

Falkland Islands Government Department of Agriculture Business Plan 2010 - 2011

1. Introducing the service and the service plan

The Department of Agriculture provides numerous regulatory, extension, research and development services to Falkland Island farmers, businesses, the Stanley and Camp community and international organisations. The Department's regulatory purpose is enshrined in legislation, to develop the economy through increased productivity, and research and development into different practices.

Substantial financial and social gains can be achieved for the rural sector by fine-tuning existing production systems with a focus on objective measurement, recording and reviewing of both plant and animal performance and making appropriate management changes.

The gains are underpinned by the on-farm application of a series of productivity enhancing projects within a structure that demands continuous business analysis and review at every stage of implementation. Activity focuses on the needs of each individual farm business unit and prioritises the Department's products and services on the key on-farm profit drivers.

Key regulatory functions that the Department carries out for the fishing, meat processing and other industries are vital to ensuring the continuing ability of the Falkland Islands to market its produce around the world.

Value adding and assistance with effective marketing of the unique and high quality primary industry products, through the introduction of internationally accredited organic farm and other production systems are also key roles of the Department.

The programmes complement The Islands Plan and provide the link between the tasks described in The Islands Plan and the Department of Agriculture's Business Plan to assist the agricultural sector generate additional income and move towards self sustainability. The programmes also describe a series of measurable objectives that individual officers build upon when developing their performance agreements.

Islands Plan links

In undertaking these activities the Department directly supports the aspirations of the Islands Plan, particularly in respect of the following policies:

- Policy 2: Managing the economy wisely so that all sectors of society can prosper
- Policy 7: Maintaining Camp in order to encourage a well populated, economically and socially sustainable community, integrated within the national economy
- Policy 8: Conserving and enhancing the natural diversity, ecological processes and heritage of the Falkland Islands in harmony with sustainable economic development

Period of the Plan

This Plan covers the period 2009-13 in line with the timing of the current Islands Plan. However the objectives, action plans and Key Performance Indicators (KPIs) will be reviewed regularly to ensure that they still reflect the priorities, performance and future aspirations of the Department. This dynamic plan will also take into account the external factors affecting agriculture and the Falkland Islands' community.

Setting the scene: The Context, drivers and reasons for service provision

Departmental Objectives/Key Tasks

Long term strategic direction

- Work in partnership with Falkland Islands agencies and the farming sector to increase the Islands' capability to deliver specified wool and meat products with unique attributes (environmentally friendly, ethically produced, safe, appealing and either internationally accredited organic or essentially organic being produced in a relatively chemical free rangeland environment)
- Develop a culture of continuous business analysis and review within the farming sector to increase farm profitability
- Develop in partnership with the farming community, integrated wool and meat production systems to match agricultural products to consumer expectations. (e.g. Internationally accredited as organic)
- Minimise the threat of exotic plant and animal disease, zoonoses and pests to protect the Islands' agricultural industries and population.

Short to medium term operating policies

- Work within the Islands Plan to identify and facilitate opportunities in agricultural production that will increase economic growth and employment in the agricultural sector
- Focus the Department of Agriculture's products and services on areas of core business 1.) wool development 2.) meat development 3.) fishery products exports – regulatory and inspection duties 4.) animal, animal products and plant biosecurity and 5.) farm business management
- Focus on the provision of farm management information and advice that is objective, practical, and well tailored to the needs of individual farms
- Provide professional veterinary service to Falkland Islanders, Falkland Island industries and their international customers
- Protect the community from the health risks associated with zoonotic diseases
- Provide high quality and timely policy advice to the Falkland Islands Government administration
- Ensure that the Falkland Islands Government receives an appropriate return from its resources

- Increase community awareness of the importance of agriculture and the role of Department of Agriculture's services to farmers, Government and the community
- Departmental staff working within a set of mutually agreed key values.

