

LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

2017-18 ANNUAL REPORTS QUESTIONS PRIOR TO HEARINGS

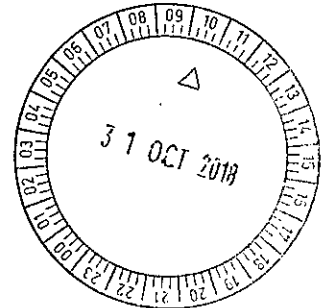
Department of Primary Industries and Regional Development

The Committee asked:

1. For each matter that had an impact in 2017-18, how much was spent on

(a) each spending change identified in the 2017-18 Budget and the 2018-19 Budget

Answer: The following table provides details on how much was spent against each item in the spending changes table:



Spending Changes	2017-18 Budget Estimate *1 \$'000	2017-18 Estimated Actual *2 \$'000	2017-18 Actual Expenditure *3 \$'000
Election Commitments			
Albany Renewable Energy Project	1,000		-
Balingup Town Hall	200		200
Capel Town Centre Revitalisation	1,300		1,300
Collie River Revitalisation	125		125
Eaton-Australind Waterfront Historic Walk Trail	500		250
Fishability Western Australia	25		25
Fishing Safety Strategy	25		25
Goldfields Major Solar Feasibility	250		-
Local Projects Local Jobs	1,429		1,429
Oyster Reef Habitat Restoration	250		-
Peel Harvey Estuary - Grants	500		500
Peel Harvey Estuary - One Full Time Equivalent	113		113
Shark Deterrent Rebate Scheme	200		296
Stockton Lake	250		-
Senior Executive Service Reduction		500	500
Other			
2017-18 Tariff, Fees and Charges	868		868
Commonwealth Funding Indian Ocean Territories	519		562
Falcon Beach Enclosure	200		-
Fisheries Structural Adjustment	4,345		4,345
Freeze Salaries and Allowances Tribunal Determined Salaries	48		48
Loans (Co-operative Companies)	183		183
Pest Animal and Weed Management in Drought Affected Areas	500		200
Red Imported Fire Ant Eradication Program	2,094		2,094
Regional Development Leverage Unit	5,000		1,020
Revision to Indexation for Non-Salary Expenses	837		837
Shark Hazard Mitigation - Changes to Serious Threat Guidelines	250		250

Surf Life Saving Western Australia Patrols	3,338		3,685
Western Australian Regional Film Project	4,000		4,000
Wild Dogs Action Plan	633		633
Australian Trade and Investment Commission - TradeStart		146	67
Biosecurity and Agriculture Management Act - Declared Pest Control Activities		1,440	1,216
Collie Motorplex		314	314
Curtin Jiji Program		690	690
Depreciation Expense	-	1,020	-
Feasibility Study Residential Colleges for Aboriginal Students in Newman		50	50
Government Regional Officer Housing (GROH)		9	9
Kimberley Schools Program		5,700	5,700
Macro Paper Wasp Response Program		77	75
Managing Pest Animals and Weeds		130	130
Miriuwung and Bajerrong Corporation		300	150
Myalup Primary Industry Reserve		5,000	3,500
New Industries Fund - Regional Component		500	4
New Public Sector Wages Policy		1,185	1,185
Pilbara Aboriginal Town-based Reserves		1,000	-
Regional Investment Initiatives		426	150
Regional Workers Incentives Allowance Payments		4	4
State Fleet Policy and Procurement Initiatives		366	366
Transfer of Collie Futures Fund from the Department of Jobs, Tourism, Science and Innovation (JTSI)		1,000	-
Transfer of Minnipup Pool from JTSI		200	200
Transfer of Water for Food Project from the Department of Water and Environmental Regulation		8,166	8,854
Transforming Agriculture in the Pilbara		383	300
Various Agricultural Research and Development Projects - Meat and Livestock Industries		1,371	765
Voluntary Targeted Separation Scheme		6,063	6,063
Waroona Housing Options Village		1,845	1,845
	24,976	20,083	34,561

*1 Figures from 2017-18 Budget Paper

*2 Figures from 2018-19 Budget Paper

*3 Figures from 2017-18 DPIRD Annual Report (excluding RDCs) and Treasury's Strategic Information Management System

- b) each capital project listed in the 2018-19 Budget asset investment program?
 Answer: The following table provides details on how much was spent against each item in the Asset Investment Program table:

Asset Investment Program	2017-18 Estimated Expenditure *1 \$'000	2017-18 Actual Expenditure *2 \$'000
Works in Progress		
<u>Abrolhos Islands Program</u>		
- Abrolhos Islands Airstrips Rolling Program	100	153
- Abrolhos Islands General Rolling Program	200	124
Dolphin Discovery Centre	3,687	2,863
<u>Equipment Replacement Program</u>		
- Fish Health Laboratory Watermans Research	600	555
- Operational and Office Equipment Rolling Program	3,055	3,065
- Fit-out Furniture and Office Equipment Rolling Program	600	301
- Operational Equipment Rolling Program	414	222
- Small Boats and Trailers Rolling Program	972	926
Help Grain Growers to Better Manage Risk (eConnected)	1,700	730
<u>Information Systems Upgrade</u>		
- Computing Hardware and Software Rolling Program	150	34
- Information Management System Upgrade	2,737	748
- Information System Development Rolling Program	400	78
- Shark Monitoring Network	75	55
- North-West Aboriginal Housing Initiative	5,000	-
Regional Natural Resource Management Program	2,405	257
Wild Dogs Action Plan	3,000	856
Completed Works		
- Replacement and Upgrade of Public Jetties at East Wallabi and Beacon Islands	18	4
Boosting Bio-Security Defences	450	231
<u>Equipment Replacement Program</u>		
- 2017-18 Program (RDC's)	112	54
- Albany Multi-species Mollusc Hatchery	857	864
Managing Pest Animals and Weeds (White Paper Project 1)	150	28
Purchase of Records Management System	25	8
Refurbishment of Kununurra Office	50	-
Regional Grains Research Infrastructure	4,661	4,065
New Works		
<u>Royalties for regions</u>		
Asset Investment Underspend Provisions	29,926	-
Global Provision	500	-
Total Cost of Asset Investment Program	1,992	16,221

