated through our ability to have a continued focus on outcomes and service delivery during this period of integration.

As we build our new organisation and learn to work together, I believe it is important for us to consider the principles and values that will guide us into the future. As a starting point for discussion across the organisation I suggest the following as our key values:

- **Integrity** – We will behave ethically and act with honesty, fairness, courage and loyalty.
- **Professionalism** – We will conduct ourselves in a business-like manner to deliver efficient and expert services and we will be accountable for our decisions.
- **Innovation** – We will strive for excellence, creativity, leading edge science and quality.
- **Respect** – We will respect each other, our families, our clients, those with different ideas and from diverse backgrounds, and other cultures.

Working on the corporate plan and defining our strategic direction with input from all senior managers has been an important part of the process of integration. Our vision and key result areas as articulated by this group are described in this document. The Board of Management is committed to seeking your involvement into this process. We are currently planning a program that will be rolled out in the coming months where each of you will have the opportunity to understand and provide input into the future direction for our Department.

Undoubtedly, the next twelve months will be challenging and exciting for all of us as we work together to build our organisation.

Barry Buffier  
Director-General

# About this document

## **What is it and why is it important?**

Setting the strategic direction and building on the strong history of four departments has been the focus for our Board of Management and senior staff since July 2004. This handy booklet aims to communicate where we are at with building our organisation and sets out our future directions.

It is important for all of us to understand the impact of primary industries in NSW and the Department's role and responsibilities in that context. By understanding the industries that we support and each others' areas of work, we will be able to make use of opportunities to work together, develop new skills, get involved in a variety of programs, and provide excellent service to our stakeholders.

## **Does this document cover everything the Department does?**

No. The document provides a broad overview of the strategic direction for DPI, key priorities, and the progress we have made so far in building the new organisation. Detail on the large number of programs and projects that we are involved in is available in a range of other documents that you can access through your Branch Director. For example, your Branch Director can provide you with information on projects contained in our Change Implementation Plan.

## About the Department of Primary Industries

### **Why are primary industries in NSW so important?**

Primary industries are the backbone of regional NSW.

The agricultural, mining, fishing, and forestry industries provide approximately 30% to 40% of the employment in NSW areas and are key financial drivers of regional economies, generating 40% to 50% of economic activity in this State.

In addition to these benefits to regional communities, primary industries in NSW generate either directly or indirectly 20% of gross product for the State and \$10 billion in exports, annually.

### **Why was DPI established?**

The Department was established to give rural and regional NSW a stronger voice in government and to better support primary industries in NSW.

We have approximately 3900 staff based in over 130 locations across the State. This, coupled with revenue (including mining royalties) of just over \$1 billion, positions us to provide effective support for our primary industries.

The Department will build on our strengths in the areas of mineral resource, forestry, agriculture and fisheries management. DPI will also provide high quality science and technology, and effective partnerships with industry.

The new organisation will provide us with greater opportunities to address the highest priority issues for primary industries in NSW. For example, the Department is now the State's largest provider of science, and will be in a great position to provide our primary industries with the technology and partnerships needed for profitable and sustainable production.

The change will also put primary industries in a stronger position to influence environmental and natural resource access debates.

Finally, having a single department will reduce duplication and fragmentation, ensuring our primary producers receive better overall service delivery.

# Our vision and strategic direction

The Board of Management and the senior management team have been working on developing the first corporate plan for our Department. This has resulted in the articulation of our strategic direction as follows.

## Our Vision

### *Profitable and sustainable primary industries supporting vibrant regional communities*

This vision is underpinned by seven key result areas. These are:

- Strong economic performance of primary industries
- Wise management of natural resources
- Healthy, safe, and productive industries
- Appropriate access to natural resources
- Stronger voice for primary industries in Government decision-making
- Policy and regulation based on sound knowledge and analysis
- Excellence in service delivery

Over the next few months we will be defining performance indicators and measures, and developing strategies and action plans. Each Division will then be able to use these to prepare business plans and operational work programs and priorities.

The Divisional plans and work programs will thus provide a direct link between the work we do each day and the Department's corporate goals.

## Our structure and priorities

There are seven Divisions within the Department. Each Division is led by a Deputy Director-General or an Executive Director. The seven positions, along with the Director-General and the Director, Change Program Office, make up the Department's Board of Management.

