

# A Fresh Approach

A Service Delivery  
Framework  
for the  
Department of Primary  
Industries & Fisheries

# 1. Introduction

This service delivery framework sets an important focus for the department on the delivery of integrated and innovative services to our clients. This whole of department approach to service delivery will 'set the standard' of the services delivered to clients by each of the "business groups/units" within the DPI&F, and as such, is designed to be generic and adaptable.

The department is well respected by its clients, which is a testament to the service provided by the staff; however delivering services in the "traditional" way is becoming increasingly impractical and inefficient. The department must continue to develop innovative, modern and sustainable ways of delivering equitable services to its clients.

The DPI&F has a broad client base to service. Our clients are far more than the traditional family farmer; in fact they range from individuals in suburbia to large agribusinesses. The department is focused on delivering relevant services that meet our *client's* needs.

A recent survey of stakeholders provided critical feedback that service delivery requires improvement. DPI&F is committed to taking meaningful action on this feedback and it has been incorporated in the design of this framework.

## 2. Vision

The department will be a provider of quality services that are relevant and accessible to its broad range of clientele. Future service delivery will place an emphasis on food and fibre enterprises contributing to economic growth targets, while also ensuring the community has access to a full range of information services.

Delivering on this vision will contribute to the achievement of the ambitions and targets set out in the Queensland Government's ***Towards Q2 - Tomorrow's Queensland*** vision. In particular, the service delivery framework would support a diverse Queensland economy powered by bright ideas.

### 3. Service Priorities

The department's service delivery will be guided by the priorities outlined below. Each priority has a corresponding set of service standards which provide a measure of performance.

#### **3.1 Relevant and client focused**

The department will ensure that its services are designed to meet the specific needs of its clients. Services will be user friendly, relevant, reliable, trusted and consistent.

##### ***Service standard***

- The department will review service requirements in consultation with clients and apply lessons learned to continuously improve service delivery
- Feedback mechanisms form part of service delivery
- Clients find it easy to do business with the department
- Services are clearly defined, articulated and measured with agreed service levels

#### **3.2 Optimise client access**

Services will be delivered through multiple channels and in partnership with other providers to ensure the most effective and efficient access for clients.

##### ***Service standard***

- Simple transactions can be completed through a single contact
- Services are accessible via a single point of contact, whichever channel is used
- Services and information are easily accessible
- Client self reliance, particularly in relation to technology, is encouraged and promoted by staff and service systems
- DPI&F services are actively promoted and electronic service delivery encouraged

### **3.3 Innovate in service delivery**

Our clients will benefit from networked and integrated services that are designed to incorporate the strengths of various delivery channels and modes, with the effective use of information and communication technology (ICT).

#### ***Service standard***

- Departmental information is 'unlocked' through the application of ICT developments resulting in improved efficiency and access
- Emerging service delivery needs are responded to quickly
- Services are networked and integrated across the department and between research, field and administrative staff, the web, the Business Information Centre and other service providers
- Service delivery is proactive as well as reactive

### **3.4 Collaboration through partnerships**

The department will build closer and stronger strategic relationships and partnerships with clients and other service providers.

#### ***Service standard***

- Consultation with stakeholders is continuous
- Services are not duplicated internally or externally
- Partnerships achieve greater cost effectiveness and improved service outcomes
- Other service providers (non government) are encouraged to deliver services

### **3.5 Valuing staff**

The department will develop improved strategies to train, skill, reward and retain staff; and recognise the important role that each staff member has in delivering innovative services.

#### ***Service standard***

- The full range of talents and skills of staff are optimised
- Training is provided to all staff to meet future service needs
- Recognition of staff service
- Staff ideas and suggestions for service improvement are properly considered

## 4. Moving Forward – *Deliver what we promise*

This 'fresh approach' to service delivery will be the foundation on which we deliver improved services to our clients.

This framework is designed to guide a whole of department transition to an innovative, modern and sustainable service delivery agency.

Moving forward the challenge is to take the framework from a vision to a reality and as a result deliver improved services to our clients.

An important mechanism for gaining feedback and support for the new direction and reforms that the department is undertaking is regular and guided engagement with industry, which are called '**Dialogue for Action**' forums.

These forums include about 25 people sitting in a circle to maximise eye contact which fosters open and informative discussion.

