

# A Fresh Approach – *Today, tomorrow & beyond*

John Skinner

*Senior Leaders -August 2008*

# A Fresh Approach

## *Putting the Jigsaw together*

### Services

Agribusiness Smart  
Service Centers  
Mobile Service Centers  
E-services

### R & D

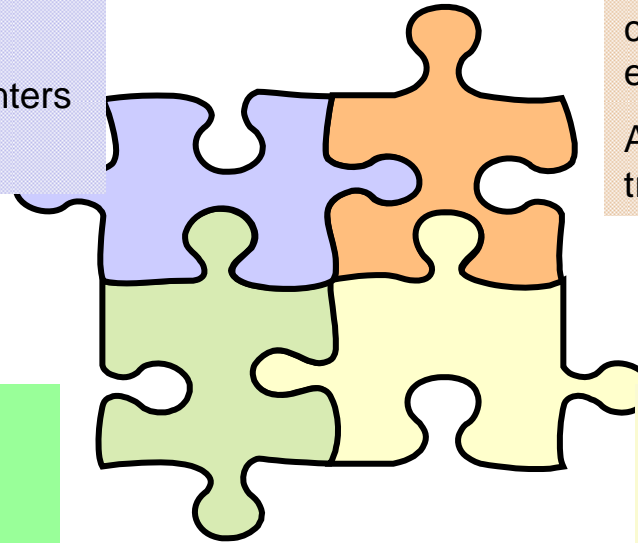
New and/or expanded  
centers & centres-of-  
excellence  
Applied R & D and  
training precincts

### Biosecurity & Fisheries

BQ discussion paper  
Fisheries strategy

### Training

AACC integration/new  
business model  
University partnerships



# What have we achieved so far?- Agribusiness

New mobile service centre  
launched



## Progress

- The bus will visit 21 regional towns this month from Cairns to Dirranbandi
- Supporting media promotion
- V Good industry response

## DPI mobile unit stirred into motion



The DPI mobile service unit, which provides a range of services to regional farmers and businesses, is currently on tour. The unit is a red and blue bus that is equipped with a range of services, including a computer, a printer, and a scanner. It is also equipped with a range of educational materials, including brochures and videos. The unit is currently on tour, visiting 21 regional towns from Cairns to Dirranbandi. The unit is currently on tour, visiting 21 regional towns from Cairns to Dirranbandi.

## DPI&F Van busy at Allora & Clifton



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## Expert advice on wheels

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**Queensland Government**  
Department of Primary Industries and Fisheries

# What have we achieved so far?- Atherton Tablelands

- Ministerial announcement – CEDA (Townsville)
  - **Create a tropical applied science and training centre** based on co-locating the AACC Mareeba campus and the DPI&F research stations at Kairi, Walkamin and South-edge (current/green-field option)
  
- An independent team to lead consultation
  - Dr David Watson, Mr John Herbert and Dr Anthony Pressland appointed.
  - Lead Coordinator - Paul Walmsley
  - Visit to Tablelands proposed for 22-25 Aug & 11-12 Sept to engage staff, industry and other key stakeholders
  - Science, staff and industry reference groups currently being established
  - Recommendations to the Minister by 30 September 2008

## What have we achieved so far?- Skills (AACCC)

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- Australian Agriculture College Corporation (AACCC) moved into the DPI&F portfolio on 1 July
- John Blakeley appointed to lead working group to develop future AACCC business delivery model options (July 2008)
- John Elich commenced as Director of the AACCC (4<sup>th</sup> August 2008)
- The Gateway Schools for Agribusiness project progressing with a pilot project at Dalby

## What have we achieved so far?- R&D Partnerships

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‘Statement of Intent’ with James Cook University, to establish the **Australian Institute for Tropical Agricultural Sciences** (signed June 2008)

### James Cook University

- Co-development of overall delivery model – “Institute” concept within JCU
- Focus on key business areas
- Capability statements – initially aquaculture, fisheries and biosecurity science
- Engagement to develop collaborative opportunities between DPI&F and JCU

# What have we achieved so far?- R&D Partnerships

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## The University of Queensland

- Engagement with UQ about overarching collaborative model
- Exploration of strategic collaboration in plant sciences
- Dialogue on further collaborative opportunities in animal science – CAAS related
- Planning for relocation of dairy R&D from Mutdapilly to UQ Gatton