Four Divisions have integrated functions across DPI, namely:

- Science and Research
- Biosecurity, Compliance and Mine Safety
- Strategy, Policy and Communications
- Corporate Services

Three Divisions are industry-sector focussed, namely

- Mineral Resources
- Agriculture and Fisheries
- Primary Industries Trading (incorporates Forests NSW, a Public Trading Enterprise)

This section provides information on the roles and responsibilities of each Division and on key priorities over the next six to twelve months.



# Mineral Resources

Deputy Director-General, Alan Coutts

The Mineral Resources Division plays a key role in the future prosperity of NSW by providing stewardship of the State's mineral resources, and earning approximately \$350 million for the State in royalties each year. Exports from mineral resources alone are approximately \$6.4 billion each year, with NSW the second largest exporter of coal in the world.

Staff of the Division are mainly based in Maitland, along with staff from a number of other Divisions, making Maitland the second largest DPI office after Orange. There is also a Mine Safety Technology Centre at Thornton, and Staff in nine regional centres across the State.

## Roles and responsibilities

- Providing geoscientific information to attract investment for mineral and petroleum exploration and development, and helping inform land use decision-making
- Strategically assessing and allocating resources to advance sustainable development
- Regulating mining operations to achieve safe and responsible mining, optimal resource recovery, and effective environmental management and rehabilitation

## Current and future priorities

- Consolidating in Maitland, recruiting staff and restoring corporate knowledge
- Continued focus on mine safety
- Continued focus on attracting investment into NSW
- Smarter use of technology to improve service delivery
- Improved environmental regulation of mining through regulation amendments





# Agriculture and Fisheries

Deputy Director-General, Dr Richard Sheldrake

The Agriculture and Fisheries Division has a diverse range of responsibilities. It provides advisory and education services and practical farm production solutions for profitable agriculture, and is responsible for managing sustainable commercial and recreational use of the State's fisheries resources. Approximately \$10 billion worth of food and fibre is produced each year in the agriculture and aquaculture industries and wild catch fisheries.

This represents, through value adding, annual contributions of approximately \$30 – \$40 billion to the NSW economy.

Due to the diverse nature of the work and services delivered by the Division, staff operate from regional offices across the State.

## Roles and responsibilities

- Industry and export development
- Resource management
- Industry liaison and technology transfer
- Marine parks
- Animal welfare

## Current and future priorities

- Having effective input into the Catchment Management Authorities
- Enhancing economic and export opportunities
- Providing efficient commercial and recreational fisheries management services
- Providing quality education and packaged extension programs





# Primary Industries Trading

Chief Executive Officer, Peter Duncan

As the commercial trading arm of the Department, Primary Industries Trading is responsible for developing commercial activities and opportunities in the Department. Forests NSW, previously known as State Forests, continues as a public trading enterprise and sits within this Division. Forests NSW has the primary objective of providing timber now and into the future. It manages the 3 million hectare forests estate which supports a host of regional communities across the State.

Forests NSW is based in Pennant Hills (Sydney), with staff in twelve regional centres across the State. Primary Industries Trading contributes approximately \$240 million each year to the NSW economy through expenditure, taxes and dividends to Government.

## Roles and responsibilities

- Identification and development of new business in the Department of Primary Industries
- Management of approximately 3 million hectares of native State forests and plantations
- Delivering over 4 million tonnes of timber to industry per annum
- Providing commercial opportunities as a forest manager in areas such as:
  - Forestry management
  - Plantations development
  - Carbon trading
  - Land repair
  - Recreational and biodiversity based values



*Photo courtesy Phillip Green*

## Current and future priorities

- Working with other Divisions of the Department to develop new commercial opportunities
- Streamlining operations into three key areas, namely, planted forests, native forests, and new business services
- Making financial viability the first priority in keeping with the status of public trading enterprise
- Rationalising timber production businesses
- Ensuring a balance between revenues and costs of new businesses
- Separating social and environmental services provided for the public good, to enable them to be funded by government



# Science and Research

Deputy Director-General, Dr Mike Curll

The Science and Research Division aims to maintain and improve the profitability and sustainability of the State's primary industries through the delivery of science and research programs. Staff within this Division are based at various research facilities throughout the State.

