Communication objective

The 2010/11 Safe Food Production Queensland (SFPQ) annual report outlines how we work towards achieving our vision of promoting and protecting food safety in primary production and processing.

We use this report to inform our diverse range of stakeholders about our activities and to meet our legislative reporting obligations under the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009.

This annual report is available at www.safefood.qld.gov.au and in hard copy on request using the contact details below.

Stakeholder feedback is important to us and contributes to improving the value of future annual reports for our readers. Therefore, we welcome your comments which can be forwarded to:

SFPQ Marketing and Communications Manager
Freecall 1800 300 815 (Queensland only)
Phone: (07) 3253 9800
Fax: (07) 3253 9810
Email: info@safefood.qld.gov.au
Safe Food Production Queensland
GPO Box 440
Spring Hill Q 4004

The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on (07) 3253 9800 or 1800 300 815 and we will arrange for an interpreter to communicate the report to you.

ABN 94 790 873 787
Bib ID 4561622

© Safe Food Production Queensland 2011
On behalf of the Board, I am pleased to present the annual report of Safe Food Production Queensland (SFPQ) for 2010/11.

I welcome my appointment as Chair of the SFPQ Board and look forward to becoming a part of the cohesive team in this truly effective organization. I acknowledge the very significant contribution to SFPQ of our outgoing chairman, Geoff Gorrie and thank him for the great stewardship he has provided since 2003. His counsel and enthusiasm has been greatly appreciated by all.

Geoff Gorrie’s contribution as Chair over the last 8 years has gone well beyond the call of duty. Under his skilful leadership, the Board has overseen very significant changes in the way that SFPQ operates and works effectively with industry to the benefit of the Queensland public.

SFPQ has transitioned to become a stronger, leaner and more sustainable agency with excellent corporate governance.

Our commitment to food safety is unwavering. SFPQ will continue to raise awareness of, provision for and commitment to food safety principles among all our stakeholders.

Finally, I would like to acknowledge our dedicated employees. It is their hard work and determination that transform opportunities into the success we achieve at SFPQ.

My sincere gratitude goes to every member of staff for their valuable contributions in 2010/11. Their commitment to the future of our business has been invaluable in sustaining our leadership position in food regulation. I am confident that SFPQ will continue this trend in 2011/12.

Peter Milne
Chair (incoming)
Safe Food Production Queensland
This is my last year as Chair of the SFPQ Board. As I look back on the eight years of my tenure, I am proud to see we have grown to become a well-respected, innovative leader in food safety regulation.

The past year has been one of ongoing strength and evolution for SFPQ and we have once again played a major role in the food regulation system. This report highlights the extensive contribution SFPQ has continued to make to the development, review and promotion of the food safety framework across the primary production and processing sectors. Our success is evidenced by the food safety outcomes highlighted in this report and our strong financial position.

We not only met immediate challenges such as the implications for food safety arising from the Queensland floods and Cyclone Yasi, but we also pursued long-term challenges such as ensuring regulations and standards are interpreted and implemented in a consistent manner.

We played an integral role in the development of a national egg standard and made leading contributions to national policies and programs that will shape the future of the primary production industries we oversee.

We chaired a number of national working groups on the management of food surveillance systems, designed the integrated model for standards development and consistent implementation, and implemented a national framework for compliance and enforcement systems.

While good progress has been made in food safety schemes and efficiencies adopted nationally, there will always be a need to continually improve the way we do things. SFPQ is committed to approaching the future in a way that ensures its services are targeted and prioritised in accordance with key strategies.

Exploring more flexible regulatory measures that promote greater ownership of food safety requirements by our holders of accreditation is a priority. This approach will also allow us to continue to develop innovative programs that assist our stakeholders to meet their food safety requirements at a reduced cost. This is achieved by businesses taking greater ownership and moving towards greater self-regulation.

I am delighted that during my time in office we have progressively developed a more effective relationship with our stakeholders. This stronger relationship has consequently allowed us to work together on a range of initiatives that will soon lead to an improved regulatory framework, in keeping with the principles of minimum, effective regulation.

I was privileged to witness a number of positive outcomes from a range of SFPQ initiatives. We continued to deliver more flexible, innovative solutions to clients that not only solved their complex problems, but which also mitigated risk and unnecessary exposure.

I would like to acknowledge the dedication and enthusiasm of my fellow directors, Chief Executive Officer, Dr Barbara Wilson, her management team, all SFPQ employees and our stakeholders in working together to create a strong and balanced organisation.

Finally, I would like to extend a warm welcome to SFPQ’s new Chair, Mr. Peter Milne. I am confident that I leave SFPQ in good hands and that Peter will find the role both challenging and rewarding. I will miss my former colleagues but I am sure that they will provide all the necessary support to the new Chair and I wish them and the agency ongoing success in 2011/12 and beyond.

Geoff Gorrie
Chair (outgoing)
Safe Food Production Queensland
CEO’s report

The job we have at SFPQ is a very satisfying one because we are never far from the audience that is most critical of our efforts and that is the people who have invested their time, money and trust in us as the administrators and gatekeepers under the legislation.

This has been a year of highs and lows for Queenslanders. From the devastation of the flood and cyclone events of the summer months, to the triumph of a sixth historic State of Origin series win.

The natural disasters experienced in the summer of 2010/11 put all Government systems and public services to the test. I am very proud of the way our small organisation was able to work alongside accreditation holders to help them get back on their feet and to ensure the integrity of our food supply chain.

Plans and communication arrangements that we had developed prior to November 2010 allowed our business to function with only a few hours of downtime, despite loss of power and extensive flooding in many areas.

Since then, we have redoubled efforts in collaboration with industry bodies and our sister agencies in other states to improve our readiness to handle such events in the future. The need for greater uptake of business continuity planning by all sectors was emphasised by this recent experience.
Our core business is maintaining the integrity of food supply. This involves the practical management of risks inherent in food production, processing, handling, transport and storage of food in Queensland.

The knowledge and experience we have after ten years of operation in the food regulatory sector is in demand. Initiatives that were launched in 2005 to minimise the regulatory burden on small businesses have now matured.

This simpler regulatory approach and its supporting audit and reporting framework were recently acknowledged in an independent review of the dairy industry as ‘best of breed’ amongst the current arrangements offered by food regulators in Australia.

True to our legislative remit (which is focused on producing safe food), we are collaborating with a wide range of agencies and individuals who understand and complement our purpose.

This year brought many challenges to the food industry. There have been food-borne illness outbreaks linked to primary products here and overseas. We have assisted Queensland Health in their role as lead agency for responding to these incidents.

Accuracy and availability of information is key to this investigative activity and a priority for us, in conjunction with other regulators, is to find ways of resolving issues more conclusively.

When we prepared this year’s report, we wanted to show something of the evolution of food safety practices over the past few years as well as give you a flavour of the activities that dominate our operations on a daily basis.

Financially, we have maintained a stable base and have been able to absorb cost increases across our service delivery base rather than seek increases in fees or additional funding from Government.

The Board, senior management, and our people remain committed to maintaining a financially viable agency. We will continue to adopt prudent financial management practices, execute well planned projects, and continue with the appropriate training and development of our people. We look forward to working with all stakeholders to ensure we continue to deliver.

Our future contribution to Australia is based on a solid platform. We owe a great deal to our Minister, our Board and to our first Chair, Mr Geoff Gorrie. These outstanding people have been mentors through our formative years.

I would like to thank our executive management team, and all our people for their support. Their commitment and dedication is much appreciated.

Finally, I would like to express my sincere thanks to Geoff Gorrie for his dedication, enthusiasm and outstanding contribution as Chair of the SFPQ Board. Over the past eight years, Geoff has sustained a vision for SFPQ that has inspired us to adapt, evolve and grow. We look forward to maintaining a strong relationship with Geoff in future years.

Dr Barbara Wilson
CEO, Safe Food Production Queensland
SFPQ’s role is to ensure that the production and processing of primary produce is carried out in a way that makes produce fit for human or animal consumption. It does this by ensuring food safety measures for the production and processing of primary produce are consistent with other state laws relating to food safety.