Brief overview of the service

Staff and organisational structure

Director of Natural Resources
 Senior Agricultural Advisor; Senior Veterinary Officer
 Other staff: 10 Agricultural (2 laboratory, 1 farm manager); 4 Veterinary and Biosecurity staff (1 part-time)

Key External Partners/Stakeholders/Customers

Falkland Islands farmers
 Falkland Islands Community
 FIDC
 FIMCo
 WoolCo
 Fishing industry
 Falkland Land Holdings
 Secretariat and Councillors
 Agricultural Advisory Committee
 Rural Business Association
 Falklands Conservation
 South Atlantic Invasive Species Programme Officer
 Chamber of Commerce
 Saladero Farm Advisory Committee

Workforce Training Plan

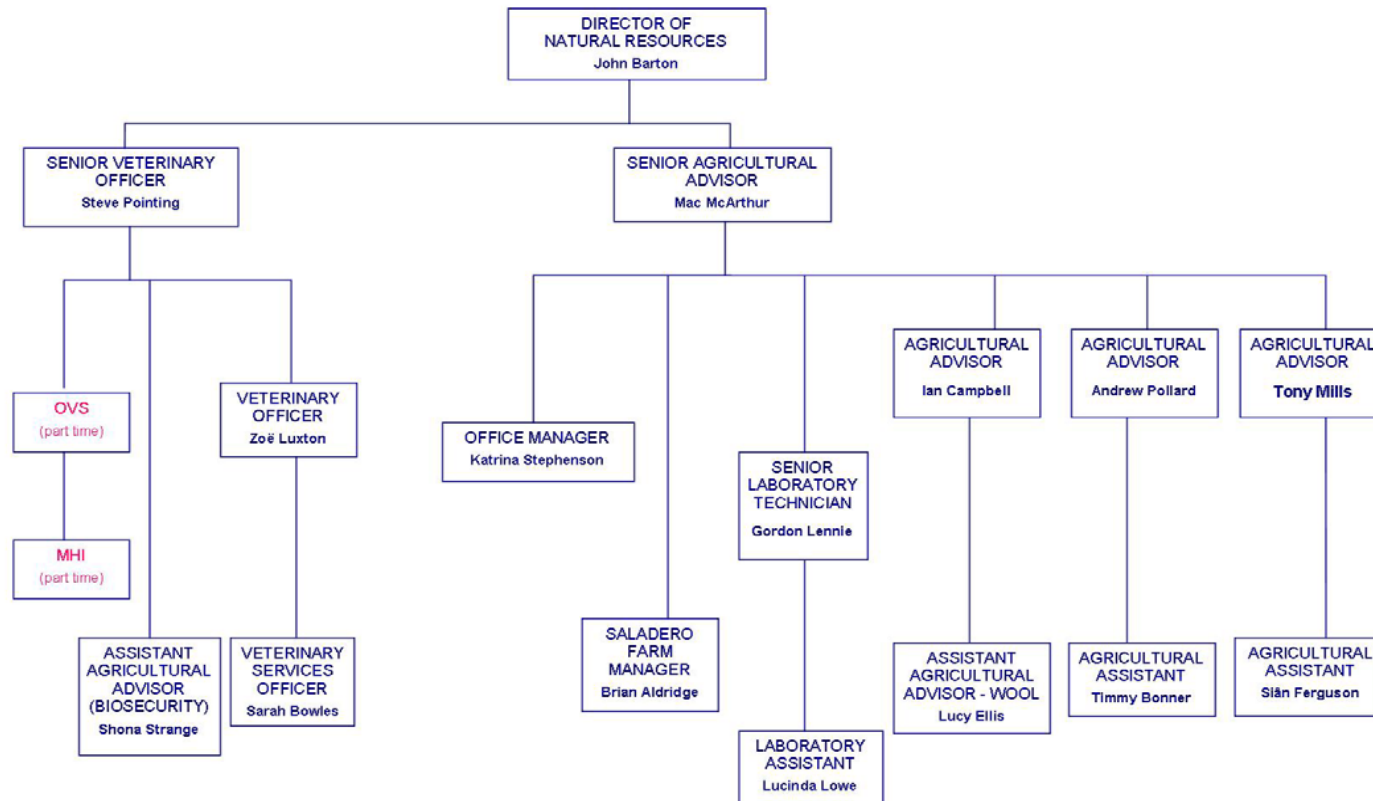
This business plan establishes a staff structure (Figure 1) that ensures an integrated approach to service delivery and provides clear career paths for staff (in particular young Falkland Islanders wishing to pursue careers in agriculture). This will reduce the Islands' reliance on external contract officers within the Department of Agriculture. It is critical to the Islands' agricultural future that Falkland Islanders establish and own the strategic direction for agriculture.