In 2004, Minister Macdonald announced a reinvestment program, *Towards 2020*, that proposes a substantial increase in investment in the Department's research capacity. This initiative will help DPI to continue to play a leading role in maintaining and improving the profitability of primary industries in NSW through strategically targeted research and development programs.

The Department's new structure provides a clear and decisive framework for strategic science and research to develop innovative solutions and technologies to grow and protect the State's primary industries and their dependent communities.

In October 2004, the Department's Primary Industries Science and Research Strategic Directions was released by the Minister and Director-General for stakeholder input.

The Statement provides

1. an analysis of key strategic issues and relevant national and State trends;
2. a review of the new Department's research capacity, areas of strength and competitive advantage; and
3. a plan for the future, including a framework for investment, proposed priorities for research in NSW, actions to deliver those priorities including methods of service delivery and a reinvestment plan.



The general priorities for research have been formulated in response to sectorial, state, national, and global issues. They seek to reflect the results of internal and external research reviews, state and national priorities, the priorities of rural research and development corporations, and the Department's strategic directions.

## Roles and responsibilities

- Providing strategic science support to enhance the growth, sustainability and biosecurity of NSW primary industries
- Undertaking research and development
- Advising on research and science policy and issues
- Coordinating research investments, and fostering alliances and cooperative ventures
- Developing innovative solutions and technologies

## Current and future priorities

- DPI strategic R&D focussed on stakeholder priorities
- Smarter investment in science and research, including fewer and better resourced research facilities
- Increased external investments in DPI research programs from R&D partnerships and joint ventures and alliances
- Obtaining an equitable share of NSW industry research levies
- Achieving a reduction in transaction costs through agreements with 'small project' R&D corporations for block funding of priority R&D services



# Biosecurity, Compliance and Mine Safety

Executive Director, Renata Brooks

The Biosecurity, Compliance and Mine Safety Division works closely with other Divisions and Government agencies to develop and deliver integrated strategies, programs and responses. The Division's primary areas of focus include threats posed by emergency situations, biological and chemical agents, safety in the mining industry, and maintenance and enforcement of the DPI's portfolio of legislation. Staff are based at various locations across the State.

## Roles and responsibilities

- Analysing and developing strategies to manage risks
- Coordinating delivery of short and long-term programs to manage biosecurity risks
- Working with communities and primary industry participants to facilitate their capacity to manage these risks
- Developing approaches to achieve biosecurity and mine safety outcomes, which reflect the input of stakeholders
- Enforcing DPI legislation efficiently, effectively and consistently to complement other approaches to achieving Government policy objectives
- Setting and maintaining performance standards for regulatory activities
- Planning and delivering emergency responses to natural disasters, floods, fires, and pest and disease incursions integrated with the State Disaster & Emergency Plan



## Current and future priorities

- Implementing outcomes of the current mine safety review, and legislative reform and culture change programs
- Developing an overall compliance plan, including specialist operations within an integrated system
- Improving animal and plant health legislation allowing for a better range of response options
- Developing a biosecurity strategy for NSW
- Developing a comprehensive DPI emergency plan, integrating emergency responsibilities and defining roles for all staff, industry and the community
- Reviewing arrangements to deliver major biosecurity programs, and redefining the roles and responsibilities of Government, industry and communities to reflect changing priorities





# Strategy, Policy and Communications

Executive Director, Wendy Stamp

The Strategy, Policy and Communications Division plays a lead role in the Department's management of strategic and contentious issues, coordinating whole of government approaches, and is the Department's link to the offices of the Minister for Primary Industries, and the Minister for Mineral Resources.

The Division is based in the Elizabeth Street office in Sydney, with staff also located at Wollstonecraft, Orange, Maitland and other offices around the State.

## Roles and responsibilities

- Playing a lead role in translating Government priorities and industry needs into the Department's policy and corporate agenda
- Playing the lead role in strategic management, direction setting, review and co-ordination of critical matters
- Providing economic and social analysis of policy options
- Providing DPI customers and stakeholders with timely, strategic, innovative, and integrated policy options
- Providing the focal point for the development of indigenous policy and the co-ordination of indigenous initiatives across DPI
- Driving and facilitating strategic communications
- Promoting the work of the Department and primary industries



## Current and future priorities

- The preparation of Cabinet Minutes
- Coordinating the legislative program
- Reviewing DPI policies
- Developing the corporate plan and a risk management plan
- Developing a corporate governance framework and a framework for organisational reporting
- Developing a DPI communications, publications, and promotions and events strategy
- Implementation of a DPI media protocol
- Coordinating the establishment of new Ministerial Advisory Councils
- Management and development of the DPI internet and intranet sites



# Corporate Services

Executive Director, Dr Alan Gleeson

The Corporate Services Division aims to provide advice and assistance to enable staff in the other six Divisions of the Department to do their work efficiently. The Division is based in Orange with some staff located at other major DPI sites to provide local support.