*1 Figures from 2018-19 Budget Paper

*2 Figures from 2017-18 DPIRD Annual Report (excluding RDCs) and Treasury's Strategic Information Management System

2. How frequently do you review your

a) key performance indicators

Answer: Due to the Machinery of Government changes that established our Department, an interim set of key performance indicators were used for 2017-18. These represent an amalgamation of the key performance indicators of the former agencies.

In March 2018 the Department established a new integrated set of key performance indicators for 2018-19. These key performance indicators have not yet been reviewed.

b) key performance indicator targets

Answer: Annually.

3. When were your key performance indicators last reviewed?

Answer: The Department reviewed its key performance indicators in March 2018.

4. Can you provide any documentation from your last review of your key performance indicators?

Answer: The 2018-19 Outcome Based Management Structure as approved by Treasury is attached.

5. Can you list any new key performance indicators for this year?

Answer: The Department's new key performance indicators for 2018-19 are listed below and replace the indicators for 2017-18.

Agency Level Government Desired Outcomes and Key Effectiveness Indicators	
Desired Outcome 1:	Regional WA has the investment to grow and create jobs
Key Effectiveness Indicator 1.1	% increase of co-investment that DPIRD attracts to its industry and community development initiatives
Key Effectiveness Indicator 1.2	% increase of co-investment that DPIRD attracts to its Aboriginal business development initiatives
Key Effectiveness Indicator 1.3	% increase of co-investment that DPIRD attracts to its aquaculture development initiatives
Desired Outcome 2:	Regional WA has the technology to grow and create jobs
Key Effectiveness Indicator 2	% increase of client satisfaction with DPIRD's technology initiatives
Desired Outcome 3:	Regional WA has the skills and knowledge to grow and create jobs
Key Effectiveness Indicator 3	% increase of client satisfaction with DPIRD's capability initiatives
Desired Outcome 4:	Regional WA has the social amenity, through recreational fisheries, to grow and create jobs
Key Effectiveness Indicator 4	% increase of client satisfaction with DPIRD's social amenity initiatives
Desired Outcome 5:	Regional Development Commissions contribute to the economic development of regions
Key Effectiveness Indicator 5	Number of Regional Development Commissions supported through Business Plans
Desired Outcome 6:	WA agriculture and fishing protect their biosecurity advantages and integrity
Key Effectiveness Indicator 6.1	% of exotic terrestrial weed, pest and disease threats resolved appropriately
Key Effectiveness Indicator 6.2	% of invasive aquatic pests and exotic diseases resolved appropriately

Desired Outcome 7:	WA agriculture and fishing protect the sustainability of the natural resources on which they rely and impact
Key Effectiveness Indicator 7.1a	Extent of soil acidity does not increase (%)
Key Effectiveness Indicator 7.1b	Extent of total soil organic matter (carbon) does not decrease (%)
Key Effectiveness Indicator 7.1c	Number of soil health extension workshops held
Key Effectiveness Indicator 7.2	Proportion of fish stocks identified as not being at risk or vulnerable through exploitation (%)
Key Effectiveness Indicator 7.3	% of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved

Services and Key Efficiency Indicators	
Service 1:	Regional industry and community development investment facilitation
Key Efficiency Indicator 1.1	Value of co-investment in DPIRD-led industry and community development initiatives as a factor of the net cost of this service.
Key Efficiency Indicator 1.2	Value of co-investment in DPIRD-led Aboriginal business initiatives as a factor of the net cost of this service.
Key Efficiency Indicator 1.3	Value of co-investment in DPIRD-led aquaculture business initiatives as a factor of the net cost of this service.
Service 2:	Regional technical and technological development
Key Efficiency Indicator 2	Net cost of this service as a factor of Gross Regional Product
Service 3:	Regional skills and knowledge development
Key Efficiency Indicator 3	Net cost of this service as a factor of Gross Regional Product
Service 4:	Regional social amenity development
Key Efficiency Indicator 4	Net cost of this service as a factor of Gross Regional Product
Service 5:	Corporate and business development services provided by DPIRD to support Regional Development Commissions
Key Efficiency Indicator 5	Net cost of this service as a factor of RDC support
Service 6:	Agricultural and fisheries biosecurity and integrity
Key Efficiency Indicator 6.1	Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production
Key Efficiency Indicator 6.2	Fisheries portion of net cost of this service per hour of aquatic biosecurity services
Service 7:	Agricultural and fisheries natural resource management
Key Efficiency Indicator 7.1	Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production
Key Efficiency Indicator 7.2	Average cost per hour of fisheries management services
Key Efficiency Indicator 7.3	Fisheries portion of net cost of this service per fisheries license administered

Source: Approved OBM submission presented to the Under Treasurer and the Office of the Auditor General.

Estimates and Financial Operations Committee
2017-18 Annual Report hearings session 2 - Late reports

Department of Primary Industries and Regional Development

Hon Diane Evers MLC asked:

1. I refer to page 41, and the reference to developing new fisheries management policies in consultation with stakeholders over time to deal with climate change effects on fish stocks:

- (a) How is the department planning to consult with stakeholders; and

Answer: The Department of Primary Industries and Regional Development (Department) undertakes regular meetings with stakeholders at the peak body level (Western Australian Fishing Industry Council, Recfishwest), the sector body level (e.g. Western Rock Lobster, WA Abalone Association) and at the individual fishery/resource level through Annual Management Meetings.

