



Department of
Agriculture and Food



AGRIFOOD
2025+



Department of
Agriculture and Food,
Western Australia

Strategic plan 2014–17

Supporting your success





Foreword

Western Australia's agriculture and food sector can have a very bright future as a world-class producer of quality, safe and healthy agriculture and food products.

The next 10 years will present the sector with unprecedented opportunities for growth. These stem from the rapidly increasing demand for high-quality food in Asia and the Middle East.

The sector also has some big challenges to overcome in diversifying into specialised products, attracting capital and skills and adapting to climate variability. This will require some industries to transform their mix of products, markets and business models.

My priority is to work with the sector and community to grow the markets, productivity, profitability and people that underpin all successful businesses. My aim is to lay the foundations to double the sector's value by 2025. This plan outlines how the Department of Agriculture and Food, Western Australia will make this happen.

Hon. Ken Baston MLC
Minister for Agriculture and Food

This Agrifood 2025+ strategic plan sets out the areas in which the Department of Agriculture and Food will focus its investment over the next three years as we seek to deliver on the Minister's goal of doubling the value of the sector by 2025.

The plan addresses the sector's immediate and longer-term needs, with a clear focus on growth. It outlines our goals and approach for the long-term, and our investment priorities for 2014–17.

It also outlines how we will work with industries, communities and governments to grow markets, productivity, profitability and people, while safeguarding our state's highly prized biosecurity status and natural resources.

I am confident our highly skilled and dedicated staff will implement this plan in collaboration with our partners to the benefit of both the agrifood sector and Western Australia as a whole.

Rob Delane
Director General
Department of Agriculture and Food





Our vision

A progressive, innovative and profitable agriculture and food sector that benefits Western Australia.

Our purpose

To support the success of the agriculture and food sector to benefit Western Australia.

Our four focus areas

DAFWA will support the growth of Western Australia's agrifood sector in four key areas: markets, productivity, profitability and people.

We will do this in ways that sustain our land and water resources and increase the benefit we all gain from our relative freedom from weeds, pests and diseases.



Growing markets

The success of any industry lies ultimately in its ability to secure markets that want to buy its products more than any other.

Building long-term relationships with such markets benefits all members of the value chain – from consumers to investors.

We will support industries in building relationships with such markets.

Growing profitability

Running businesses profitably takes sophisticated business practices and finely tuned value chains. This is especially true for agrifood businesses faced with seasonal cash flows and production risks. The right business structure is also essential for attracting the investment needed for growth.

We will support industries in building the practices and structures they need to operate profitably.

Growing productivity

Productivity is about more than yield – it's about delivering the right product, at the right time, in the right quantity, at the right cost.

We will support producers and processors in aligning their products with the evolving needs of target markets; and in optimising yield against the cost of production.

Growing people

To be successful, businesses need to attract and retain the right mix of people. They need vision, commitment and confidence as well as skills and knowledge. They also need to be backed by a similarly skilled and motivated public sector.

We will support agrifood businesses, our own staff and others in growing the skills and attributes needed to prosper and grow.