## Roles and responsibilities

- The core role of the Division is focussed around the development and implementation of policies, guidelines and procedures to provide services in the key areas of:
  - Finance and administration
  - Human resources
  - Assets
  - Information, communication and technology
  - Legal services

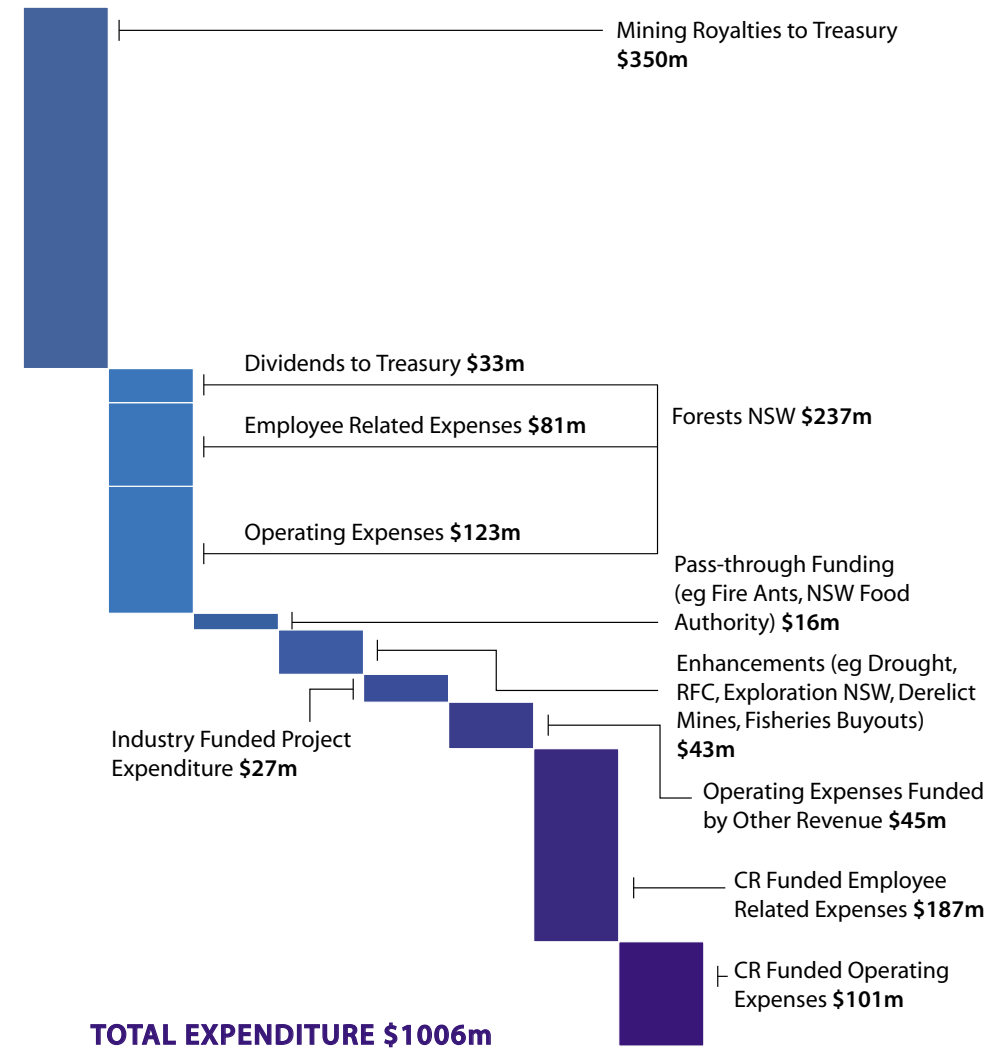
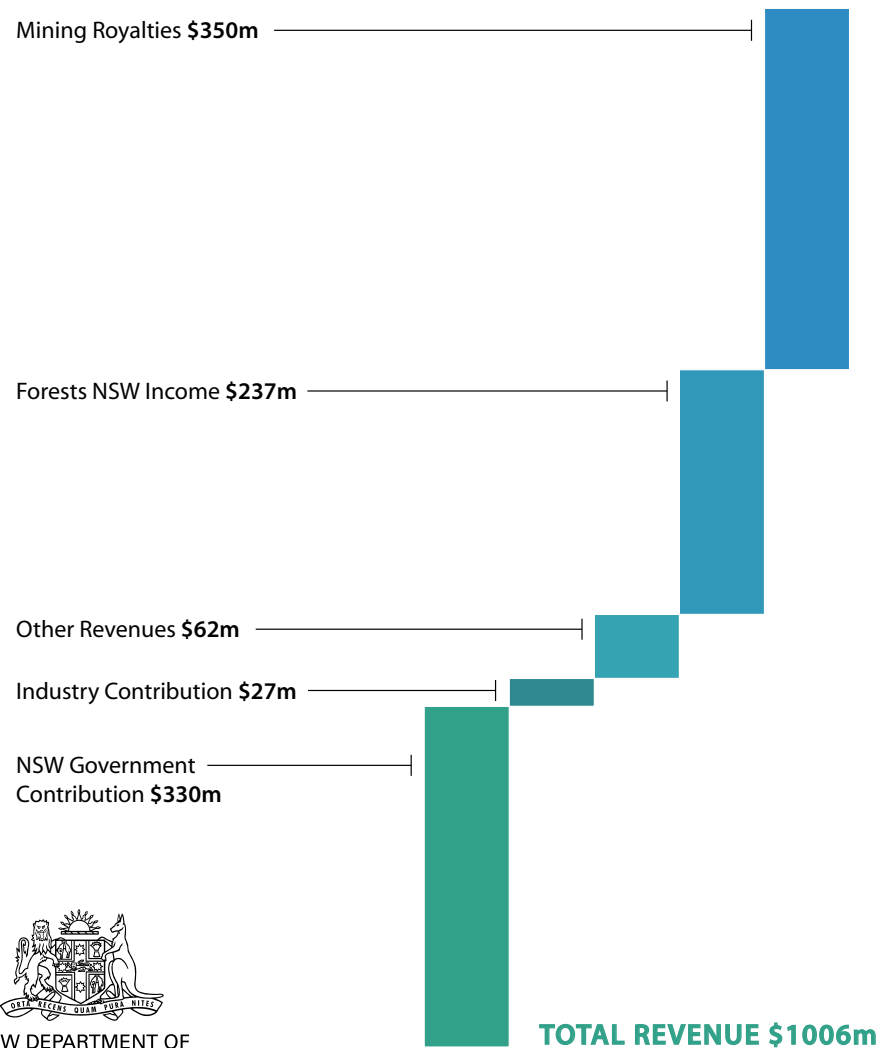