## University of the Sunshine Coast

- Subtropical forestry R&D alliance between with USC established
- Progress co-location of DPI&F forestry R&D staff to USC campus
- Agreement to co-fund two USC staff positions in forestry
- Smart State Smart Forestry Alliance project led by USC \$1.9 million to tackle the effects of climate change

# Consultation and communication

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- **Minister's listening tour** – A focus on the Atherton Tablelands (June)
- DG regional forums
- Senior leaders regional staff presentations
- AgForce and QFF strategic dialogues
- Information updates - Queensland Country Life
- Atherton Tablelands stakeholder forums (Sept- Oct)
- Targeted HR pulse surveys
- Communication
  - E-newsletter (out this week)
  - DG Communiqués, DG chat line and DG Blog

# Feedback to date

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## Staff

- *“I hope broad consultations will be undertaken in the whole process.”*
- *“greater collaboration between DPI&F and providers of agricultural education and training .... is to be commended”.*
- *“DPI needs a clear simple front door ....”*

**Staff**  **impact, process & consultation**

## Peak bodies

- *Agree change is needed - we are on the same page.*
- *We want to be consulted and involved in the process. And no surprises!*
- *Government policy making processes also require “A Fresh Approach”*

# Feedback to date – Working as team

## Every senior leader has a role in A Fresh Approach

- Industry and regional staff sensitivities remain high
- The benefits of getting this right are GREAT - but so too are the risks if our message becomes inconsistent or confused

### Farmers angry over axed research hubs

TABLELAND growers have slammed the State Government's decision to amalgamate the region's three Department of Primary Industries and Fisheries research stations.

In Townsville yesterday, Minister for Primary Industries and Fisheries Tim Matheson released a ground plan to tackle Queensland's agricultural income to \$10 billion by 2020.

Under the plan, responsibility for the five Australian Agricultural College Corporations, including the Tableland operation, will shift from the Department of Education and Training to DPI&F from July 1.

The Kerr, Mulhens and Northside research stations will be replaced by a purpose-built facilities at each location.

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relating site on the Tableland Station in Burketown, Dalby and Emerald sites are changing.

Martha O'Brien, Fruit and Vegetable Growers Association president, Jim Mann said with northern Australia set to become the future food bowl of Australia, it made no sense to sell off assets.

"The Tableland has four or five different climatic requirements and the needs of Kerr are completely different to the Marumba (Burketown area)," he said.

"With the region becoming the future of food production, the government should not be selling assets that allow that to happen."

consider that decision as those assets are valuable to the industry and to the state, not only for primary industries, but also for any other activities required in the future."

Mr Matheson said any changes would be progressive over three to five years, so extensive disruptions for staff and their work.

"Assistance would be provided to staff affected by the changes, with some choosing to move to the new locations and others possibly wanting to retire," he said.

Mr Matheson said details about the changes were still to be finalised and there would be extensive consultation.

"The State Government will work with the Queensland Farmers Union and Agriculture and Fisheries in the future."

### Farmer service fears

Menkens cautious over new primary industry approach

BERKSEID SP Rowena Menkens has cautiously welcomed the "fresh approach" to restructuring primary industries announced by the State Government this week.

However, she also expressed fears about its future impact if Bureau department facilities and staff levels of services for farmers were cut.

"Given in Australia's premier horticultural area during winter months and farmers must have those facilities available to them," Mrs Menkens said.

Primary Industries and Fisheries Minister Tim Matheson this week proposed significant changes to provide a coordinated skills training system and to attract more investment into agricultural services.

"This can be achieved by closing

the old, outdated facilities and re-investing, with collaborators, in new state-of-the-art facilities," he said.

"Our aim is to create centres of excellence, supported by world class experimental and field facilities."

Mr Matheson said from July 1, the five Australian Agricultural Colleges, including Burketown, will form Education and Training to DPI&F and they would be linked to DPI&F's research, extension and education services, including at Berks.

Included in the proposal is the creation of a network of sites around the Burketown Agricultural College and the DPI&F and Berks sites.

However, any changes would be progressive over three to five years to minimise disruptions for staff and their work.

Assistance would be provided to staff affected by the changes, with staff encouraged to move to the new locations and others possibly wanting to retire, he said.

"Our effort is to develop the world class facilities at the college would be positive," she said.

"The proposed skills training for primary producers will be welcome, but it must also be made available to farmers on the ground."