The department invites external representatives from industry, across government, academia, business and the community as "critical friends" to provide an independent perspective and observation on key issues.

Actions to progress the issues or opportunities discussed in these forums are collectively developed and allocated to specific people to deliver within an agreed time frame.

This is constructive conversation that results in government incorporating industry input into its decision making.

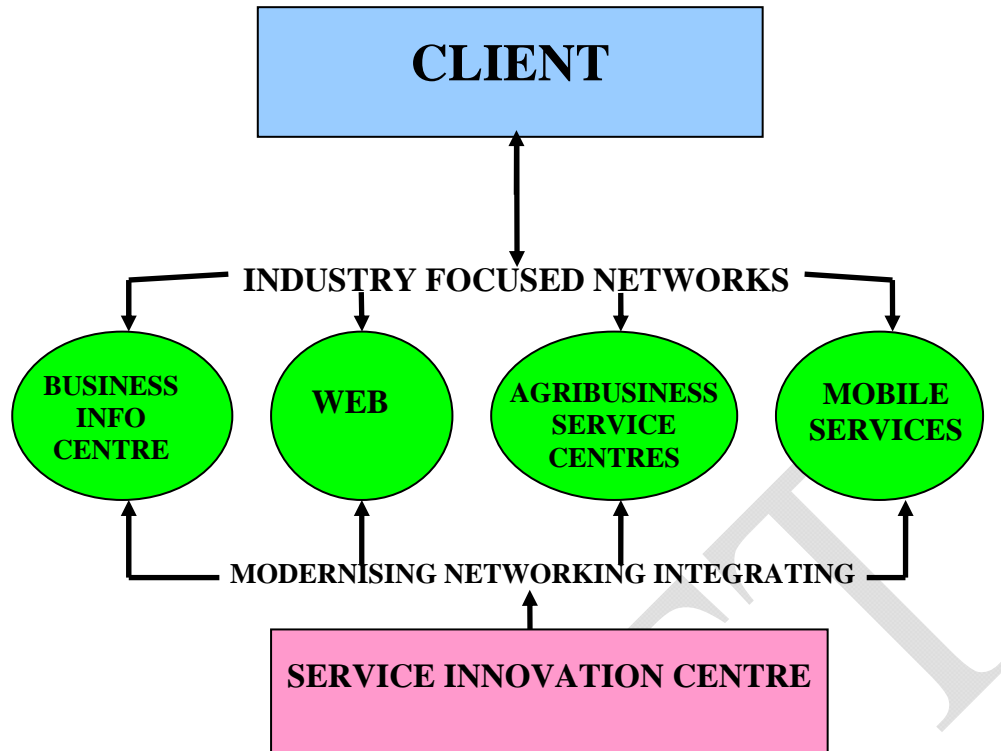
## 5. Foundations for change

An implementation plan will be developed to deliver the service priorities across the department following consultation and subsequent finalisation of the Service Delivery framework.

The department will establish foundations to drive the new service delivery framework forward. These foundations operate together, in an integrated manner, to provide a seamless service and include:

- A Service Innovation Centre
- Agribusiness Service Centres
- State wide industry focused networks; and
- Redesign of information technology systems

The diagram below illustrates service delivery channels available to clients and how the 'foundations' might influence and/or be incorporated in the service delivery model.



### 5.1 A Service Innovation Centre

The Service Innovation Centre will comprise a departmental based team of innovative and passionate individuals.

The Centre will be the ‘enabler’ of enhanced service delivery ensuring that the priorities outlined in the framework document **are** guiding whole of department service delivery across all channels.

The Centre will continue to explore new and emerging technologies that make access to services and information easier. It will pay attention to ideas and suggestions for service improvement at a whole of department level, inline with the Queensland Public Service Charter.

The proposed establishment of a “**Service Innovation Centre**” 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.

## 5.2 Agribusiness Service Centres

A renewed focus and consolidation of the department's resources is necessary if we are going to produce meaningful improvements to service delivery outputs.

**Each centre will be technologically capable, located strategically in regional Queensland and able to provide access to the full suite of services offered state-wide by the department.**

The department will establish a network of Agribusiness Service Centres in the following locations:

Brisbane	Cloncurry
Emerald	Roma
Longreach	Dalby
Mareeba	Goondiwindi
Townsville	Kingaroy
Charleville	Maroochy/Nambour
Toowoomba	Stanthorpe
Charters Towers	Redlands
Rockhampton	South Johnstone
Gatton	Bowen
Gympie	Cairns *
Mackay	Bundaberg
Hermitage/Warwick	Bribie Island *

\* Will also be ***"Aquabusiness Service Centres"***.