A key element of the workforce plan is managing staff turnover to ensure maintenance of continuity within the Department's existing programmes. Department staff and the Rural Business Association are keen to see existing programmes continue to develop as opposed to unnecessary changes in direction at each turnover of staff. The ability to modify roles / posts to reflect emerging demands in the rural sector is also important.

All Department of Agriculture staff have six monthly reviews of their performance management plans by team leaders. At each of these reviews training needs are discussed and prioritised. These training needs are linked to both the Islands Plan and the Department objectives.

Figure One
Organisational Chart for Department of Agriculture 2009

DEPARTMENT OF AGRICULTURE STAFF ORGANISATIONAL CHART



Scope

Departmental Key Tasks

Policy Issues:-

- Development of strategic business plans and budgets linked to the Islands Plan
- Assistance to the Secretariat, FIDC to develop Agriculture Economic Development Strategy, Rural Development Strategy review policy, strategic directions for FIMCo, FLH farms and other agricultural businesses
- Development of legislative policy e.g. Beef cattle ID to meet EU food safety requirements
- Development of legislative policy on Falkland Island agricultural and fishery issues e.g. Publication of farm statistics, updating fishery legislation to comply with EU requirements
- Quarterly reporting on business plan and Islands Plan objectives
- Monthly monitoring of budget expenditure

Regulatory Matters:-

- Monitoring of protocols to meet EU requirements for export of beef and sheep meats
- Monitoring of protocols for the export of fish products
- Development and monitoring of biosecurity protocols for the import of produce into the Falkland Islands
- Monitoring of animal disease, animal welfare and agricultural food safety issues
- Auditing of organic and quality assurance programmes. e.g. Quality Falklands Wool (QFW) and auditing of Biological Farmers of Australia (BFA) internationally accredited organic farming system

Extension:-

- Agricultural extension to farmers and the wider Falkland Island Community on a diverse range of issues
- Communication/liason with the Secretariat, Councillors, the RBA, Agricultural Advisory Committee (AAC) Saladero Farm Advisory Committee and the Chamber of Commerce on agricultural issues
- Veterinary and agricultural advice to the Falkland Islands community

Research and Development:-

- Agricultural R&D on a diverse range of animal, plant, grazing and other management aspects
- Marketing and value adding research for agricultural products
- R&D into organic farming techniques and management methods
- Provision of genetically superior dual purpose sheep and Angus beef cattle for improvement of the productivity of Falkland Island livestock

Vision and Mission

Vision

- A prosperous and self-reliant agricultural sector that creates opportunities for Falkland Islanders and is highly valued locally and internationally.

Mission

- To foster a viable and internationally competitive agricultural industry through integrated applied research and development, extension, business skill development and regulatory programmes.

Key Drivers

The Department has 5 main programmes that are linked directly to its legislative charter to develop the Falkland Islands' economy through increased agricultural productivity, research and development and regulatory roles. These programmes link directly to the planned outcomes of the Camp policy in the Islands' Plan

1. Wool development

A programme focused on getting more from existing wool production systems by fine tuning production, harvesting, preparation and marketing systems to achieve improved wool quality, quantity and net return through:

- the supply and evaluation of superior genetic material
- increasing reproductive rate
- improved sheep nutrition with improved grazing management and improved pasture and crops
- ensuring that emerging international opportunities such as internationally accredited organic wool, for improvement of the Falkland Island wool production system are evaluated and implemented when appropriate
- improved wool market intelligence and marketing methods
- Improved internal parasite resistance through selection of resistant sheep and use of faecal egg counting (FEC) as a management tool associated with strategic livestock drenching

2. Meat development

A programme focused on developing livestock and integrated livestock production systems that can consistently supply local and export markets with the products consumers' demand. The programme will achieve improved sheep meat and beef quality and quantity through:

- the supply and evaluation of superior genetic material
- increasing livestock reproductive rates and decreasing death rates
- improved sheep and cattle nutrition with improved grazing management, improved pasture and cost effective winter feed options
- improved internal and external parasite control
- assistance with livestock supply chain coordination issues
- assistance with the development of an EU accredited export beef market

3. Fishery product exports – regulatory and inspection duties

A programme that provides veterinary and regulatory services to the fishing industry so that all fishery products being exported from the FIs meet the public health requirements of the importing countries with particular emphasis on exports to the EU.