Our strategic intent and investment priorities for 2014–17

Our strategic intent:	1. Growing markets	2. Growing productivity	3. Growing profitability	4. Growing people
Why this is important:	Successful businesses revolve around markets that offer the highest returns and best alignment with their strengths.	Competing in such target markets relies on delivering the right product, in the right quantity, at the right cost.	Running a business profitably relies on having sophisticated business models as part of a finely tuned value chain.	All of this relies on having enough people with the right skills, qualities and commitment to succeed.
Our goals for 2025:	Agrifood businesses have long-term trading arrangements with 'target' markets best suited to their potential.	Agrifood businesses deliver competitively priced products favoured by their target markets.	Agrifood businesses use business models and value chains that improve returns to all participants.	Agrifood businesses and government have the right people to drive the sector's growth and prosperity.
How we go about it:	Our investment priorities:			
Business and supply chain development We work with individual industries to identify and prioritise their immediate needs. These priorities drive the products and services we deliver to help industries be more profitable and resilient.	1.1 Market arrangements and resources that are tailored to capability and strengths of individual industries. 1.2 Improved value chains that better align with market needs and increase competitive advantage. 1.3 Compelling value propositions that are attractive to markets, investors and agrifood businesses.	2.1 Tools that enable real-time production decisions that optimise market, financial and production conditions. 2.2 Research and development products that improve sustainable production in priority industries and agrifood products.	3.1 Industry and government planning, engagement and partnerships that support industry development. 3.2 Regulatory and policy settings that provide the greatest net benefit to industry and Western Australia. 3.3 Tools that enable business decisions that optimise market, financial and production conditions.	4.1 Current and prospective participants in the sector sharing a positive view of its prospects. 4.2 Governments effectively supporting industries seeking to optimise their marketing, productivity or profitability.
Transformational development We work with the sector as a whole to identify and prioritise its longer-term development opportunities. These priorities drive the products and services we deliver to help industries establish the markets, products and business models they need to grow. This includes most of our work under the government's Seizing the Opportunity initiative.	1.4 Agrifood businesses knowing how to secure markets that are best matched to their potential. 1.5 Strong and beneficial marketing arrangements with target markets and related in-market partners.	2.3 Agrifood businesses knowing how to achieve the productivity needed for their future growth. 2.4 New and refined agrifood products that match market demand and the sector's productive potential. 2.5 Product and supply chain processing that is efficient and consistent with market and community expectations.	3.4 Agrifood businesses knowing how to improve their long-term profitability. 3.5 Business and value chain models that promote investment, alignment with target markets and returns along the chain. 3.6 Foreign and domestic investment in establishing, transforming and expanding priority markets, value chains and businesses.	4.3 Agrifood businesses knowing how to secure the right people for their future success. 4.4 Industry and community confidence in the sector's potential to grow, prosper and benefit Western Australia. 4.5 Agrifood businesses having the skills to establish new industries and transform those that are constrained. 4.6 Governments being able to effectively support new and transforming industries.
Boosting biosecurity and sustaining natural resources We work with the sector and broader community to identify and prioritise biosecurity and resource management needs that threaten agricultural industries or our environment. We use this to deliver products and services that minimise key biosecurity and resource management threats.	1.6 Biosecurity status and arrangements that provide competitive advantage in target markets. 1.7 Animal welfare status and arrangements that provide competitive advantage in target markets.	2.6 Management tools that ensure productivity is not unduly constrained by pests, weeds or diseases. 2.7 Management and decision-making tools that enable growth in the face of a changing and more variable climate. 2.8 Regulatory and policy settings that ensure appropriate access to and management of land and water resources.	3.7 Decision-making tools that enable businesses, communities and government to optimise their investment in biosecurity, land, water and animal welfare management. 3.8 Management and decision-making tools that offer financial resilience in the face of natural resource risks.	4.7 Agrifood businesses and the broader community understanding their roles in biosecurity, land, water and animal welfare management. 4.8 Agrifood businesses, community and government being able to manage biosecurity, land, water and animal welfare issues.

We apply the Australian Business Excellence Framework to guide and develop our own skills, resources and capabilities in supporting the success of the sector.

Our strategic plan's context

To best understand our department's strategic plan and reasons for our investment priorities, it is necessary to know what factors have influenced the plan's development and how we will use the plan.

Our strategic plan is driven by three factors:

1. The priorities of the state government
2. The sector's operating environment
3. The strengths and capabilities of our staff (oneDAFWA).

We will use the plan to guide the specific products and services our staff deliver.

Government's priorities

What we are expected to achieve:

- A profitable, innovative and sustainable agrifood sector that benefits Western Australia

What are we funded to deliver*:

- Business and supply chain development
- Transformational development
- Resource risk management

Sector's operating environment

- Access to capital
- Business profitability
- Productivity growth
- Risk management
- Consumer and community expectations
- Leadership and management capacity
- Attracting new entrants

Our oneDAFWA ways of working

- We promote our vision
- We lead by example
- We innovate to advance industry
- We work collaboratively
- We listen, support and value others
- We build knowledge and networks
- We communicate success

How we support the success of agribusinesses in WA

- Grow markets
- Grow productivity
- Grow profitability
- Grow people
- Boost biosecurity
- Sustain natural resources

* DAFWA is funded by the state government to deliver three formal services. We formally report to Parliament on our performance in these services through our annual report.





Our support for the agrifood sector

Western Australia's agrifood sector comprises some 14 000 production, processing, marketing and related businesses. DAFWA is also part of the sector, driving government's role in helping it grow and prosper.

We will focus on providing innovative support to businesses to help them grow while nurturing the land and water resources entrusted to them. Our work will be increasingly targeted, with a focus on aligning individual products with markets that best play to Western Australia's strengths.

The increased economic activity and regional resilience this generates will benefit all Western Australians.

Our support for the wider community

Our skills and resources allow us to minimise the impact of exotic pests and diseases that would otherwise threaten human health and amenity.

Similarly, our environmental capabilities mean we undertake or coordinate a wide range of natural resource management activities that affect the state as a whole – not just agricultural and pastoral areas.

We will seek to provide these services in ways that are accessible to all Western Australians, regardless of their location or abilities.

Our partners

We will work closely with everyone in the WA agrifood sector, from raw material suppliers through to producers, processors, marketers, exporters and consumers.

We will also work with people looking at the sector from outside. This includes those considering a business, investment or career in the sector as well as those concerned about agricultural practices or food issues.

We will increasingly partner with scientists, innovators and regulators throughout the world so as to make best use of global advances in agriculture and food.





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