Each Agribusiness Service Centre, in conjunction with Service Innovation Centre, will consult and partner with local and regional clients in each location to establish a service delivery plan based on:

- The major production systems in the area
- Opportunities for accelerated growth
- Particular threats and risks
- Service delivery needs and preferences of clients, including the incorporation of modern information technology
- Collaboration with other service providers; and
- Any other factors deemed appropriate

One concept that is currently being piloted by the department is the use of ***"mobile services"***. Apart from the benefits of increased coverage of DPI&F services, it is anticipated that mobile services will ensure the department has an expanded capacity to respond to emergency situations such as pest and disease incursions. These mobile and emergency response services are linked to the department's network which means instant and easy access to critical information or vital services. The aim of the mobile offices is to give access to DPI&F's full range of products and services in areas and situations where it was previously not available.

### **5.3 State wide Industry focused networks**

State wide networks of industry focused staff will be established to facilitate greater levels of cooperation and improved access for clients to specialist expertise that may not be locally available. These networks will also work together to develop statewide projects that deliver against the key growth enablers for that particular industry.

These Industry Service Networks will include DPI&F industry based scientists, extension and biosecurity officers, trade and business development officers, communications officers and economists. They will have responsibility for the development of State-wide industry focused service delivery plans and will be supported by the Service Innovation Centre to ensure the benefits of all elements of the department's resources are realised. These teams will consult locally with clients, industry and agri-peaks representing those industries.

FutureBeef is an initiative to reinvigorate the Department of Primary Industries and Fisheries (DPI&F) extension services to accelerate growth of the state's \$3.4 billion beef industry.

The industry already provides more than a third of the state's gross value of product and directly employs 23,000 people. It supports a strong meat processing sector, employing a further 10,000 workers, and is the largest part of Australia's meat exports.

FutureBeef provides a Queensland-wide framework for the transfer and adoption of information, practices and technologies aimed at maximising the profitability and sustainability of the beef industry. It will achieve this by focusing on three key areas:

- improving whole of business management and improving productivity with a focus on integration of new and existing technologies
- supporting beef supply chains with a focus on market orientated extension
- maintaining industry adaptability and risk management with a focus on climate change and drought preparedness, animal welfare, biosecurity and high environmental risk management.

FutureBeef will clearly define and target extension activities toward client groups where the greatest impact will be achieved.

### **5.4 Redesign of information technology systems**

To achieve the department's service delivery priorities there is a need to define the Enterprise Architecture that will **support** these priorities. The Enterprise Architecture will take the service priorities and ensure the department has the correct platform in information, applications and technology to deliver a service that is user friendly, relevant, reliable, trusted and consistent.

The Enterprise Architecture will define the information and technology framework to deliver our service via multiple channels so the client will find it easy to do business with the department.

The Enterprise Architecture will roadmap the alignment of the service delivery strategy to the current information and technology platforms to ensure the service standards are delivered. The Enterprise Architecture will identify how the

department will utilise ICT developments to provide improved efficiency and access for our clients.

## **6.0 Attachments**

### **6.1 Consultation Plan**

#### **Objective**

The Department of Primary Industries & Fisheries is consulting with stakeholders to:

1. Deliver the departments vision for a “Fresh Approach” to service delivery as delineated in the “Service Delivery Framework” document
2. Enable stakeholders to raise issues with the department regarding the framework
3. Explain to stakeholders how their feedback will ultimately inform the decision making process

#### **Stakeholders to be engaged**

The department will engage, throughout Regional Queensland, with the following stakeholders:

- Agri peaks
- Primary producers
- Agribusiness
- DPI&F Staff
- Industry Associations

#### **Methods of engagement – to be conducted by an internal or external facilitator**

- Detailed briefings
- Focus Groups / discussion groups and workshops
- One on one interviews

#### **Engagement timeframe / outcomes**

Engagement with stakeholders will commence in November 2008 and will conclude with a final Framework document incorporating feedback from stakeholders delivered to SET by June 2009. The report will conclude the consultation process and shall provide the department with feedback and recommendations for consideration.