4. Animal, animal products and plant bio security

A programme that provides veterinary, agricultural, regulatory and inspection services within the Islands to achieve:

- Reduced public health risks from chemical contamination and zoonotic diseases
- Reduced incidence of animal and plant diseases
- No new introductions of animal and plant diseases
- Increased awareness of animal welfare.

5. Farm business management skills development

A programme that is building an approach to whole farm management based on a culture of continuous business analysis, education and review. The approach is being applied at the individual farm level and recognises the unique attributes of each farm. The programme will achieve:

- Increased farm profitability through the implementation of enhanced business skills including benchmarking to every facet of farm management
- Reduced subsidy and assistance measures.

Why do we provide the service that we do?

Over recent years DoA work programmes have been established that focus on priority issues such as improved grazing management of pasture and crops to improve the winter nutrition, survival and finishing to market specifications of sheep and cattle, genetic improvement of livestock and

farm financial management. These programmes recognise the change from a substantially wool based agricultural industry to a diversified industry that can export lamb, mutton and beef, as well as wool.

The changes also recognise that Falkland Island farmers are marketing their agricultural products into increasingly sophisticated and ever changing local and world markets with consumers increasingly demanding high quality, organically produced food and fibre products.

Many Falkland Island farmers recognise that for their farms to become and remain financially viable in the long term that they must embrace change in their farming practices, in the genetic improvement of their livestock and the financial planning and other management of their farms. At this stage of the development of modern farming systems in the Falklands it is vital that farmers have access to sound, practical advice that is scientifically based, timely and will enhance the profitability of their farms.

Islands Plan Objectives

Policy 2 –Sustainable Economic and Fiscal Management

We will manage the economy wisely so that all sectors of society can prosper.

‘Our goal is a sustainable economic future for the Islands. This requires real growth, diversification and wealth creation in the economy and a thriving private sector. Government will pay attention to improving the national economic performance of all sectors, in particular agriculture, fisheries, minerals and tourism industries. Government also wishes to change the balance of public and private sector activity by encouraging entrepreneurs and reducing public sector dominance. Our objective is to secure 5% growth in Gross Domestic Product over the period of this Plan.’

Policy 7-Camp

We will maintain Camp in order to encourage a well populated, economically and socially sustainable community integrated within the national economy.

‘We will seize opportunities to develop a diversified Camp economy and a socially vibrant and sustainable Camp population.’

Policy 8 – Environment

We will conserve and enhance the natural diversity, ecological processes and heritage of the Falkland Islands in harmony with sustainable economic development.

‘The need to protect, maintain and, where possible enhance our natural and built environment will be integral to our policies. We will seek to meet international standards and obligations in respect of our environment.’

2 Where are we now?

2.1 Baseline assessment of service

At a Rural Development Strategy (RDS) meeting held at Goose Green in 2009 there was strong support for the Department and the programmes that it is delivering. There was particularly strong support for the Farm Improvement Programme and the benefits it has provided in assisting farmers to invest both FIP and their own money in crop and pasture improvement as well as genetic improvement of their livestock.

The Agricultural Economic Development Strategy indicates a 3.6 per cent compounded annual growth rate (CGR) for the agriculture sector which is mainly a reflection of changes in international wool and meat price over the past 10 years. The CGR percentage is the sum of operating profits, depreciation charges and wages and salaries paid or drawn.

At the 2009 Saladero ram sale all but 20 of the National Stud Flock young rams were bought with private (not FIP) funding and there was a high correlation between the high index rams and the price paid for them. There has also been considerable interest in farmers leasing genetically superior bulls from the National Beef Herd.

2.1.1 How does the service meet user expectations?

There is a variety of customers whose expectations are met in a number of ways:

- 1) Falkland Islands farmers and the wider community
 - Provision of timely, practical advice and information through farm visits, Farmers’ Week and other seminars, Department update sessions, the Wool Press, radio and other forms of extension.
 - Provision of research and development results from demonstration/research trial work to assist with the adoption of improved farming technologies and management methods. Recent implementation of a new Saladero Farm Advisory Committee involving farmers and business people from throughout the Islands to advise and liaise with DoA staff on all issues relating to R&D and extension from Saladero
 - Provision of up to date information, particularly through a website (www.agriculture.gov.fk), to inform the farmers and the international community about agricultural industry issues and the unique essentially organic products produced in the Falkland Islands and guide their investment decisions.

- 2) The fishing, meat processing and other agricultural industries
- Provision of regulatory services to ensure export protocols for the export of fish internationally and the requirements for EU export of lamb and potentially beef in the future.