SFPQ was established under the *Food Production (Safety) Act 2000* (the Act). SFPQ reports to the Minister for Primary Industries, Fisheries and Rural and Regional Queensland.

The Act defines SFPQ’s powers, duties and functions, and provides a framework for ensuring the maintenance of the highest standards of food quality.
Our mission
Ensure the reliability and safety of the Queensland food chain by promoting and protecting food safety in primary production and processing.

Our values
Our values are the platform for our action at SFPQ. They influence the way we work with each other and the way in which we engage with our stakeholders and the community. Our values emphasise SFPQ’s commitment to being a responsive, innovative and dynamic organisation, driven by strong cultural values and a dedicated professional team. Our organisational values are:

Integrity
We value our reputation for integrity and independence. We are constantly striving to uphold the highest professional standards, provide sound advice and rigorously maintain our independence.

We ‘walk the talk’ even during the most challenging of times and always strive to do what is right. We take responsibility for our actions. We handle sensitive information with care. We strive to earn the public’s trust and avoid any real or apparent conflict of interest.

Family happiness
We are committed to ensuring a safe, supportive and healthy working environment which supports work/life balance for our staff. We bring passion to the task and have energised conversations about work. We are happy to come to and to be at work, contributing to a good vibe and always greeting others with a smile.

Economic security
We provide our staff with a stable income to support them now and into the future and acknowledge our responsibility to deal fairly, openly and honestly with each other. However, we also acknowledge the ongoing challenge of reviewing, challenging and improving work practices and processes.

Commitment
We especially value the commitment and contribution of our staff, and seek to maximise their work satisfaction through fostering a progressive and responsive workplace. We respond in a timely way and recognise the needs of others. We identify and promote best practices, and acknowledge and recognise good work.

Achievement
We achieve our goals by being innovative, creative and responsive in the way we think, act and learn. In overcoming challenges, we expand capabilities to achieve desired outcomes. We are accountable for our own work and time. We work quickly, but to a high standard. We focus on the results.
SFPQ strategies

SFPQ is an organisation of skilled and committed people with a substantial record of achievement. Like the industries we work with and monitor, SFPQ continually faces considerable pressure to change and improve its performance.

SFPQ’s strategic direction for 2011-13 involves three strategies that align with and address the challenges and opportunities being faced by the primary production and processing sector.

01
Manage food safety risk ‘through-chain’ by:
- achieving food safety outcomes with minimum burden or impost on industry
- developing innovative, risk-based, regulatory models for food safety that suit the current and future needs of the industry
- applying proactive regulatory and risk management approaches
- interfacing with other regulatory processes
- promoting food safety outcomes, including alternative, flexible methodologies.

02
Be recognised for leadership on food safety issues through:
- developing and implementing national standards through the Food Standards Australia New Zealand (FSANZ) system
- promoting best practice regulation through effective communication
- creating best practice which supports ‘through-chain’ management of food safety
- identifying, measuring and analysing emerging issues that may impact on food safety
- providing strategic and technical advice to national regulatory committees and ministerial committees on the impact of proposed regulatory measures
- evaluating the effectiveness of regulation through the establishment of baselines, benchmarking and peer review.

03
Add value to government and community investment in food safety systems by:
- collaborating with stakeholders to achieve food safety outcomes
- modelling best practice for food regulation
- implementing efficient, transparent and accountable processes
- developing and maintaining a workforce with skills and attributes that match the needs of the business.
Objectives

The objectives of SFPQ as outlined in the Act are to:

- ensure the production and processing of primary produce are carried out in a way that makes produce fit for human and animal consumption and maintains food quality
- provide for food safety measures for the production and processing of primary produce consistent with other state laws relating to food safety.

Activities

SFPQ’s regulatory philosophy is to deliver minimal, cost-effective regulation that leaves a small imprint on day-to-day business operations. SFPQ encourages its accreditation holders to minimise food safety risks by developing and maintaining management statements or food safety programs.

SFPQ’s activities include regulating, through food safety schemes, the production of primary produce to ensure it is safe for human and animal consumption.

SFPQ advises, or make recommendations to the Minister about:

- food safety matters relating to the production of primary produce
- the development and implementation of food safety schemes
- monitoring the hygiene and operating procedures of premises, vehicles, plant and equipment used for the production of primary produce.

SFPQ also:

- approves and audits quality assurance measures
- approves food safety programs
- grants accreditations
- approves and trains individuals to audit compliance with food safety schemes
- reviews audits
- commissions research related to the safety of primary produce.
The Board provides strategic leadership and direction to enable the response to food safety issues to be prioritised and to foster the development and implementation of food safety initiatives.

It ensures the effectiveness of planning processes and governance practices and the integrity of reporting systems. It is also responsible for ensuring the organisation operates according to sound financial management strategies and practices.

The Board maintains an overview of the administration and policies of the organisation but it has no direct management responsibility nor does it play a regulatory role.

Role of the Board

- Set the strategic direction of SFPQ and monitor key performance indicators.
- Contribute to national and state-level reviews regarding the food regulatory framework.
- Update the SFPQ Business Plan.

The Board delegates responsibility to the Chief Executive Officer for the day-to-day management of the organisation and consists of a chair and four other directors, who for the reporting period were:

- Mr Bob Shead
- Mr Elton Miller
- Mr Geoff Gorrie (outgoing Chair)
- Ms Kathryn Adams
- Mr Peter Milne (incoming Chair)
- Ms Sophie Dwyer

The Chair and directors are appointed by the Governor in Council upon the recommendation of the Minister. All Board directors are independent, non-executive directors, appointed on a part-time basis for up to three years and are eligible for reappointment. Directors are appointed on the basis of having each demonstrated substantial achievement in their chosen field.

Board meetings

The Board meets quarterly and requires a quorum of directors eligible to vote (i.e. at least three members). In order to meet operational needs, the Board may use electronic methods to process out-of-session issues. The board met four times during 2010/11.
SFPQ Board

Incoming Chair — Mr Peter Milne

Mr Peter Milne was appointed as Chair of SFPQ in 2011.

Peter has a long history of involvement in the Australian beef cattle industry and was for some years the President of the Cattle Council of Australia and on the executive of the National Farmers’ Federation. He has been involved in leadership on a range of issues including residue management, on-farm quality assurance, international marketing, research and development and biosecurity with a focus on livestock traceability. He was a member of the Board of Food Standards Australia New Zealand for seven years until 2009.

He is currently on the Board of Animal Health Australia, NLIS Ltd, and is a member of the Biosecurity Queensland Ministerial Advisory Council. He also chairs industry committees at local, state and national level and appreciates the great progress that can be made by industry and government working in partnership to achieve goals.

Peter is a Member of the Australian Institute of Company Directors and a Fellow of the Institute of Public Accountants.

Outgoing Chair — Mr Geoff Gorrie

Mr Geoff Gorrie was appointed as Chair of the SFPQ Board in 2003.

Geoff is a consultant specializing in the regulation of primary products, natural resource management and sustainability, agriculture and food policy, and corporate governance. Formerly the Deputy Secretary of Agriculture, Fisheries and Forestry Australia, Geoff has a long history in agricultural and trade policy, food policy and natural resource management issues. He has also had extensive experience in management and administration. Geoff holds a Bachelor of Science and a Diploma of Education from the University of New England as well as a Bachelor of Arts and a Bachelor of Economics from the Australian National University. He was awarded an Australia Day Public Service Medal in 2002.

Mr Bob Shead

Mr Bob Shead was appointed as a director in 2003.

As public sector consulting partner at BDO Australia, Bob provides financial management and governance advice to government-owned corporations, government departments, local authorities and statutory authorities.

Bob is a member of several audit committees and was chair of Forestry Plantations Queensland. He is a Fellow of CPA Australia and of the Australian Institute of Company Directors, and advisor to the Asian Development Bank.
Mr Elton Miller

Mr Elton Miller was appointed as a director in 2010.

Elton is the General Manager of Food and Agribusiness in the Department of Employment, Economic Development and Innovation (DEEDI).