These meetings provide the opportunity to discuss issues, including the effects of climate change on resources and appropriate remedial policy options, at the strategic and operational levels. In addition, where a change to the formal management/policy arrangements for a fishery are proposed, these must go through a statutory consultation process.

- (b) When is the department expecting new policies to be in place by?

Answer: The effectiveness of the current management policies in place for each of our commercial and recreational fisheries are reviewed annually and reported within Appendix 2 of the Department's Annual Report. To appropriately deal with the effects of climate change, the management policy arrangements of many fisheries have already been adjusted in the past decade with others also likely to require updates on regular basis into the future. These updates will, therefore, be ongoing activities, not a single process.

This approach is consistent with the recent climate change risk assessment report completed by the Department and the CSIRO which concluded that meeting the challenge of climate change will require fisheries management arrangements to be flexible enough to rapidly respond to climate variability by having the harvest strategy and control rules in place to enable appropriate and timely responses to changes in stock abundance.

Dealing with the potential effects of climate change has therefore become an explicit consideration in the interpretation of stock assessments completed for each of our resources and the development or review of each of our harvest strategies.

2. I refer to page 43 and the reference to the State Government requesting the department undertake a capability review to provide a clear statement of DPIRD's functions, priorities, financial position and resourcing:

- (a) when is the review expected to be completed;

Answer: The final report is expected to be delivered in November 2018.

- (b) is it expected that more voluntary redundancies will be offered as a result of the review; and

Answer: The capability review report will be considered by Government and strategies to implement the findings will be determined after the strategic direction is agreed.

- (c) will the results of review be publicly available?

Answer: It is unlikely that the capability review report will be made public as it is being prepared for the Expenditure Review Committee of Cabinet.

3. I refer to the Voluntary Targeted Separation scheme referred to in the Annual report:

- (a) How many people took Voluntary redundancies;

Answer: 128 people.

- (b) How many positions were abolished as a result;

Answer: 128 positions.

- (c) From what areas of the Department were positions abolished and at what levels; and

Answer:

Position Level	Capability and Performance	Industry and Economic Development	Office of the Director General	Sustainability and Biosecurity	Grand Total
F3				2	2
F4				4	4
L1	3	2			5
L2	5	4		5	14
L3	6	8	1	1	16
L4	3	4		2	9
L5	1	8	1	7	17
L6	2	7		3	12
L7	7	8		6	21
L8	4	5		3	12
SCL2		2			2
SCL3		2			2
SCL4		3		2	5
SCL5		5	1	1	7
Grand Total	31	58	3	36	128

- (d) Of those positions abolished, how many were in the South West region?

Answer: 6 positions.

4. I refer to the Key efficiency indicator 1.1 Average cost per hour for management on page 34:

(a) is the 2017-18 indicator shown in the report the understated indicator;

Answer: Yes, the 2017-18 target indicator is incorrect.

(b) if yes, what should the correct indicator be;

Answer: \$193.

(c) what is the reduction in number of hours referred to in the comment; and

Answer: 7,581 hours.

(d) how many FTEs / positions were abolished resulting in the reduction of available hours?

Answer: 8

5. I refer to the employee benefits expense of \$205 million in the Income Statement on page 51:

(a) Please explain why this amount is lower than the estimated actual amount for 2017-18 in the 2018-19 Budget of \$218.1 million; and

Answer: The figures in the Annual Report only include DPIRD; it excludes the activities of the Regional Development Commissions (RDCs) as they prepare their own Annual Reports. The figures in the Budget include DPIRD plus the RDCs. The Actual Employee Benefits Expense for the RDCs totalled \$2.6 million, giving a Total Actual Employee Benefits Expenditure of \$207.6 million and variance of \$10.5 million. This underspend is primarily due to vacancies because of recruitment freezes since the announcement of Machinery of Government changes.

(b) What areas of DPIRD had lower than estimated employee benefits compared to budget?

Answer: The following Pillars within the DPIRD structure had lower than estimated employee benefits compared to budget: Capability and Performance, Industry and Economic Development and the Office of the Director General.

6. I refer to the \$137.3 million of Royalties for Regions funding in the Income Statement on page 51:

(a) Why is the funding lower than the Estimated Actual Royalties for Regions funding of \$181.1 million for 2017-18 in the 2018-19 budget;

Answer: The figures in the Annual Report only include DPIRD; it excludes the activities of the RDCs as they prepare their own Annual Reports. The figures in the Budget include DPIRD plus the RDCs. The Actual Royalties for Regions Funding for the RDCs totalled \$28.4 million, giving a Total Royalties for Regions Funding of \$165.8 million. The \$15.3 million reduction in Royalties for Regions funding delays in commencing projects and achieving project milestones.

(b) What projects have been delayed or deferred; and

Answer: The following projects have been delayed:

Agricultural Sciences Research and Development Fund

Albany Wave Energy Project

Boosting Biosecurity Defences

Help Grain Growers to Better Manage Risk
 South Coast Aquaculture Development Zone
 WA Open for Business
 Western Desert Land Aboriginal Corporation - Jiji 2 Program
 Esperance Indoor Sports Stadium
 Expansion of Aged Care for the Esperance Community
 Killarney Retirement Living
 Pilbara Aboriginal Town Based Reserves - Unallocated
 Carnarvon Flood Mitigation Works - Stage 2
 Oyster Reef habitat restoration - Albany
 Growing Our South Administration
 Regional Development Leverage Unit
 Community Chest Grants Scheme - Mid West DC
 Regional Grants Scheme - Mid West DC
 Help Grain Growers to Better Manage Risk
 Regional Natural Resource Management - State Barrier Fence
 Wild Dogs Action Plan
 The following projects have been deferred:
 Northern Beef Industry Strategy

(c) Have any projects been cancelled? If so, why?