2.1.2 How does the service meet its objectives?

The service meets its objectives by:

- Promoting the ‘sheep genetic improvement index’ for farmers and its linkage with performance recording and objective measurement of FI sheep flocks. This index has recently been enhanced by adding worm internal parasite resistance to the other selection parameters.
- Determining and publicising the cost-effectiveness of cropping options, improved pasture (re-seeds) and strategic supplementation as tools to improve sheep and cattle productivity and profitability
- Leading and developing an internationally accredited organic scheme that is relevant to the agricultural key products of the Falkland Islands (wool, sheep meat and beef) for farmers who wish to participate
- Promoting the expansion of effective whole farm grazing management strategies as tools to improve farming profitability through reduced livestock death rates; improved livestock growth rates; improved livestock reproductive efficiency and increased numbers of animals available for slaughter
- Evaluating the current situation with hydatids in the Falkland Islands following a review of the latest abattoir disease statistics and making recommendations for future hydatids control.
- Improving the genetic potential of FI sheep and beef cattle through the selection of genetically superior animals in the National Polwarth Stud Flock and the National Beef Herd based on performance recording. Ensuring the dissemination of these genes throughout the Islands’ farms
- Providing farmers with the opportunity to record their herds on the Herdmaster performance recording programme to improve the productivity of beef production and select superior breeding stock
- Providing weekly wool marketing information, wool clip analysis and wool classing standards extension to improve FI wool marketing options and returns
- Researching the effects of internal/external parasites on sheep/cattle health and nutrition and making recommendations on faecal egg counts (FEC) and associated strategic drenching and external parasite control strategies to all farmers in the Falkland Islands.

2.1.3 Key achievements and outcomes

- Increased understanding of objective measurement and its benefit to flock productivity and profitability. Encouraging high correlations between the ram selection index ranking and the price paid for rams from the National Polwarth Stud Flock. Increasing the number of farms involved with the revamped Wool Clip Analysis Programme and the number of farms reducing the average micron count of their wool
- Increased number of flocks and herds utilising performance recording to select breeding and replacement stock. Target 12% of flocks and 4% of beef herds regularly weighing and selecting stock on objective measurement by 2011
- Internationally accredited Falkland Islands organic farming scheme MoU developed and programme instigated to enable farmers who wish to commence 'in conversion' of their farms to organic production of wool and meat products. Ten farms initially registered with Biological Farmers of Australia to be 'in conversion' to organic farm production
- Results publicised on the outcomes of supplementary feeding, internal parasite trials, grazing management and strategic forage cropping trials to improve farming profitability and document the cost effectiveness of protein supplementation
- Minimum of 55 farms participating in Department led courses, field days and workshops during the year
- Adoption of managed intensive grazing management strategies and pasture assessment on farms
- Increased number of farms increasing average lamb marking percentage, average reproductive efficiency, reduced overall sheep death rate and increased numbers of lambs turned off for slaughter
- Wool market information and wool testing is timely, accurate and used by 50% of farmers to market all their wool lines for optimum prices.

2.2 How does the service compare?

2.2.1 To other service providers

Relative to the services provided by most government departments in major agricultural producing countries in the world the services provided are outstanding. Provision of extension, R&D and other services to agriculture throughout developed agricultural nations is minimal and the Department is providing an extensive service despite reductions in its budget. Regulatory services provided by the Department are on a par or better than those provided by most developed countries.

3 Where do we need to be?

The Department's programme to assist farmers to improve the genetics of their sheep has been very successful with the average micron of the Falkland Islands flock reduced by an average of 2 microns over the past 5 years. The need now is to concentrate on improved food production for livestock in late winter and early spring through agronomic R&D and extension. Emphasis on assisting farmers to improve lambing percentages; reduce death rates in sheep and provide increasing numbers of lambs, mutton and beef to meet FIMCo specifications is a key role.

The Department is assisting value adding to wool and meat products through the introduction of an internationally accredited organic farming system and is actively encouraging farms to be involved in order to improve their income. Also through promoting effective market research for new world markets for the high quality, essentially organic, rangeland produced agricultural products is an important area of Departmental focus.