Elton serves as DEEDI’s representative on the national Food Regulation Standing Committee (FRSC) and is a member of the joint Queensland Health, SFPQ and DEEDI Senior Officers Working Group (SOWG) that works on food safety issues.

Elton has a background in agricultural economics and policy and worked with the Australian Bureau of Agricultural and Resource Economics in Canberra, before joining the Queensland Government in 1995.

Ms Kathryn Adams

Ms Kathryn Adams was appointed as a director in 2007.

Kathryn is a microbiologist by profession and specialises in intellectual property management. She has a Master of Business, Master of Environmental Studies, Bachelor of Science - Agriculture (Honours), Master of Law and graduate diplomas in administration and legal practice.

As well as membership of the SFPQ Board, Kathryn holds directorships of Future Farm Industries CRC Ltd, Cotton Catchment Communities CRC Ltd, Forestry Corporation South Australia and Dairy Futures CRC Ltd.

Kathryn is also an adjunct senior research fellow with the Australian Centre for Intellectual Property in Agriculture at Griffith University and a Fellow of the Australian Institute of Company Directors.

Ms Sophie Dwyer

Ms Sophie Dwyer was appointed as a director in 2010.

Sophie is the Executive Director of the Health Protection Unit in Queensland Health.

The unit is responsible for the coordination of environmental health regulation (including food safety, drugs and poisons, public health and water) and assessing the impact on public health of land use planning and major industrial projects.

Ms Dwyer chairs Queensland Health’s Health Impact Assessment and Community Public Health Planning Steering Committee.

Her career has covered a wide range of public health responsibilities, including the management of local public health units and Queensland Health’s health promotion programs. She has a Bachelor of Science, a Bachelor of Social Work, and a Master of Public Health.
Our team

We are committed to excellence through a high performance culture. We support our people by providing them with challenges to develop and enhance their skills and qualifications.

The phrase ‘neat feet, small fleet’ encapsulates SFPQ’s regulatory philosophy of delivering minimalist, cost effective regulation. Our workforce is dynamic and responsive. In 2010/11 we employed 36 staff. Some have since left the organisation while others have joined. Importantly, we value everyone’s contributions and recognise the ongoing benefit they have made to the organisation.

Staff list 2010/11

CEO and Communications

Barbara Wilson
Deborah Stephenson
Melanie Taylor
Michelle McLeod to 12/08/2010
<table>
<thead>
<tr>
<th>Corporate Services</th>
<th>Strategy Policy and Development</th>
<th>Services Delivery (report to the CEO)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandy Mawson</strong></td>
<td><strong>Phil Pond</strong></td>
<td>Ashley McCullough</td>
</tr>
<tr>
<td>Ania Johnston</td>
<td>Andrew Wilson</td>
<td>Barry Wruck</td>
</tr>
<tr>
<td>Anna Langton</td>
<td>Brian Witherspoon</td>
<td>Duncan Haig</td>
</tr>
<tr>
<td>Asheeka Chandra</td>
<td>David Wilkinson</td>
<td>Jenny Haines to 10/09/2010</td>
</tr>
<tr>
<td>Jakob Lutz from 07/03/2011</td>
<td>Emma Crimston</td>
<td>Ken Crotty (casual)</td>
</tr>
<tr>
<td>James Spargo</td>
<td>Ian Bray</td>
<td>Kevin Bell</td>
</tr>
<tr>
<td>Keith Gemmell</td>
<td>Kerry Bell to 09/07/2010</td>
<td>Natalija Zimnoch</td>
</tr>
<tr>
<td>Leesa Mackay from 05/04/2011</td>
<td>Kimberley Frew</td>
<td>Peter Armstrong</td>
</tr>
<tr>
<td>Lisa Bartsch</td>
<td>Kylie Rees to 16/03/2011</td>
<td>Rick Jacobson</td>
</tr>
<tr>
<td>Lorraine Shaw</td>
<td>Megan O’Halloran</td>
<td>Roger Sayce</td>
</tr>
<tr>
<td>Maria George 27/09/2010–27/02/2011</td>
<td>Rebecca Schofield from 16/03/2011</td>
<td>Rosie Winters</td>
</tr>
<tr>
<td>Megan Terrill</td>
<td>Russell Johnson</td>
<td>Russell Schultz</td>
</tr>
<tr>
<td>Rowena Quick</td>
<td></td>
<td>Sue Myrowkah</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wayne Bredden</td>
</tr>
</tbody>
</table>
Chief Executive Officer
Barbara Wilson

Senior Policy Officer
(Monitoring)
Ian Bray

Monitoring Officers
Rebecca Schofield
Russell Johnson

Team Leader – Surveillance
Rick Jacobson

Surveillance Officers
Natalija Zimnoch
Peter Armstrong
Roger Sayce

Team Leader – Verification
Ashley McCullough

Verification Officers
Barry Wruck
Duncan Haig
Kevin Bell
Rosie Winters
Sue Myrowkiah
Wayne Bredden

General Manager
Policy Strategy and Development
Phil Pond

Principal Policy Officers
Brian Witherspoon
David Wilkinson

Assessment Officers
Emma Crimston
Lisa Bartsch
Megan O’Halloran

Project Officer – Strategic Evaluation and Assessment
Andrew Wilson

Verification Officer
(Special Projects)
Russell Schultz

Safe Food Production Queensland 2010/11 Annual Report
Highlights and achievements

1998/99
- National review of the Australian food regulatory system by Dr Bill Blair (The Blair Review), Food: A Growth Industry — August 1998
- Senior Officials Working Group formed to examine Blair Report and Model Food Act and report to Council of Australian Governments — February 1999
- National model food legislation — April 1999
- Review of Meat Industry Act 1999 — September 1999

2000/01
- Food Production (Safety) Act 2000 introduced — October 2000
- COAG signed Intergovernmental Agreement on Food Regulation — November 2000
- Australia and New Zealand Food Regulation Ministerial Council and Food Regulation Standing Committee established — November 2000

2001/02
- Appointment of SFPQ CEO — July 2001
- Take over of accreditations under the Meat Industry Act 1993
- Dairy Act continues
- Development of meat and dairy Food Safety Scheme (FSS)
- Development of core business systems for SFPQ

2002/03
- Implementation of meat and dairy FSS
- Meat and Dairy Acts repealed under the Food Production (Safety) Regulation 2002 — January 2003
- Trailing of outsourcing food safety audits

2003/04
- Board first appointed for 3 year term — May 2004

2004/05
- Development of Egg FSS — December 2004
- Gazetting of the National Seafood Standard — May 2005
- Launch of the Home-based Entry Notification and Retrieval Information System (HENRI)

2005/06
- Review of Food Regulation Intergovernmental Agreement — June 2006
- National review of the Australian food regulatory system by Dr Bill Blair (The Blair Review), Food: A Growth Industry
<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 2006/07 | • Launch of third party auditing  
• PPP Standard Dairy — July 2006  
• PPP Standard for Meat and Meat Products — October 2006  
• Completion of the review of Food Production (Safety) Act — October 2006  
• PPP Standard Poultry Meat — December 2006  
• Review dairy and meat FSS — January 2007  
• Introduction of alternative monitoring arrangements  
• Bethwaite Review of Food Regulation — March 2007 |
| 2007/08 | • Implementation of the National Audit Framework — October 2007  
• Review of the Egg FSS — October 2007  
• Ministerial Council Review National Strategy Food Regulation — January 2008 |
| 2008/09 | • Productivity Commission on Food Safety Regulation — August 2008  
• Review of Australian Quarantine and Biosecurity Arrangements (Beale Review) — December 2008  
• Implementation of FSS for Seafood  
• Publication of the National Audit Policy Manual |
| 2009/10 | • Development of the Integrated Model for Standards Development and Consistent Implementation  
• Led discussion on a draft of the national compliance and monitoring strategy  
• Development of the the national training strategy in response to the closure of a major export market for kangaroo meat |
| 2010/11 | • Development of optimisation model for risk assessment  
• Coordination of the national process to finalise the implementation package of the PPP Standard for Eggs and Egg Products  
• Launch of the Ivy Inwood Award  
• Implementation of AQIS service agreement to prevent overlaps/duplication of audits  
• Redevelopment of the ISC national strategy and workplan  
• Continuation of Horticultural 2020 Forum discussions to implement food safety initiatives in the horticultural industry |
Forward thinking

For over 10 years SFPQ has been committed to ensuring that food is safe and suitable to eat. We continue to pursue public health and safety outcomes, reducing the regulatory impost on businesses, and adopting national primary production and processing standards (PPP) into food safety regulation.