Answer: No projects have been cancelled

7. I refer to the Grants and Subsidies paid amount of \$70.9 million on the Income Statement on page 51:

(a) Please explain why this amount is substantially lower than the Estimated Actual amount of \$125.9 million for 2017-18 in the 2018-19 budget; and

Answer: The figures in the Annual Report only include the DPIRD; it excludes the activities of the RDCs as they prepare their own Annual Reports. The figures in the Budget include DPIRD plus the RDCs. The Actual Grants and Subsidies Paid for the RDCs totalled \$20.1 million, giving a Total Grants and Subsidies Paid of \$91 million. This reduction of \$34.9 million primarily reflects underspends across DPIRD's Royalties for Regions funded projects. In addition, underspends in Consolidated Account and Externally Funded projects are also contributing to the overall underspend.

(b) Where any grant programs cancelled since the budget?

Answer: No grant programs were cancelled.

8. I refer to the Details of Expenses by Service table on page 56:

- (a) Why is the Support for Regional development commissions expense \$13.7 million lower than Estimated (almost halved); and

Answer: The actual expenditure of \$14.7 million only includes those items that are considered a resource received free of charge in relation to the RDCs and excludes all grant payments made by the RDCs. These payments are reflected under the service of regional investment. They are however included in the budget figure of \$28.4 million which results in the variance of \$13.7 million. This allocation will be corrected in the 2019-20 Budget Papers and subsequent Annual Report.

- (b) Why has the expense for Regional Policy service reduced from Estimated \$60.9 million to \$21.7 million?

Answer: The Regional Policy Service with a negative variance of \$39.2 million needs to be viewed in conjunction with the Policy Investment Service which had an equal increase. These variances offset each other. The shift in actual reporting has occurred as some functions have been reallocated between services as a result of the Machinery of Government amalgamation and the design of DPIRD's new structure.

9. I refer to the Other Expenses notes on page 71:

- (a) Please provide further information on the Professional Services of \$57.9 million;

Answer:

Professional Services	\$'000
Professional Services - Technical & Engineering	19,240
Professional Services - Other	13,248
Contracts - Property - Pest Control	2,365
Labour Hire - Temporary Personnel	2,153
Professional Services - Research, Statistics	1,941
Contracts - Systems Maintenance & Support	1,515
Labour Hire - Professional/Technical	1,387
Contracts-Other Services	1,192
Professional Services - Resources Received Free of Charge - Expense	1,048
Computer & Information Technology - System Maintenance & Support	1,030
Professional Services - Resources Received Free of Charge-Expense	734
Professional Services - Finance	715
Contracts - Property - Cleaning - General	713
Professional Services - Human Resources	710
Contracts - Systems Development & Implementation	598
Professional Services - Aboriginal Consultancy	524
Professional Services - Board Fees	494

Professional Services	\$'000
Professional Services - Audit Fees – External	446
Contracts – Security	445
Contracts - Systems Upgrade	418
Professional Services – Evaluations	417
Contracts - Other Infrastructure	408
Professional Services - Project Management	405
Insurance - Property and Business Interruption	399
Contracts - Property - Building Maintenance Contracts	334
Contracts - Property - Ground Maintenance	317
Professional Services – Reviews	264
Professional Services - Process Services	264
Professional Services - Legal Expenses – General	263
Labour Hire - General Office & Clerical	228
Professional Services - Project Environ	222
Professional Services – Marketing	196
Professional Services – Economic	174
Professional Services - Graphic Design	169
Contracts - Property - Waste Disposal	164
Professional Services - Records Management	159
Professional Services - Multi-media (including video)	158
Equipment Repairs & Maintenance	150
Professional Services - Strategic Plan	149
Professional Services - Audit Fees – Internal	143
Professional Services - Storage & Removal	137
Contracts - Management Services	126
Contracts- Event Hosting	124
Professional Services - Data Processing	113
Contracts - Primary Production Services	111
Professional Services - Web Site Development /Housing	110
Professional Services - Service Level Agreement	105
Professional Services – Investigations	88
Computer & Information Technology –System Development & Implementation	84
Professional Services - Other Panel Consultancies	79
Professional Services – Valuation	71
Contracts - Property – Management	70
Labour Hire – General Office & Clerical	67
Contracts - Property – Other	63
Professional Services - Occupational Health & Safety	56
Professional Services - Feasibility Studies	50
Professional Services – Property	48
Computer & Information Technology –System Planning & Design	44
Professional Services - Photographic Services	42

Professional Services	\$'000
Professional Services - Payroll Delivery	42
Professional Services - Security	42
Professional Services - Contract Management	35
Contracts - Property - Special Waste	31
Professional Services - Public Relations	29
Professional Services - Human Resources	27
Contracts - Property - Accommodation Leasing Services	23
Professional Services - Audit Fees - Internal	22
Professional Services - Bookbinding	22
Contracts - Property - Cleaning - Accommodation	21
Professional Services - Audit Fees - External	19
Professional Services - Board Fees	18
Contracts - Systems Planning & Design	13
Professional Services - Payroll Delivery	13
Professional Services - Health Services	12
Professional Services - Procurement Services	8
Property - Fire Management	7
Professional Services - Laundry & Tailoring	6
Professional Services - Online Information Servicing	5
Professional Services - Searches	5
Contracts - Property - Fire Fighting	5
Professional Services - Debt Collection	5
Professional Services - Removal/Tree Lopping	5
Professional Services - Panel Sitting Fees	5
Professional Services - Psychology Counselling	4
Professional Services - Inter Library Loans	4
Professional Services - Performers	3
Professional Services - Legal Expenses - Prosecutions	2
Contracts-Management Services	2
Contracts - Exhibition Fees	1
Professional Services - Exhibition Consultants	1
Professional Services - Transcriptions	1
Professional Services - Interpreter Services	1
	57,926

- (b) Please detail the Service purchased from non-government Departments amount of \$9.16 million;

Answer: The \$9.16 million for services purchased from non-government departments relates directly to payments made to the Community Resources Centres (CRCs). DPIRD has contracts with all the CRCs to fund the services that the CRCs provide.