The Department has had its budget reduced by £50K in 2009/10 and has reduced staff numbers by 1.3 staff per year over the past 10 years, so consequently is now doing more with considerably fewer staff. However, with only one agronomist in the team and the need to concentrate on livestock food production and livestock meeting the target specifications FIMCo sets, this area of expertise is under resourced. With the Department being increasingly involved with assisting FIMCo, FLH and other farms. Also with significantly increased production of livestock needed to meet FIMCo carcass specifications and throughput it is clear that more, not fewer experienced extension staff resources will be required if the farm livestock productivity gains required to ensure FIMCo is a sustainable business in the future is to be achieved.

The development of the European Union beef export market and potentially the production of fully internationally accredited export lamb and beef will also require input into by the Department into a range of supply chain issues which will need to be effectively coordinated.

4 How do we get there?

4.1 Detailed action plans

Detailed Action Plans for the Department

Objectives	Lead Officer	What has actually been achieved	Comments
DO1.A Improved sheep health and reproduction. No of farm visits by DoA staff	SAA	69	Considerable extension effort being put in to lift lamb and mutton production on farms to improve throughput for FIMCo
DO1.C Improved sheep health and reproduction. No of extension articles written, RBA and other DoA presentations	SAA	4 RBA, 4 WP	13 DoA staff presentations during Farmers' Week; 19 Wool Press articles by extension officers/vets
DO2.A Improved public health. Make recommendations on future hydatids control policy in the Falkland Islands	SVO		SVO put proposal of coproantigen testing all camp dogs to AAC and it was approved. Laboratory has since raised prices meaning for 500 samples it will cost £3595. Dog dosing will occur on 14 th July but the August dosing will not occur, faeces samples will be collected from all camp dogs during September and sent for coproantigen testing.
DO3.B Improved wool production. No of farms involved/using QFW programme	SAA	34 approx	
DO3.C No of farms using selection indices and performance recorded sheep.	SAA	6	
DO3.D National Stud Flock Correlation between prices paid by farmers for rams and their index ranking	SAA		Correlation index for 2010 Price paid per ram based upon index ranking $r^2= 0.1826$
DO4.A Number of lambs potentially available for export. No of farm visits/workshops/consultations on managing lambs for slaughter	SAA	16	Series of Worm management and Faecal Egg Counting (FEC) Workshops held. 2 Livestock Assessment W/Shops held
DO4.B Number of lambs potentially available for export. No of extension articles/presentations on lamb production management	SAA	7	

DO5.A Veterinary oversight of slaughter process (EU required standard.) Review OVS end of season disease status report and take action as necessary	SVO	The final OVS audit and report was carried out in the last week of April 2010. Any points requiring action will be taken in the next 3 months.	2010 export season ended at the end of April 2010. FVO audit postponed until Feb 2011. 1 hydatid cyst discovered this season. No new diseases noted during post mortem inspection
DO6.B Improve growth and survivability of young sheep. Focus on both growth and reproduction of young breeding as well as slaughter stock. No of farms utilising improved grazing management methods	SAA	8	A number of farmers are taking up the Jim Gerrish grazing management system and increasing whole farm productivity
DO6.C Saladero R&D Grazing management and reseed development effect on total farm productivity	SAA		Jim Gerrish Managed Intensive Grazing (MIG) being demonstrated at Saladero and a program of development of improved reseeds is planned
DO7.A Improved cattle production. No of farms performance recording and selecting for improved growth rates and fertility and carcass traits	SAA/SVO	6	
DO8.A Improvement in quality of cattle slaughtered. No of National Beef Herd bulls leased/sold to farmers. Also NBH heifers sold	SAA/SVO	10 cattle sold or leased	3 bulls and 4 heifers sold to farmers in 2010. 3 bulls leased
DO10.A Veterinary oversight of the fishing industry. All fishing companies maintain the necessary standard to comply with EU requirements for the import of fishery products	SVO	From July 1 st 2009 to March 31 st 2010 there have been 66 transshipment inspections, 18 annual inspections and 1 initial inspection.	There are 21 vessels registered, they are inspected every time product is transhipped. No major problems encountered. 22 transshipment inspections were carried out in the last quarter and 3 annual inspections. All vessels were in order.