We have successfully achieved this by creating an awareness of food safety requirements including the legislation and how it affects the result in food safety and the success of the business. There are food safety controls and measures in place for each accredited business and we are committed to implementing and maintaining these principles by ensuring food safety knowledge is actioned in the business and passed on to staff and accredited businesses.
Forward thinking has always been, and always will be, part of our culture. Our vision is to integrate new and existing strategies for verification which provide a better framework for food safety regulation. We have an excellent platform for development and take advantage of harnessing new technologies. We understand our customers and are always finding ways to anticipate and meet their needs.

Engaging with and working collaboratively with accredited businesses to share ideas and identify joint opportunities is at the heart of what we do. This means developing services for our customers that support their business strategies, create differentiation, and deepen our relationships. We are committed to making a difference on the front line and are involved in practical projects that have the most impact. Engaging with our stakeholders is not about creating glossy publications but about finding ‘real world’ solutions to difficult issues. Some of the major projects we are working on include:

- monitoring product integrity of food safety by means of information management with less reliance on audit
- using new media such as Twitter/ Facebook to achieve timely and reliable information exchange.

Some of the benefits of these projects are that:

- accredited businesses achieve a good food safety record.
- SFPQ is able to minimise the time spent checking compliance with these businesses
- information is exchanged on a ‘need to know’ rather than ‘nice to know’ basis using baseline data (objective and subjective) to compare each business with an accepted industry standard for compliance
- there is a streamlining of notification and management of food safety incidents.

Our accredited businesses look to us for a steady stream of new ideas, for finding more effective solutions to complex issues. All great new ideas come from listening to the client. We’re continually reaching out to learn what we should be doing more of or better.
A culture based on performance
SFPQ is a small agency with a big contribution to make.

Our goal is for a fully effective food safety system that protects public health, builds the confidence of consumers in the food supply and has a positive effect on Queensland’s food trade. We do this by setting key performance indicators that align to our corporate strategies. These strategies are based on the objectives of the Food Production (Safety) Act 2000 which in turn aligns with Towards Q2 initiative of the Queensland Government.

Queensland Government priorities

- Making Queenslanders Australia’s healthiest people (Healthy)
- Supporting safe and caring communities (Fair)

Department of Employment, Economic Development

- Enhance service delivery to industry
- Capitalise on the potential of RandD

Strategies

- Manage food safety risk through-chain
- Be recognised for leadership of food safety issues
- Add value to government and community investment in food safety schemes

Key performance indicators

- population studies provide industry baselines
- engagement strategy provides reliable and relevant information in relation to food safety
- monitoring delivers information on effectiveness of food safety interventions
- spend and revenue targets met
- performance targets met
- SFPQ meets statutory and government policy requirements
Mission: to promote and protect food safety in primary production and processing

Objectives of the Food Production (Safety) Act 2000

To ensure:
- primary produce is fit for human and animal consumption
- food quality is maintained
- measures are available for safe food production

Creating a diverse economy powered by bright ideas (Strong)

and Innovation Strategies

Make Queenslanders healthier
Ensure biosecurity is every Queenslander's business
Strengthen and expand industry skills
Facilitate industry development on a sustainable basis

- HOAs demonstrate an awareness of, provision for and commitment to food safety
- baselines are verified against the elements of the relevant national standard.
- number of food safety scheme provisions reviewed (alternative arrangements)
- participation in the formulation and monitoring of national standards
- number of new and renewed accreditations processed within specified time frames
Our performance

We continued to monitor food safety risk through-chain, ensuring that primary produce is fit for human consumption and that food quality is maintained. We know from working with our stakeholders that they expect us to deliver minimalist, cost effective regulation that leaves a small imprint on their day-to-day business operations. We have responded to this challenge by:

• Providing various public awareness and community engagement activities throughout 2010/11.

• Developing and using a wider range of monitoring tools that enable more timely information to be gathered on the value to business and consumers of food safety interventions.

• Formulating and monitoring national standards in partnership with other agencies.

• Maintaining a strong record of upholding our fiscal responsibilities.

• Delivering accreditation services that respond to businesses in realistic time frames and keep the process as simple as possible.
How to achieve better food safety outcomes with responsive regulation?

The Queensland Government’s Toward Q2: Tomorrow’s Queensland initiative outlines the future direction and priorities for Queensland as it moves towards 2020. It identifies five key ambitions that together are seen as creating a vision for Queensland. Those ambitions are:

- **Strong**
  - creating a diverse economy powered by bright ideas
- **Green**
  - protecting our lifestyle and environment
- **Smart**
  - delivering world-class education and training
- **Healthy**
  - making Queenslanders Australia’s healthiest people
- **Fair**
  - supporting safe and caring communities.

**SFPQ’s contribution Towards Q2 – Tomorrow’s Queensland**

We contribute by:

**Strong**
- Managing food safety arrangements to minimise food risks.
- Streamlining food safety regulation within the meat and dairy industries through innovations such as alternative compliance arrangements.
- Supporting effective food safety arrangements, which underpin the ability of the meat, dairy, egg and seafood industries to develop, maintain and enhance their export market opportunities.
- Contributing to the hosting of international trade delegations to Queensland.

**Fair**
- Maintaining strong corporate governance and business practices that deliver a fair, green and transparent decision making process.
- Building partnerships with food safety regulators, local government, auditors and industry to facilitate a consistent message about food safety matters.
- Focusing on improving the work/life balance of its staff and protecting their rights in the workplace.

**Healthy**
- Supporting national policy objectives through regulation that encourages and promotes food safety outcomes.
- Ensuring a safe food chain for consumers by promoting and protecting food safety in primary production and processing.
- Participating in events that contribute to improved public health outcomes, e.g. Food Safety Week, environmental health conferences, and a range of workshops and seminars organised to address specific food safety issues.
About regulation

The challenge for government is to deliver effective and efficient regulation — regulation that is effective in addressing an identified problem and efficient in terms of maximising the benefits to the economy. Well-designed regulation is of critical importance to the Australian economy as it can encourage innovation and minimise compliance costs for business.

Food safety regulation in Australia is also regulated nationally through a framework involving Australian state, territory and local government agencies. The policies for delivering food safety outcomes are set by the Australia New Zealand Food Regulation Ministerial Council (ANZFRMC) under the Council of Australian Governments (COAG) intergovernmental food regulation agreement.

The Strategy for Consistent Implementation of Food Regulation in Australia provides a framework for collaboration amongst food safety regulators in Australia and New Zealand (as appropriate) and fosters a consistent approach to implementation, including compliance and enforcement, of food regulations and standards.

The strategy outlines common goals for implementation of a food regulatory system, establishes key guiding principles, and facilitates the development of practical operating protocols or other guidelines within a systematic framework. Successful implementation of the strategy provides significant benefits to the food industry through more effective mechanisms for compliance, and to consumers through increasing their confidence in the food regulatory system.

SFPQ’s key priorities are to promote food safety and prevent food-borne disease. Translating these priorities into action at a local level is a lengthy and complex process, and in countries such as Australia that have well-established food safety systems and high standards of food safety, it is easy to forget how quickly food safety can be compromised should these complex systems fail.

Food regulation is aimed at achieving predetermined food safety outcomes. The alignment of these outcomes is
The food regulation system in Queensland

Each state and territory has adopted a different approach to achieving consistent food safety outcomes. Queensland has adopted a ‘virtual food safety agency’ approach, whereby three government agencies work together to regulate food safety. They are:

• SFPQ
• Queensland Health (QH), in conjunction with, local government
• DEEDI.

Food safety is regulated in accordance with the two following acts:

• The Food Act 1981, administered by QH
• The Food Production (Safety) Act 2000, administered by SFPQ.