- (c) Please provide details of the \$20 million under 'Return of unused grants'; and

Answer: Of the \$20 million, \$17.9 million reflects the return of unspent Royalties for Regions funds (from the local government sector) to the Consolidated Account. The

balance of \$2.1 million relates to the transfer of Regional Services Reform Unit funds to the Department of Communities, after the Machinery of Government changes.

- (d) Please advise how the revaluation decrement of \$22 million (land) relating to South Perth and \$7.3m (Building) relating to the Garrajang Workers Accommodation Village came about?

Answer: Landgate completed the valuations.

For the South Perth site, Landgate advised that the land had been devalued due to environmental constraints to the development of a large portion of the land due to the presence of black cockatoos. Because of this, Landgate had to reconsider the reduction in the land area that could be redeveloped. In addition, a feasibility study engaged by Landcorp estimated the cost of demolition and clean-up of the site to be in excess of \$15M, this again resulted in Landgate further devaluing the site.

For the Garrajang Workers Accommodation Village – this site was devalued as the proposed 5-year lease did not proceed and the property was vacant and highly unlikely to be leased or occupied in the near future.

cl

Attachment to Qn 4.

DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT

PROPOSED OUTCOME BASED MANAGEMENT STRUCTURE 2018/19

Government Goals	
Government Goal 1	Future jobs and skills: Grow and diversify the economy, create jobs and support skills development

Agency Level Government Desired Outcomes and Key Effectiveness Indicators	
Desired Outcome 1:	Regional WA has the investment to grow and create jobs
Key Effectiveness Indicator 1.1	% increase of co-investment that DPIRD attracts to its industry and community development initiatives
Key Effectiveness Indicator 1.2	% increase of co-investment that DPIRD attracts to its Aboriginal business development initiatives
Key Effectiveness Indicator 1.3	% increase of co-investment that DPIRD attracts to its aquaculture development initiatives
Desired Outcome 2:	Regional WA has the technology to grow and create jobs
Key Effectiveness Indicator 2	% increase of client satisfaction with DPIRD's technology initiatives
Desired Outcome 3:	Regional WA has the skills and knowledge to grow and create jobs
Key Effectiveness Indicator 3	% increase of client satisfaction with DPIRD's capability initiatives
Desired Outcome 4:	Regional WA has the social amenity, through recreational fisheries, to grow and create jobs
Key Effectiveness Indicator 4	% increase of client satisfaction with DPIRD's social amenity initiatives
Desired Outcome 5:	Regional Development Commissions contribute to the economic development of regions
Key Effectiveness Indicator 5	Number of Regional Development Commissions supported through Business Plans
Desired Outcome 6:	WA agriculture and fishing protect their biosecurity advantages and integrity
Key Effectiveness Indicator 6.1	% of exotic terrestrial weed, pest and disease threats resolved appropriately
Key Effectiveness Indicator 6.2	% of invasive aquatic pests and exotic diseases resolved appropriately
Desired Outcome 7:	WA agriculture and fishing protect the sustainability of the natural resources on which they rely and impact
Key Effectiveness Indicator 7.1a	Extent of soil acidity does not increase (%)
Key Effectiveness Indicator 7.1b	Extent of total soil organic matter (carbon) does not decrease (%)
Key Effectiveness Indicator 7.1c	Number of soil health extension workshops held
Key Effectiveness Indicator 7.2	Proportion of fish stocks identified as not being at risk or vulnerable through exploitation (%)
Key Effectiveness Indicator 7.3	% of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved

Services and Key Efficiency Indicators	
Service 1:	Regional industry and community development investment facilitation
Key Efficiency Indicator 1.1	Value of co-investment in DPIRD-led industry and community development initiatives as a factor of the net cost of this service.
Key Efficiency Indicator 1.2	Value of co-investment in DPIRD-led Aboriginal business initiatives as a factor of the net cost of this service.
Key Efficiency Indicator 1.3	Value of co-investment in DPIRD-led aquaculture business initiatives as a factor of the net cost of this service.
Service 2:	Regional technical and technological development
Key Efficiency Indicator 2	Net cost of this service as a factor of Gross Regional Product
Service 3:	Regional skills and knowledge development
Key Efficiency Indicator 3	Net cost of this service as a factor of Gross Regional Product
Service 4:	Regional social amenity development
Key Efficiency Indicator 4	Net cost of this service as a factor of Gross Regional Product
Service 5:	Corporate and business development services provided by DPIRD to support Regional Development Commissions
Key Efficiency Indicator 5	Net cost of this service as a factor of RDC support
Service 6:	Agricultural and fisheries biosecurity and integrity
Key Efficiency Indicator 6.1	Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production
Key Efficiency Indicator 6.2	Fisheries portion of net cost of this service per hour of aquatic biosecurity services
Service 7:	Agricultural and fisheries natural resource management
Key Efficiency Indicator 7.1	Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production
Key Efficiency Indicator 7.2	Average cost per hour of fisheries management services
Key Efficiency Indicator 7.3	Fisheries portion of net cost of this service per fisheries license administered