## Current and future priorities

- Making effective use of opportunities arising from the amalgamation to consolidate, standardise, and re-engineer the delivery of all corporate support functions
- Integrating the DPI payroll, finance and other corporate systems
- Facilitating the sale of under-utilised assets to help fund the reinvestment strategy
- Finalising the DPI Information, Communication and Technology Plan
- Progressively implementing co-locations
- Developing DPI corporate services policies and procedures



# NSW DPI estimated flow of income and expenditure 2004 – 05



# Key projects toward building our organisation

	<b>Current Status</b>	<b>Key Actions by June 2005</b>
<b>Department Structure</b>	<ul style="list-style-type: none"> <li>The Departmental structure with the seven Divisions was announced on 1 July 2004.</li> <li>The third tier of the management structure, the 41 Director positions reporting directly to the Board of Management, was announced on 21 July 2004.</li> <li>By the end of July all positions reporting directly to Branch Directors were announced.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and communicate principles underpinning job evaluation and appointment to all positions.</li> <li>Develop and communicate complete structures for Divisions and Branches.</li> <li>Complete recruitment and/or appointment to Branch Director and Section Manager positions.</li> </ul>
<b>Consultation with Unions</b>	<ul style="list-style-type: none"> <li>A Joint Consultative Committee has been established and meets regularly to consult on issues affecting staff.</li> </ul>	<ul style="list-style-type: none"> <li>Continue ongoing consultation with unions on issues affecting staff as a result of the restructure.</li> </ul>
<b>Corporate Services Reform</b>	<ul style="list-style-type: none"> <li>A number of projects have commenced to integrate the delivery of corporate services across the Department (see below).</li> <li>An executive level Corporate Services Reform Committee has been established to oversight the implementation of the corporate services reform agenda.</li> </ul>	<ul style="list-style-type: none"> <li>Complete a number of IT integration projects (see below).</li> <li>Complete a new structure for the Corporate Services Division.</li> <li>Continue work on corporate services reform agenda.</li> <li>Develop an Asset Strategic Plan for DPI.</li> </ul>
<b>Corporate Policies and Procedures</b>	<ul style="list-style-type: none"> <li>A number of corporate policies have been developed and are being progressively placed on the Intranet.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the review and consolidation of corporate policies and procedures and communicate them via the Intranet.</li> </ul>
<b>Financial and Budget Management</b>	<ul style="list-style-type: none"> <li>An executive level Budget Committee chaired by the Director-General has been established to develop, monitor and review the Department's budget strategy and progress toward achieving the required savings.</li> <li>Budgets have been allocated at Divisional level.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm budget allocation at Branch level.</li> <li>Continue work on budget estimates process for 2005-2006.</li> <li>Complete all statutory reporting.</li> </ul>
<b>Co-locations/ Re-locations</b>	<ul style="list-style-type: none"> <li>The Sydney Office move to Elizabeth Street was completed in September 2004.</li> <li>The DPI Minerals move to Maitland has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>Complete relocation of the Lockhart, Manila, Mullumbimby and Singleton district offices.</li> </ul>

<b>Integrating key corporate systems</b>	<ul style="list-style-type: none"> <li>• An interim information management and technology plan has been developed.</li> <li>• The former Department of Mineral Resources' human resource and finance systems have been integrated with corporate systems.</li> <li>• Work has commenced on integrating IT networks and communication systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the integration of human resource, and finance systems.</li> <li>• Continue the integration of the records management systems.</li> <li>• Continue work on integrating IT platforms and networks.</li> <li>• Conducting a review of the drafting and publication of Subordinate Legislation across the Department.</li> </ul>
<b>Corporate Planning and Governance</b>	<ul style="list-style-type: none"> <li>• A draft corporate values statement has been finalised.</li> <li>• A number of Executive level Committees have been established to ensure that the Department meets its corporate governance responsibilities.</li> <li>• Financial and administrative delegations have been developed and have been placed on the Intranet.</li> <li>• A draft vision statement and key result areas have been discussed at the Total Senior Managers' Network meeting.</li> <li>• Work has commenced on developing key performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult on and complete the development of the Corporate Plan.</li> <li>• Develop Divisional and Branch planning frameworks.</li> <li>• Develop a risk management plan.</li> <li>• Finalise a code of conduct and other governance policies.</li> </ul>
<b>Corporate Identity and Public Affairs</b>	<ul style="list-style-type: none"> <li>• Media strategy and procedures have been developed.</li> <li>• Interim style guides for stationery and signage have been developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Create corporate identity and branding.</li> <li>• Complete work on the DPI Internet and Intranet.</li> <li>• Identify organisational media training needs.</li> <li>• Develop a communication plan and guidelines.</li> </ul>

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**Communicating with staff during the change process**

- The Director-General and/or Board of Management members have addressed staff at every major location in the State.
  - Board of Management (BoM) meetings are held in larger centres on a monthly basis to provide opportunities for staff presentations and for Board members to get to know staff and familiarise themselves with the day-to-day work that staff are involved in.
  - A Senior Managers' Network meeting was held in Tocal in mid-November to communicate and discuss corporate strategy and directions.
  - Directors are conducting Branch meetings to provide staff with feedback from the Tocal meeting.
  - The Director-General has continued to issue a number of messages to keep staff abreast of latest developments.
  - Complete the development and commence rollout of a staff learning program to communicate the corporate strategy and directions.
  - Conduct the second Senior Managers' Network meeting.
  - Continue the program of Board meetings in regional locations and Branch meetings.
-