Each agency is committed to maintaining Queensland’s reputation for providing safe and suitable food for both human and animal consumption. The goals of this multi-agency approach are to explain in simple terms Queensland’s food safety regulation model; improve collaboration between regulatory partners; introduce practical reforms and reduce any potential overlap of agency efforts to improve the delivery of minimal, yet effective regulation.

SFPQ’s role

The day-to-day regulation of primary production and processing is the responsibility of SFPQ, a statutory body established under the Food Production (Safety) Act. It aims to ensure food produced or sold in Queensland is safe and suitable for human consumption. The legislation focuses on the food safety management of meat, eggs, dairy and seafood. It also provides a framework to address emerging issues that may impact on food safety. SFPQ complements QH’s activities by managing food safety matters relating to the production and processing of primary produce.

QH’s role

QH is the lead agency with respect to public health. It administers and enforces the Food Act which deals with a wide range of matters such as food-borne illness investigations, food recalls and response to food-related incidents that create public health risks. QH is also the lead agency for food safety in the manufacturing, retail and food service sectors, including issues relating to food composition and labelling. Local governments in Queensland administer and enforce the licensing and inspection of food retail, service and manufacturing businesses.

DEEDI’s role

DEEDI drives industry development in agriculture, food and tourism. It provides services to regional Queensland and manages fisheries resources and biosecurity threats.
The Integrated Model

SFPQ has been a leading contributor to the national framework that sets priorities and timeframes for implementation of these standards. The recently approved “integrated model” is the vehicle that has been nationally accepted as the means for achieving this outcome in a consistent manner.

With the trend towards less prescriptive, more ‘outcomes focused’ PPP Standards, the Integrated Model was developed by the Implementation Sub Committee (ISC) to inject greater confidence in the Standard development and adoption process by providing clarification to industry and government about the standards development and implementation process and the assistance that is available to all in the adoption of Standards.

Why the need for an Integrated Model?
The Integrated Model promotes greater collaboration between Food Standards Australia New Zealand (FSANZ) and ISC during Standards development, particularly in regard to implementation matters. Jurisdictions and industry are also engaged earlier in the Standards development process, helping regulators to understand the implications of introducing a Standard and promoting better adoption and compliance in the longer term.

The Integrated Model also ensures that consideration is given to the implementation of proposed PPP Standards prior to ANZFRMC approval, thereby reducing delays in the adoption of a PPP Standard by industry sectors and individual businesses.

The Functional Map for the Integrated Model (see next page) outlines the responsibilities, considerations and principles relating to each aspect of Standards development and implementation – from the development of a national uniform Standard by FSANZ to the implementation of a Standard by each State and Territory. ISC’s role is to link these two aspects together by considering how government and businesses can comply with the Standard.

It is important to note that the Integrated Model cannot address administrative matters employed by jurisdictions at a local level to address cost impact issues associated with the implementation of PPP Standards, e.g. the imposition of fees or charges on regulated businesses. These matters may only be addressed at a local level as they are influenced by regional, economic and political considerations, and are beyond the scope of matters that may be addressed through the Integrated Model.
**Functional map for the Integrated Model**

<table>
<thead>
<tr>
<th>Standard (FSANZ)</th>
<th>Implementation matters (ISC)</th>
<th>Administration (Jurisdictions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The standard is the translation of the risk based science into the minimum legal framework</td>
<td>“How” government and businesses can comply with the Standards</td>
<td>Jurisdiction Risk Management assessment required to determine the cost of regulatory arrangements for the mandatory adoption of Standard.</td>
</tr>
<tr>
<td>• “What” is required based on the science</td>
<td>• Consistently applied</td>
<td>Matters for consideration</td>
</tr>
<tr>
<td>• Mandatory</td>
<td>• ‘How’ is compliance determined?</td>
<td>• Fees</td>
</tr>
<tr>
<td>• Public health and safety</td>
<td>• Tool box of compliance measures</td>
<td>• Thresholds to costs</td>
</tr>
<tr>
<td>• The “what” is uniform</td>
<td>- Templates</td>
<td>• Who can perform monitoring</td>
</tr>
<tr>
<td>• Interpretation (what does the Standard mean? - Explanatory memo)</td>
<td>- Guidelines</td>
<td>• Charging regimes</td>
</tr>
<tr>
<td>• Public benefit test</td>
<td>- Policies on enforcement and incident response</td>
<td>• Testing requirements</td>
</tr>
<tr>
<td></td>
<td>- Choice based on scale and activity level</td>
<td>• Enforcement mechanisms</td>
</tr>
<tr>
<td></td>
<td>- Equivalence test</td>
<td>Determined on a jurisdictional basis as it is dependent on:</td>
</tr>
<tr>
<td></td>
<td><strong>Science</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No variation between jurisdictions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nationally uniform.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Economics</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can vary between jurisdictions provided outcomes are nationally consistent.</td>
<td></td>
</tr>
</tbody>
</table>
The Integrated Model delivers a ‘package’ to ANZFRMC for consideration which contains the following components:

- the National PPP Standard as developed by FSANZ
- an Explanatory Memorandum for the National PPP Standard developed by FSANZ to provide advice concerning the meaning and intent of each clause of the Standard
- a Comprehensive Regulatory Impact Statement (RIS), prepared by FSANZ, which details the costs and benefits of introducing the Standard with input on implementation costs from the Implementation Working Group and jurisdictions
- an Implementation Package, developed by ISC, which consists of the following:
  a) Compliance Plan, developed by food safety regulators to promote consistent implementation across all jurisdictions by describing key issues of compliance, defining minimum requirements for compliance with the Standard, and outlining each jurisdictions intent to implement monitoring procedures to determine industry compliance with the Standard;
  b) examples of Food Safety Management Statements and Programs that translate the Compliance Plan and Standard into a practical format for small business to complete; and
  c) Response Material which identifies enforcement options and strategies and consists of the National Food Incident Response Protocol and the Australia New Zealand Enforcement Guideline.

It is important to note that:

- Unlike the Standard, the documents in the Implementation Package are not legal documents in their own right; and
- The Integrated Model is a process and is not intended to be used to justify policy decisions. This is a separate process managed by FSANZ.

The Integrated Model was developed to provide greater clarification and confidence about the standards development and implementation process to industry and government.
Workflow for an integrated approach

Drafting instructions for Standard

1. FSANZ 1st Assessment Report outline (public consultation)
2. FSANZ 2nd Assessment Report Draft Standard (public consultation)
3. FSANZ Approval Report- Final draft Standard
4. FSANZ draft Standard Approved by Board

Risk profiling / Administrative assessment by FSANZ

FSANZ establishes SDC Reps. Industry, Jurisdictions and Consumers

Trigger for ISC

Evaluation of the Standard (FSANZ); and
Package (ISC).

ANZFRMC

Implementation WG process (Component 2)

Iterative Approach and Scope

Draft RIS

Final RIS

Draft compliance plan

Implementation Package

Compliance Plan
Guideline food safety management statements + list of key references
Response material - Incident Response Protocol - ANZ Enforcement Guideline

Jurisdictions adopt draft Standard

New Process Adoption by Jurisdictions within lead in period.

FSANZ

1st Assessment Report outline (public consultation)

2nd Assessment Report Draft Standard (public consultation)

Approval Report- Final draft Standard

draft Standard Approved by Board

Standards development process

FSANZ

FSANZ

FSANZ

FSANZ
Strengthening food safety schemes

Our focus

SFPQ’s role is to ensure the production and processing of primary produce is carried out in a way that renders it fit for human or animal consumption. It does this by ensuring food safety measures for the production and processing of primary produce are consistent with other state laws.

All core food safety schemes have now been implemented in Queensland, with the primary production and processing of meat, dairy, eggs and seafood being covered. The focus of SFPQ’s work now becomes maintaining the relevance of these schemes and responding to the development of new or amended national PPP standards.

Beyond being the responsible agency in Queensland for implementing PPP standards, SFPQ also engages at a national level to develop compliance guidelines and implementation plans for these standards to ensure they meet industry needs and regulatory enforcement requirements.
SFPQ is responsible for the development of food safety controls for specific primary production and processing sectors in which the level of risk warrants such controls. These controls are implemented by means of food safety schemes. There are currently food safety schemes for meat and meat products, dairy and dairy products, eggs and egg products, and seafood and seafood products.