Section 1 GOVERNMENT GOAL	
	Discussion
1. Future jobs and skills: Grow and diversify the economy, create jobs and support skills development	<p>This Goal is entirely consistent with DPIRD's role, being to ensure that: "...primary industries and regions are key contributors to the Government's agenda for economic growth and diversification, jobs creation and skills development.</p> <p>While DPIRD undertakes activities relevant to several others goals – especially 'Better Places' the primary purpose of these activities is to grow and diversify the economy, jobs and skills.</p>

Section 2 AGENCY LEVEL DESIRED OUTCOMES

Outcomes:	Discussion <i>(All Outcomes link to the Government Goal: Future Jobs and Skills)</i>
1. Regional WA has the investment to grow and create jobs	This outcome links to DPIRD's emerging Strategic Priorities regarding building international competitiveness; and enabling environments. Government's 'Agriculture and Aquaculture' policy proposition is that: "With the growth in the world's population and the demand for high quality food and products, WA has an opportunity to grow and export our agricultural and aquaculture products into the Asian region."
2. Regional WA has the technology to grow and create jobs	This outcome links to DPIRD's Strategic Priorities regarding international competitiveness; and research and development. Technology and technical knowhow are integral to the Government's 'Plan for Jobs' policy proposition that WA: "requires much greater effort in the areas of science, technology, manufacturing, tourism, services, education services, agriculture and other industries."
3. Regional WA has the skills and knowledge to grow and create jobs	This outcome links to DPIRD's Strategic Priorities regarding regional opportunities; research & development; and enabling environments. Skills and knowledge development – across industries, communities and government – are critical to the resilience and further development of regional Western Australia. They are also integral to DPIRD's Government goal: <i>Future Jobs and Skills</i> .
4. Regional WA has the social amenity, through recreational fisheries, to grow and create jobs	This outcome links to DPIRD's Strategic Priorities regarding regional opportunities; and enabling environments. Being able to attract "prime-age, professional" skilled workers and managers in the regions was identified as critical by the Premier's Agribusiness Industry Engagement Consortium in July 2017, with social amenity in areas such as education, health, connectivity being a key element of attractiveness. Creating recreational fishing opportunities is one way DPIRD supports this.
5. Regional Development Commissions contribute to the economic development of regions	This outcome links to DPIRD's Strategic Priority regarding regional opportunities; and an enabling environment.
6. WA agriculture and fishing protect their biosecurity advantages and integrity	This outcome links to DPIRD's Strategic Priorities regarding biosecurity; research & development; and enabling environments. The need for effective biosecurity is central to the Government's 'Agriculture and Aquaculture' policy proposition that: "Western Australia has a reputation for clean green products and that is why we are able to command a premium price for our products in overseas markets." Integrity refers to reputation issues such as animal welfare.
7. WA agriculture and fishing protect the sustainability of natural resources on which they rely and impact upon.	This outcome links to DPIRD's Strategic Priorities regarding sustainability; research & development; and enabling environments. Sustainable resource management and use is essential to Government's plan to diversify the WA economy, in part by growing the agriculture and aquaculture sectors. This will involve utilising new land and water resources, and optimising the use of those already under production. This outcome seeks to ensure that enhanced use does not impact on the environmental values of any WA land and water resources.

Section 3 KEY EFFECTIVENESS INDICATORS

Effectiveness KPIs	Linked Desired Outcome	Discussion
1.1. % increase of co-investment that DPIRD attracts to its industry and community development initiatives	1. Regional WA has the investment to grow and create jobs	<p>This KPI will help stakeholders understand DPIRD's effectiveness in facilitating non-Western Australian Government co-investment in regionally-significant industries and communities. The intent will be that DPIRD's role in facilitating investment increases over time.</p> <p>It will be reported as the overall percentage increase of non-Western Australian Government co-investment that DPIRD had a demonstrable role in securing. This includes co-investment that DPIRD facilitates into grants it distributes and into other DPIRD-led initiatives. This does not include co-investment into Royalties for Regions projects that DPIRD does not lead.</p> <p>DPIRD's demonstrable role will be determined from written evidence of DPIRD's contribution, including contractual arrangements and correspondence to or from investors and/or investees.</p>
1.2. % increase of co-investment that DPIRD attracts to its Aboriginal business development initiatives		<p>These two KPIs will drill-down into DPIRD's overall contribution to facilitating co-investment by reporting its contribution in regard to two key focal areas – Aboriginal and aquaculture business (KPI 1.2 and 1.3 respectively).</p> <p>Definitions and supporting narratives will be consistent with KPI 1.1.</p>
1.3. % increase of co-investment that DPIRD attracts to its aquaculture development initiatives		
2. % increase of client satisfaction with DPIRD's technology initiatives	2. Regional WA has the technology to grow and create jobs	<p>This KPI will help stakeholders understand DPIRD's role and effectiveness in developing and extending the technical and technological capabilities that regional industries and communities need to grow and create jobs. The intent of this will be that client satisfaction with DPIRD's technology initiatives increases over time.</p> <p>It will be reported as the percentage of surveyed clients satisfied with DPIRD's efforts in building the technical and technological capabilities of regionally-significant industries and communities. These industries and communities will be defined consistent with KPI 1.1.</p>
3. % increase of client satisfaction with DPIRD's capability initiatives	3. Regional WA has the skills and knowledge to grow and create jobs	<p>This KPI will help stakeholders understand DPIRD's role and effectiveness in developing and extending the skills, knowledge and qualities that regional industries and communities need to grow and create jobs. The intent of this will be that client satisfaction with DPIRD's capability initiatives increases over time.</p> <p>The KPI will be reported as the percentage of surveyed clients satisfied with DPIRD's efforts in building the capability of regionally-significant industries and communities. These industries and communities will be defined consistent with KPI 1.1.</p>