DO11.A Veterinary oversight of animal welfare conditions in the Falkland islands. To investigate all cases of animal welfare that are reported each year and give advice or recommend prosecution as required	SVO	7	Since April 1 st 2010 there have been no welfare incidents reported to deal with. One farmer received a letter from the VO after a dog was not presented soon enough for veterinary treatment and consequently died.
DO12.A Veterinary and agricultural oversight of biosecurity issues. To check that all imported animal and plant material complies with FI import regulations.	SAA/SVO		Compliant goods have entered FI (94%). Non compliant goods have been confiscated and either destroyed or forwarded to outbound seagoing vessels (6%)
DO13.A Farm Improvement Programme (FIP) Investment by farmers relative to FIP investment.			For the FIP plans received to date for 2010/11 farmers invested 39 % and FIP 61% of funds provisionally allocated to 03 06 10
DO14.A FIMCo Livestock Suppliers Working Group DoA modelling and monitoring of livestock numbers			DoA staff have put a major input along with FIMCo, & FLH to develop the livestock modelling for the FIMCo review and FLSWG
SLO9 FI average fibre diameter (micron) 25.25 of cored wool	SAA/Industry		Coring of wool not all data available from testing lab in NZ
IP13.2A Agriculture value added increases by 2.5% on average over 5 years in real terms	DoA/Industry		Agriculture value added increases by 2.5% on average over 5 years in real terms according to PU
IP13.2B Reduce average wool fibre diameter by 1.25 micron over five years 25.00 micron	DoA/Industry		Can only measure on updated FI flock core test results. Some data not yet available
IP13.2C 14,350 number of lambs potentially available for export	DoA/Industry		Data from Farm Statistics not published until July 2010
IP13.2D Increase in the ratio of all farms in conversion to gain international organic certification	DoA/Industry		2 farms fully organically accredited 7 in conversion
IP13.2E Develop an identification scheme that provides for beef to be exported into the EU	DoA		Cattle Identification Scheme in place backed by a computerised data base. Task 100 per cent complete

4.2 Risk Management

Scenario	Risk <i>(Impact x Likelihood)</i> Low = 1-3 Medium = 4-6 High = 7-9	Impact Critical = 3 Major = 2 Manageable = 1	Likelihood Remote = 1 Possible = 2 Likely = 3	Mitigation
Inclement lambing weather	9	3	3	Provide shelter for sheep-not easy on many farms
Sheep losses in ditches	6	2	3	Ditching using FIP funding
Farmer decision making	7.5	2.5	3	Positive extension to assist better decision making
World market fluctuations for wool & meat	9	3	3	Unable to be mitigated
Lack of suitable export markets for meat	7.5	3	2.5	Marketing consultancy to investigate new beef and lamb markets
Departmental budget reductions	9	3	3	Regular consultation with portfolio holder Agricultural Advisory Committee, Saladero Advisory Committee, RBA and other farmers/business people

Departmental risk management is managed by the Director of Natural Resources in conjunction with the SAA and SVO

4.3 Efficiency

The Department has reviewed and rationalised a number of long term grazing management trials and terminated some of these. The Department will continue to review its programmes to ensure that they reflect the most efficient use of the scarce resources available to the Department. It has recently reviewed staff roles to amalgamate 2 positions into 1 and will review staff requirements again in late 2010.

5. How do we know we are there?

The key measures for success are:

1. we acknowledge and recognise the needs of a diverse client base
2. our interaction with clients is professional at all times (polite, friendly, helpful, confidential)
3. we aim to provide timely and professional advice (efficient, accurate, focussed, pro-active) to our clients
4. our services are focused on the key on-farm profit drivers
5. we promote the Department and the agricultural sector and their role in the economy
6. we value, support and respect each other
7. we acknowledge and recognise the needs of staff
8. we communicate in an active and meaningful way
9. we work as one team with one direction
10. we encourage a consensus approach to addressing issues
11. we are resourceful and encourage innovation and creativity
12. we are accountable and act with honesty and integrity
13. we establish and work towards realistic targets
14. we evaluate ourselves and our work to continually improve what we do and how and why we do it.

The arrangements for monitoring progress against the targets set out in the tables in 4.1 will be measured under the following four essential elements of the business plan:

1. An approach to agricultural service delivery that is focused on key on-farm profit drivers
2. The establishment of concise DoA input and output Key Performance Indicators (KPI's) as measurable targets for DoA delivery to the agricultural sector over the next 5 years (See Table 4.1)
3. A workforce plan that ensures an integrated approach to service delivery and provides career paths for staff (See P 3); and
4. Analysis of the benefits and costs of the Department's main programmes.