SFPQ’s food safety schemes are based on the principle of through-chain, risk-based regulation with activities such as risk profiling and identification of appropriate mandatory regulatory controls being consistent with internationally-agreed principles so that these schemes mirror the standards required for international market access.

Under a food safety scheme, all sectors of the food chain are required to meet agreed, measurable standards of food safety. The schemes are developed in close consultation with industry, under the guidance of industry sub-committees and SFPQ’s Food Safety Advisory Committee.
Promoting minimal effective regulation

In keeping with the organisation’s ‘minimal effective regulation’ philosophy, SFPQ continues to promote the use of management statements for all of its food safety schemes. Management statements are similar to food safety programs in that they address the food safety risks associated with particular activities, but they are far simpler and more tailored to a business’s specific operations.

They are designed to minimise the regulatory impact on business at the same time as promoting the idea of ownership.

In contrast, a food safety program is a more formal document that identifies food safety risks associated with an activity, together with control measures to mitigate those risks. Such measures may include standard operating procedures, hygiene plans, insect and vermin control, critical control points, staff training, risk profiles, calibration of equipment, input controls (including water), corrective actions, chemical registers, and time/temperature and other records for validation purposes.

In order to assist businesses to meet their legislative obligation to produce a management statement or food safety program, SFPQ has developed a number of guidelines for various activities covered under its food safety schemes.

Case Study – Promoting minimal effective regulation

One of the ways in which SFPQ reduces the regulatory impost on business is through having a relationship based on cooperation and commitment to the principles of:

- awareness of food safety requirements including relevant legislation and how it impacts on food safety and the success of the business, and
- provision for food safety controls and measures, e.g. food safety program, appropriate procedures and documentation.

SFPQ is confident that if these principles are adopted by business the outcome will be a strong food safety record and consequently a reduced need for SFPQ to spend time checking compliance with food safety regulation.

Furthermore, SFPQ collects data on a ‘need to know’ rather than a ‘nice to know’ basis, using baseline data to analyse individual business performance against an industry benchmark for compliance. These baseline data entail both objective and subjective measures.

The corporate plan now includes strategies such as:

- a greater focus on monitoring by means of information management rather than audit
- using new forms of media to achieve timelier and more reliable exchange of information between SFPQ and the HOA
- encouraging stakeholders to monitor and improve their food safety performance by means of assessment against industry baseline data.
Keeping food safe

SFPQ administers each of the food safety schemes through a risk- and activity-based accreditation system. To gain accreditation, a business must develop a management statement or a food safety program, which is subsequently assessed by SFPQ against legislative criteria.

The SFPQ Central Assessment Team (CAT) reviews and processes all applications for accreditation and accompanying management statements or food safety programs. The process involves desk and on-site audits to determine whether an applicant’s facilities meet the requirements of the particular food safety scheme under which they are seeking accreditation. This team also manages third party contract auditors.

Accreditation is renewable every twelve months with HOA being subject to a compliance audit during each accreditation period.

Compliance audits assess whether a HOA is conducting activities in accordance with their management statement or food safety program and are conducted by either a SFPQ officer or a third party contract auditor on behalf of SFPQ.

Accreditation statistics for 2010/11

Approx. number of accreditations 8 400

Meat accreditations 3 531

Seafood accreditations 1 574

Dairy accreditations 670

Egg accreditations 84

5 745 Number of accreditation holders

4 983 Number of check, verification, non-conformance and compliance audits conducted

2 543 Transport accreditations

Reporting period is from 1/7/2010—30/6/2011
Working effectively with Industry

Case Study – Responding to emergencies

Many HOAs were directly or indirectly impacted by the Queensland floods. SFPQ contacted HOAs operating in flood-affected areas via phone or e-mail to provide advice, offer assistance and determine the extent of the damage to their infrastructure. SFPQ developed a range of fact sheets to assist HOAs to prepare for, and to recover from, the floods.

As floodwaters receded SFPQ officers visited the affected regions to offer assistance and to investigate the impact of the floods. They discovered the major impact was inability to access or supply products. Assisting businesses to recover from the floods was and continues to be a significant resourcing challenge for SFPQ as the state recovers from the disaster.

Field Services

Field Services consists of verification, surveillance and enforcement teams who work together to ensure compliance with the regulatory framework.

Our field services team undertakes regular monitoring activities to ensure the effectiveness of food safety schemes in the meat, dairy, egg and seafood industries.

Verification Team

The Verification Team manages SFPQ’s audit functions and verifies that HOA and approved third party auditors comply with regulation. Our team of auditors continuously monitor compliance results as they are reported to SFPQ by third party approved auditors. The team is also responsible for auditing the activities of all high-risk categories across all of the food safety schemes.

The team also conducts compliance audits of export establishments in a cross-jurisdictional arrangement with Australian Quarantine Inspection Service (AQIS).

The Verification Team prepares an annual verification plan which targets particular categories under each of the food safety schemes, scrutinising the application of the regulation, standards and SFPQ’s internal procedures.

They also contribute to the implementation and verification of the Australia New Zealand Food Standards Code (the Code) which provides consumers, industry partners and trading countries with confidence in the uniform delivery of food safety outcomes across Australia.
The Surveillance Team is responsible for assuring both public health authorities and consumers that they are not being exposed to unacceptable microbiological contaminants in their foods.

During 2010/11 SFPQ continued to undertake a number of key initiatives to verify the safety of Queensland’s food supply.

After having collected data for several years SFPQ started producing trend reports by industry type, enabling HOA to track their performance against others in the same industry sector and thereby enhance their decision-making processes.

In order to verify the efficiency and effectiveness of SFPQ’s strategies for monitoring compliance with the Act, SFPQ’s Surveillance Team routinely undertakes population surveys that help businesses to identify emerging issues and potential areas for improved performance.

SFPQ continues to work with industry and stakeholders to develop approaches that consider food safety risks over the entire food chain.

**Case Study – No cracks in egg safety**

Between September and December 2010 SFPQ conducted an on-site evaluation of over 80% of accredited egg producers and processors. The aim of the survey was to assess the ability of HOA to reduce or eliminate significant food safety hazards.

The findings of the survey indicated that egg producers and processors have a strong commitment to food safety issues. All participants surveyed had a documented system in place and were using it to identify how they disposed of cracked and dirty eggs, as well as for identifying eggs with a unique ID (stamping).
Enforcement

The Enforcement Team is responsible for the investigation of more serious and complex breaches of the Act and Food Production (Safety) Regulation 2000.

The team investigates complaints and takes appropriate action in accordance with the Act. It is also heavily involved in drafting prosecution briefs, reviewing enforcement options, and providing advice and support to industry.

In 2010/11, the SFPQ Enforcement Team received 386 notifications of which 261 related to HOA. The remaining 125 related to premises not accredited by SFPQ.

### Table 1: Complaints received by the Complaints Team by food safety scheme

<table>
<thead>
<tr>
<th>Food safety scheme</th>
<th>Notifications received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td>290</td>
</tr>
<tr>
<td>Dairy</td>
<td>26</td>
</tr>
<tr>
<td>Egg</td>
<td>45</td>
</tr>
<tr>
<td>Seafood</td>
<td>25</td>
</tr>
</tbody>
</table>

Of these notifications 65 were investigated and found to be unsubstantiated, 21 were referred to another agency, 149 resulted in immediate compliance and 96 were subject to corrective action requests (CAR). One investigation resulted in prosecution with a further 55 investigations continuing.

**Case Study – Unaccredited operator breaches Food Production (Safety) Act**

In August 2010 a couple pleaded guilty to two breaches of the Food Production (Safety) Act. One of the breaches was for the unauthorised production of primary produce and the other for failing to comply with a compliance notice. The couple supplied dairy products to the public without holding an accreditation and had labelled them as being for ‘cosmetic use only’. Despite being given several opportunities to comply with SFPQ’s accreditation requirements, the couple continued to conduct this business. The Magistrate commented that labelling the product as ‘cosmetic use only’ constituted an ‘element of deception’ by the defendants. They were fined $2,200. No conviction was recorded.
Complaints management

Any member of the public, customer, employee or other stakeholder can lodge a complaint, make a compliment or provide feedback in relation to SFPQ policies, procedures, products or services via our website.