4. % increase of client satisfaction with DPIRD's social amenity initiatives	4. Regional WA has the social amenity, through recreational fisheries, to grow and create jobs	This KPI will help stakeholders understand DPIRD's role and effectiveness in facilitating the development of the social amenities that regional communities and industries need to grow and create jobs. Specifically, it will focus on DPIRD's recreational fishing activities. The intent will be that client satisfaction regarding DPIRD's recreational fishing initiatives increases over time. KPI data will be drawn as per the former Department of Fisheries KPI.
Number of Regional Development Commissions supported through Business Plans	5. Regional Development Commissions contribute to the economic development of regions	This KPI will help stakeholders understand DPIRD's role and effectiveness in supporting the RDCs. The intent will be that DPIRD will support RDCs in line with Business Plans. It will be reported as the number of RDCs that DPIRD has supported through Business Plans.
6.1. % of exotic terrestrial weed, pest and disease threats resolved appropriately	6. WA agriculture and fishing protect their biosecurity advantages and integrity	This KPI will help stakeholders understand DPIRD's role and effectiveness in ensuring the appropriate management of biosecurity threats that may impact WA agriculture, or other environments as directed by Government. The intent will be that exotic terrestrial weed, pest and disease threats are resolved appropriately. This KPI will provide a key indicator of the extent to which DPIRD ensures that WA complies with its most critical local, national and international biosecurity responsibilities.
6.2. % of invasive aquatic pests and exotic diseases resolved appropriately		This KPI will help stakeholders understand DPIRD's role and effectiveness in ensuring the appropriate management of biosecurity threats that may impact commercial or recreational fishing in Western Australia. The intent will be that aquatic pests and diseases are resolved appropriately.
7.1.a. Extent of soil acidity does not increase (%) 7.1.b. Extent of total soil organic matter (carbon) does not decrease (%) 7.1.c. Number of soil health extension workshops held	7. WA agriculture and fishing protect the sustainability of the natural resources on which they rely and impact	These KPIs will help stakeholders understand DPIRD's role and effectiveness in ensuring the long-term sustainability of the land and water resources on which WA agriculture relies and impacts. The intent will be that the extent of soil acidity does not increase and soil organic matter does not decrease, and that DPIRD supports capability development through soil health workshops, supporting sustainable natural resource use.
7.2. Proportion of fish stocks identified as not being at risk or vulnerable to over-exploitation (%)		This KPI will help stakeholders understand DPIRD's role and effectiveness in ensuring the long-term sustainability of natural resources on which WA fishing relies and impacts. KPI data relating to management of at-risk or vulnerable fish stocks will be drawn as per the former Department of Fisheries KPI.
7.3. % of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved		This KPI will help stakeholders understand DPIRD's role and effectiveness in ensuring the long-term sustainability of natural resources on which WA fishing relies and impacts. KPI data relating to fisheries catch and effort will be drawn as per the former Department of Fisheries KPI.

Section 4 SERVICES

Services	Linked Desired Outcomes	Discussion
1. Regional industry and community development investment facilitation	1. Regional WA has the investment to grow and create jobs	<p>This Service links to Government's <i>'Agriculture and Aquaculture'</i> policy proposition that "WA has an opportunity to grow and export our agricultural and aquaculture products..."; and to DPIRD's Strategic Priorities regarding building international competitiveness; and enabling environments.</p> <p>It will involve a range of activities, including: de-risking third-party investments by establishing clear investment pipelines and development approvals processes; facilitating cross and inter-government contacts with potential investors and investees; and leveraging government's investment by attracting research provider, industry, community, and non-Western Australian Government co-investment in activities essential to DPIRD's Strategic Priorities.</p> <p>It will be delivered through DPIRD's Industry & Economic Development (IED) and Sustainability & Biosecurity (S&B) pillars.</p>
2. Regional technical and technological development	2. Regional WA has the technology to grow and create jobs	<p>This Service links to Government's <i>'Plan for Jobs'</i> policy proposition that WA: "requires much greater effort in the areas of science, technology, manufacturing, tourism, services, education services, agriculture and other industries"; and to DPIRD's Strategic Priorities regarding international competitiveness; and research & development.</p> <p>Activities will include: agronomic and business development activities, including: updating the technologies needed to retain the competitiveness of regionally-significant businesses as they exist today; and, developing new technologies that they need to increase their contribution to WA's economic diversity and jobs.</p> <p>It will be delivered primarily through DPIRD's Research, Development & Innovation directorate, and S&B pillar.</p>
3. Regional skills and knowledge development	3. Regional WA has the skills and knowledge to grow and create jobs	<p>This Service links directly to the chosen Government Goal: <i>Future Jobs and Skills</i>; and to DPIRD's Strategic Priorities regarding regional opportunities; research & development; and enabling environments.</p> <p>Activities will include: developing, conducting, contracting and/or encouraging training and education programs and workshops; and making information available in a range of user-friendly and integrated formats including websites, presentations, publications and decision-support apps.</p> <p>It will be delivered primarily through DPIRD's Business Development, and Investment Attraction & Management directorates.</p>
4. Regional social amenity development	4. Regional WA has the social amenity, through recreational fisheries, to grow and create jobs	<p>This Service links to DPIRD's Strategic Priorities regarding regional opportunities; and enabling environments.</p> <p>Activities will focus on facilitating the development of amenities, in areas such as recreational fishing, education, health and connectivity, needed to attract and retain the "prime-age, professional" skilled workers and managers critical to regional growth and resilience. This will involve working collaboratively across governments, industries and communities to identify, define, champion, support and/or fund development initiatives.</p> <p>This Service will be delivered through DPIRD's S&B, and IED pillars.</p>