Mr Matheson said DPI&F had to ensure that its research programs were targeted at the areas to which Queensland was recognised nationally as a leader.

### DPI&F hints at Applethorpe closure

50 RAD sites to be rationalised into new centres of excellence, Applethorpe role could move to Tassie...

News Centre

"The announcement last week of a 'Fresh Approach' to primary industries by the new government has been warmly welcomed by the Queensland Farmers' Union (QFU), with Agrilife taking a wait and see attitude, but it could spell the end of the Applethorpe research centre."

"I won't shy away from making the hard decisions," Mr Matheson said.

In a push to grow average yields in QFU by 2015, Minister Tim Matheson explained at the QFU's General Assembly in Townsville, on the Department of Primary Industries and Fisheries was also set up to improve its research capabilities and link with the state's agriculture colleges, which became part of the DPI&F portfolio on Tuesday.

Perhaps the biggest decision under the 'Fresh Approach' also is to rationalise research stations and facilities owned by DPI&F with the intention of saving the cost of that asset. It will do this by making the best decisions.

The Department of Primary Industries and Fisheries currently has 50 research and development sites around the state, including Applethorpe and Herneville in its region.

The Department's Southern Regional Director Mike Ryan, in Townsville, said the site was to be made available to agricultural visitors outside access.

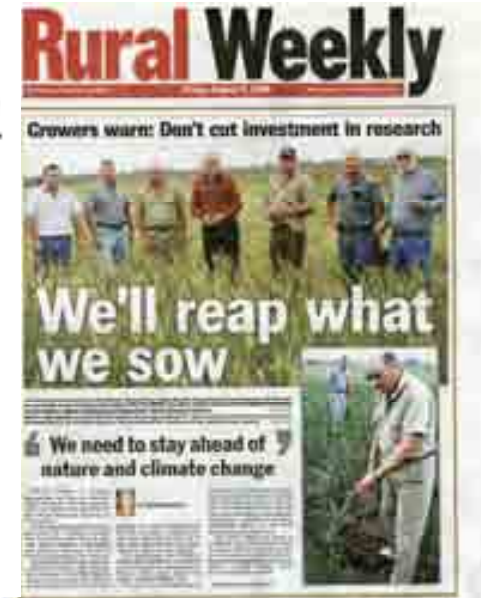
Overlapped with a system of experimental facilities that would be located with extension and educational institutions and other world-class facilities.

Looking towards the State of research centres, a letter to the Herneville research centre is an all-around plan to build its research capabilities, but Applethorpe could lose its leading role in research, Mr Ryan said.

This might explain why farmers are so keen for the Applethorpe site to be kept, Mr Ryan said. "It is a bit of what the state is looking for in terms of research and development and Queensland will also be the centre," he said.

In other words, the state could close or sell the site, it would stay in supporting role in a State 'State HQ' linking in with government.

The Department and RAD's staff have been targeted through various of activities in a state where Queensland could be a national educational leader, attract more private investment in research and more research organisations, which will be approved by the



# Current activities

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- **AACC / Corporation review**
- Completion of **Atherton Tableland Review** (30/9/08)
- **QFF and AgForce** peak body consultation
  - AgForce Beef & Grains dialogues (finalised in early Sept)
  - QFF feedback
    - Policy engagement
    - Impact statements
    - Accountability of national R & D framework
    - Agribusiness services
    - Food and fibre agendum
- **Agribusiness**
  - Review of existing services - where and how
  - Service Delivery Strategy and implementation plan
  - e-services policy



## Current activities

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- **Partnership** development with JCU and UQ
- A Fresh Approach **Communication strategy**
  - Tablelands communication plan
- **HR strategy** and HR resource pack
- Strategic announcements & marketing plan
- **Change Strategy** – managing the process of disinvestment
- **Progress over the next 3 months:**
  - Biosecurity discussion paper
  - Fisheries strategy
  - Service Delivery Framework

# Events and opportunities

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## Examples

- (2/9/08) CAAS opening – UQ Gatton
- (5/ 9/08) Mareeba Agriculture College - Open day
- (17/9/08) AgForce State Conference (Proserpine)
  - Tablelands site announcement
- (28/10/08) Cairns Parliament

## Others

- Indigenous training initiative
- Atherton Tablelands
- Future service delivery forum
- Mobile office