In relation to complaints, we are committed to managing them in an accountable, transparent, timely and meaningful way. SFPQ follows the complaints management principles of:

- ensuring complaints are addressed fairly, reasonably and in a timely manner
- treating complainants with respect
- ensuring complainants do not suffer reprisal
- providing easy access to information and advice for all stakeholders
- applying natural justice and provisions for review
- protecting confidentiality and privacy
- lodging complaints without charge
- providing clear accountability for complaints handling
- integrating complaints data into business improvement processes
- informing complainants of steps taken to resolve initial complaint.
New approaches to assessing food safety

Case Study – Dairy Monitoring Scheme

The use of the scheme has negated the need for compliance auditing on dairy farms and has allowed for a reduced level of auditing of dairy processing plants. Some of the advantages of the scheme include:

- The data utilised are already being generated by dairy processors as part of their operations, so there is no additional burden placed on industry.
- It provides a more objective indicator of food safety performance than does an audit which provides just a snapshot of overall performance.
- It is more cost-effective than auditing.
- It provides a more transparency in the relationship between industry and SFPQ.
- Better utilization of regulatory resources.
- It allows for better decision making in relation to improvements in system performance.

Monitoring

The Monitoring Team is responsible for implementing alternative compliance models that actively promote the concept of automated monitoring of compliance.

The team provides advice and support to HOA who enter their monitoring data online. The team then assesses the data against pre-approved management statements or food safety programs and industry agreed performance indicators to determine whether or not the processes are achieving desired food safety outcomes.

Sole reliance on compliance auditing for assessing food safety outcomes on farms and at processing plants neglects the many other forms of verification. SFPQ has recognised this issue and has in response developed the Dairy Monitoring Scheme. The scheme is designed to demonstrate food safety performance against Queensland’s outcome-based primary production food regulation using an interactive web-based portal.

During 2010/2011, dairy processors began uploading farm and factory test data to this portal. These data were subsequently analysed monthly by SFPQ against KPI, being aggregated and allocated to reporting ranges. Then, based on a prior agreement between SFPQ and industry on what level of test result performance requires a corrective action report, corrective action requests are initiated when trigger levels are breached. SFPQ and industry review the scheme data quarterly.

The use of the scheme has negated the need for compliance auditing on dairy farms and has allowed for a reduced level of auditing of dairy processing plants. Some of the advantages of the scheme include:

- The data utilised are already being generated by dairy processors as part of their operations, so there is no additional burden placed on industry.
- It provides a more objective indicator of food safety performance than does an audit which provides just a snapshot of overall performance.
- It is more cost-effective than auditing.
- It provides a more transparency in the relationship between industry and SFPQ.
- Better utilization of regulatory resources.
- It allows for better decision making in relation to improvements in system performance.
The process for monitoring HOA performance has traditionally relied on the findings of compliance audits conducted by approved auditors, with corrective action requests being issued for areas of non-compliance that have the potential to impact or are impacting on food safety. These regulatory audits have relied predominantly on an assessment of the HOA’s records relating to monitoring, inspection and testing activities to demonstrate that their process hygiene and food safety controls are in place as detailed in their approved food safety program or management statement.

However, annual compliance audits only represent a snapshot in time of a food safety program and have come to be considered an ineffective tool for assessing a business’s commitment to food safety and preventing food safety risks, when used as the sole tool of such assessment. Therefore, there is increasing focus on developing other strategies for monitoring performance at key steps in the production and processing chain to ensure emerging areas of food safety risk are identified in a timely manner.

SFPQ is committed to exploring new methodologies for assessing compliance and determining acceptable indicators across food safety activities in accordance with national performance standards. The organisation is particularly focused on the development of ‘baselines’.

A baseline illustrates the “through chain” concept and steps required to ensure that food is safe. It identifies the key principles that underpin accreditation under the Act and accords to the risk-based approach for national PPP standards under the Code. The baseline also:

- serves as a communication tool that outlines activities in the primary production and processing sectors.
- highlights the critical control points in the food supply chain
- identifies what activities HOAs perform that influence food safety outcomes.
- provides feedback on trends and help HOAs and industry bodies to improve the impact of food safety controls.
Key connections

SFPQ is committed to connecting with its stakeholders using communication that is targeted and meaningful. What we know about food safety and how we regulate it is attracting interest from a wide range of people.
Our approach to managing stakeholder expectations is fundamental to how we do business and manage change. We recognise that working with and listening to our stakeholders is essential if we are to continue to be successful in ensuring food safety. SFPQ is committed to transparency in its dealings with stakeholders and strives to achieve this by engaging with them at every opportunity. SFPQ continues to work with industry and its stakeholders to develop guidelines in a range of areas to assist in the interpretation of food safety standards, thereby improving food safety outcomes and minimising the number of food safety incidents.

Table 2: SFPQ’s stakeholder relationships

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Areas of interest and engagement</th>
<th>Channels of communication and engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board</strong></td>
<td>Governance; key risks and opportunities; emerging strategic issues; compliance</td>
<td>• Quarterly meetings and ad hoc workshops; director education; briefings by management</td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td>Product and service improvement; fees and charges; access and inclusion; transparency; debt</td>
<td>• Customer research and product development – surveys, focus groups and regular meetings</td>
</tr>
<tr>
<td><strong>Employees and contractors</strong></td>
<td>Workplace policies and practices; support programs such as employee assistance, child care, and health and fitness</td>
<td>• Business improvement workshops • Intranet and internal employee feedback processes • Focus groups</td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td>Legislation; parliamentary committees; draft regulatory proposals, policy development in relation to regulation of food standards</td>
<td>• Regular meetings and briefing sessions • Participation in government consultation processes</td>
</tr>
<tr>
<td><strong>Industry groups and associations</strong></td>
<td>Food regulation; food safety schemes; and information on latest regulatory changes</td>
<td>• Participation in industry associations and organisations</td>
</tr>
<tr>
<td><strong>Local, regional and global communities</strong></td>
<td>Corporate social responsibility and corporate community investment</td>
<td>• Sponsorship and staff involvement in, and support of, local community projects and activities across the regions</td>
</tr>
<tr>
<td><strong>Media</strong></td>
<td>Transparency and disclosure</td>
<td>• Regular and special media briefings</td>
</tr>
<tr>
<td><strong>Regulators</strong></td>
<td>Compliance; performance and reporting to other regulatory agencies</td>
<td>• Regular meetings and briefing sessions</td>
</tr>
<tr>
<td>** Suppliers**</td>
<td>Procurement standards and requirements; environmental and social performance</td>
<td>• Supplier surveys • On-going relationship management</td>
</tr>
</tbody>
</table>
Working nationally

SFPQ is a recognised leader in food safety.

We provide advice and support to food agencies both nationally and internationally where we share resources and ideas to help make food safe.

SFPQ actively participates in a range of committees and working groups within the food regulatory system. The agency invests its time, effort and resources to front end services that shape future standards.

It looks at how these services are applied consistently across businesses, particularly those with operations in more than one State.

This approach is consistent with SFPQ’s ‘through-chain’ approach and also helps to avoid duplication of effort amongst various agencies.

An example of this is our work with the Food Standards ISC.

SFPQ plays a key role in the work of ISC — a sub-committee of the Food Regulation Standing Committee (FRSC). ISC was established to develop and oversee a consistent approach across jurisdictions to the implementation and enforcement of food regulations and standards. SFPQ leads the ISC work component focussed on the consistent implementation and enforcement of food regulation in Australia.
Food safety outcomes require a high degree of cooperation and communication with other agencies, industry bodies and the community.