5. Corporate and Business Development services provided by DPIRD to support Regional Development Commissions	5. Regional Development Commissions contribute to the economic development of regions	This Service links to DPIRD's Strategic Priority regarding regional opportunities; and an enabling environment. Activities will include DPIRD supporting each RDC to establish its annual business plan and financial estimate and – given Ministerial endorsement of same – of providing appropriate resources to deliver that plan. It will be delivered primarily through DPIRD's IED Pillar; and by staff members from across DPIRD.
6. Agricultural and fisheries biosecurity and integrity	6. WA agriculture and fishing protect their biosecurity advantages and integrity	This Service links to DPIRD's Strategic Priorities regarding biosecurity, research & development and enabling environments. It is also strongly linked to WA's national and international biosecurity and product integrity commitments. Activities will span a wide range of research, monitoring, analytical, educational, policy activities in both legislated and non-legislated aspects of terrestrial and aquatic biosecurity risk management. It also includes integrity matters such as animal welfare regulatory obligations. While related primarily to agricultural and fishing activities respectively, activities may extend into other areas as directed by Government, reflecting DPIRD's state-wide monitoring, inspectorial, analytical, managerial and statutory capabilities. It will be delivered primarily through DPIRD's Biosecurity, and Operations & Compliance directorates.
7. Agricultural and fisheries natural resource management	7. WA agriculture and fishing protect the sustainability of the natural resources on which they rely and impact	This Service links to DPIRD's Strategic Priorities regarding sustainability; research & development; and enabling environments. It is also strongly linked to WA's national and international natural resource management (NRM) commitments. Activities will span a wide range of research, monitoring, analytical, educational, assessment and policy activities in both legislated and non-legislated aspects of terrestrial and aquatic NRM. While related primarily to agricultural and fishing activities respectively, activities may extend into other areas as directed by Government, reflecting DPIRD's state-wide monitoring, inspectorial, analytical, managerial and statutory capabilities. It will be delivered primarily through DPIRD's resource management staff, and Operations & Compliance directorates.

Section 5 KEY EFFICIENCY INDICATORS

Efficiency KPIs	Linked Service	Discussion
1. Value of co-investment in DPIRD-led industry and community development initiatives as a factor of the net cost of this service.	1. Regional industry and community development investment facilitation	This KPI will help stakeholders understand the efficiency of DPIRD's Investment Facilitation Service. The intent will be that the cost to government (Net Cost of Service) of this service trends downwards relative to the level of co-investment attracted. This KPI seeks to indicate DPIRD's ability to attract investment from other sources.
1.2. Value of co-investment in DPIRD-led Aboriginal		These two KPIs will drill-down into DPIRD's overall efficiency in delivering this Service by reporting its

business initiatives as a factor of the net cost of this service.		contribution in regard to two key focal areas – Aboriginal businesses and aquaculture businesses. They will help stakeholders understand the efficiency of DPIRD's Investment Facilitation Service as it relates to the development of Aboriginal businesses and aquaculture businesses.
1.3. Value of co-investment in DPIRD-led aquaculture business initiatives as a factor of the net cost of this service.		
2. Net cost of this service as a factor of Gross Regional Product	2. Regional technical and technological development	The three KPIs help stakeholders understand the efficiency of DPIRD's Technical & Technological Development, Skills & Knowledge, and Social Amenity Services to support regional industries and communities.
3. Net cost of this service as a factor of Gross Regional Product	3. Regional skills and knowledge development	The intent will be that the net cost of each of these Services will trend downwards relative to the value of Gross Regional Product (GRP). GRP is a broad-based estimate of regional 'value-add' devised from ABS Gross State Product and Census data. It is the best-available estimate of the value of all goods, services and salaries emanated from regional WA, less the imported materials and (non-regional) services that went into their creation.
4. Net cost of this service as a factor of Gross Regional Product	4. Regional social amenity development	
5. Net cost of this service as a factor of RDC support	5. Corporate and Business Development services provided by DPIRD to support Regional Development Commissions	This KPI will help stakeholders understand the efficiency of DPIRD's service to RDCs. The intent will be that the net cost of this service as a factor of RDC support trends down.
6.1. Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production	6. Agricultural and fisheries biosecurity and integrity	This KPI will help stakeholders understand the efficiency of DPIRD's Agricultural and Fisheries Biosecurity and Integrity Service in regard to agriculture. The intent will be that the agriculture portion of the net cost of this service will trend downwards relative to the Gross Value of Agricultural Production. Gross Value of Agricultural Production (GVAP) will be the three-year average GVAP.
6.2. Fisheries portion of net cost of this service per hour of aquatic biosecurity		This KPI will help stakeholders understand the efficiency of DPIRD's Agricultural and Fisheries Biosecurity and Integrity Service in regard to commercial and recreational fishing.
7.1 Agricultural portion of net cost of this service as a factor of Gross Value of Agricultural Production	7. Agricultural and fisheries natural resource management	This KPI will help stakeholders understand the efficiency of DPIRD's Natural Resource Management Service with regard to agriculture. The intent will be that the agriculture portion of the net cost of this service will trend downwards relative to the Gross Value of Agricultural Production. Gross Value of Agricultural Production (GVAP) will be the three-year average GVAP.

7.2. Average cost per hour of fisheries management services		This KPI will help stakeholders understand the efficiency of DPIRD's Natural Resource Management Services with regard to fisheries management.
7.3. Fisheries portion of net cost of this service per fishing license administered		<p>This KPI will help stakeholders understand the efficiency of DPIRD's Natural Resource Management Service in regard to commercial and recreational fishing.</p> <p>The intent will be that the net cost of the fisheries portion of this service will trend downwards relative to the combined number of commercial and recreational fishing licenses administered.</p>