The future

Our priorities for 2011/12 include:

• continuing to demonstrate strong leadership with stakeholders to achieve our corporate objectives
• engaging our stakeholders to strengthen relationships that prove mutually beneficial in defining future challenges, to find solutions and to foster knowledge-sharing across industry and government
• reviewing and revising our engagement performance measures in line with industry best practice
• implementing an engagement and behaviour model
• delivering alternative methods of engaging with stakeholders to minimise red tape, enhance service delivery and ensure agency outcomes are achieved
• improving the program and project management capability of the agency with improved methods and tools for project scheduling, management and reporting
• delivering food safety initiatives through online and social media campaigns.
Corporate governance
Corporate governance structure

Highlights
We delivered on a number of initiatives during 2010/11. Some of our highlights included:

- preparation and implementation of the organisation’s Statement of Corporate Intent, Corporate Plan
- preparation and implementation of the organisation’s new Code of Conduct
- renewal of 8400 accreditations
- launch of the Ivy Inwood Industry Award
- training of staff at the Australian Maritime College in the safe production of bivalve molluscs
- providing opportunities for SFPQ staff to perform higher duties as a catalyst for expanding their skillset and maximising their contribution to the organisation.

Our corporate governance structure guides the way we manage our business, minimise our risks, and ensure integrity. Our structure is supported by an integrated framework for governance, ethics, compliance, and risk management. Reporting against this framework occurs at quarterly board meetings. Our systems are based on strong ethical foundations and our commitment to fairness, accountability and transparency. Our corporate governance policy outlines our commitment to best practice governance and the means by which we ensure this.

SFPQ’s formal governance structure includes a Board of Directors, the Chief Executive Officer (CEO) and the Executive Management Group (EMG).

The Board delegates responsibility to the CEO for the routine management of the organisation who is assisted in this process by the EMG.

Chief Executive Officer

Under the Act, the responsibilities of the CEO include to:

- develop a risk management model that reflects best practice in regulatory bodies
- chair meetings of the EMG
- manage SFPQ’s internal audit charter
- oversee the external audit of financial systems
- develop a memorandum of understanding with AQIS to verify food safety audits for export-licensed premises
- facilitate ongoing staff consultation to develop operational plans and discuss performance.
Executive Management Group

The EMG supports the CEO in the management of SFPQ and in addition to the CEO comprises:

- General Manager - Corporate Services
- General Manager - Strategy, Policy and Development.

The roles and responsibilities of the EMG are to:

- monitor business performance in accordance with the direction set by the Minister and the Board and as described in the strategic and business plans and associated KPIs
- ensure SFPQ’s compliance with statutory requirements, including reporting and the Queensland Government’s planning and performance cycle (budget cycle)
- oversee the development of risk management strategies for SFPQ and all areas of corporate governance as required by the Queensland Audit Office
- provide advice to the CEO on matters raised by the Board, senior officers or SFPQ teams
- ensure SFPQ’s performance management system achieves its objectives as outlined in SFPQ’s strategic documents.

Corporate governance practices

We work towards achieving our corporate objectives through strong corporate governance, planning and continuous business improvement with governance being underpinned by corporate policies and processes that align with our corporate priorities. We facilitate effective corporate planning across the agency and ensure all statutory obligations are met.

We continually review our operational plans to strengthen our corporate planning processes and to improve the way we monitor, evaluate and deliver our performance information.

SFPO’s ability to make quality decisions and act upon them relies on the provision of sound information, good judgement, ethical behaviour and effective relationships. The application of effective compliance, performance and risk management processes and mechanisms develops robust corporate governance and underpins our approach.


We have a number of internal accountability mechanisms that enable us to manage risk, seize opportunities, and monitor, evaluate and report on our performance.
Internal audit charter

SFPQ has an internal audit plan that is reviewed and approved by the Board annually to ensure it has been framed with due regard to the guidelines of the Queensland Treasury Audit Committee. SFPQ’s internal audit process is provided by an independent auditor, with the outcomes of that process being addressed by the EMG.

Corporate planning and performance management

We continually seek to improve the way in which we manage our corporate planning and performance management activities to ensure the integrity of the data and to be innovative and efficient in how we use the data.

SFPQ Corporate Plan 2011–13

The SFPQ Corporate Plan 2011-13 outlines our strategic direction for the next three years, articulating the direction of SFPQ to staff, clients and other stakeholders, and demonstrating the alignment of our corporate objectives with the Queensland Government’s objectives for the community.

The plan strives to achieve a balance between responsible regulation (consumer expectations) and individual responsibility of businesses to protect and manage food safety.

We evaluate the corporate plan annually with respect to progress towards achieving our corporate objectives and to identify whether it needs to be amended in response to changes in the internal and external environment.

SFPQ Business Plan 2011–13

The SFPQ Business Plan 2011–13 translates the high-level strategies of the SFPQ Corporate Plan into operational strategies, ensuring the two strategic documents complement each other.

Risk management

We are committed to a proactive approach to risk management in all of our activities – strategic and operational. Our risk management framework identifies and responds to risks and opportunities and includes a strategic risk management policy and an operational guide for risk management practices throughout the agency.

We have identified six high-level strategic risks as follow that could affect the achievement of our mission and corporate objectives:

- food-borne illness outbreaks
- natural disasters and failures
- funding pressures
- regulatory risks
- workforce challenges
- strategic positioning.
Case Study – SFPQ’s response to the Queensland floods

SFPQ’s business systems performed well in the lead up to, during and after the severe and extensive flooding experienced over summer. Preparations and recovery plans worked well in terms of maintaining systems and contact with staff, clients and other agencies. We were able to function and provide support when needed, as well as run our day-to-day business remotely when head office was without power for several days. Our network of contacts worked well, with offers of support coming from interstate and international colleagues.

The level of commitment from staff was admirable, with individuals proving resourceful in finding solutions. Everyone felt the impact of the events either personally through their own experiences, or through what happened to family and friends.

In common with many others, we were out and about in the local community to provide practical help on the ground. We also provided counselling for staff to give them the invaluable opportunity to share thoughts and experiences to facilitate their emotional healing process.

The impact on our business operations was minimal. Fortunately, most of the 9 500 accreditation renewals for 2011 had already been processed. We fared comparatively well because we had a plan and we stuck to it. A positive approach with a clear intention to restore balance as quickly as possible was powerful in focussing our efforts.

Our communication system worked well throughout the period of turmoil with mobile phones and social media becoming the foundation of the system. Our website was used extensively to provide a source of practical advice. We had leadership in place at all levels of the organisation to execute what needed to be done in a timely and considered manner. Integrating with the efforts of other agencies that were in the front line of the response also served us and our clients well. We were able to take advantage of such integration due to the relationships that have been established over time with these organisations and which have largely been established at an officer level.

Assessment of the long-term effect of the floods is continuing, e.g. an assessment of water quality in Moreton Bay and other waterways. These projects are critical for establishing baseline data upon which decisions can be made in relation to the management of potential risks to the food chain.

We will continue to closely monitor future developments as the impact of the floods on productivity and the future prospects of the food chain become clearer.
Public sector ethics

The five principles set out in the Public Sector Ethics Act 1994 form the basis of our Code of Conduct and our integrity framework. They also provide direction and guidance to our staff in shaping an ethical workplace and helping them to make better decisions while striving to achieve our objectives.

All new officers attend a Code of Conduct workshop as part of their induction. Our HR team takes responsibility for instilling a culture of ethics within the organisation and does so largely by developing and implementing policies, processes and procedural systems that are designed to raise ethical awareness and prevent misconduct.

Code of Conduct

In 2010, the Board endorsed our new Code of Conduct that better reflects the diversity and uniqueness of the organisation’s business. It is a practical guide to ethical decision-making and responsible behaviour that incorporates the five principles outlined in the Public Sector Ethics Act 1994, namely:

- respect for the law and the system of government
- respect for persons
- integrity
- diligence
- economy and efficiency.

All employees must comply with the Code.

Workplace health and safety

The organisation is committed to ensuring healthy and safe working conditions for employees, contract staff and visitors with a number of workplace health and safety policies having been introduced, underpinned by a comprehensive program of audits, inspections, risk assessments and training.

New employees are thoroughly briefed about workplace health and safety during their staff induction program and provided with appropriate training by SFPQ’s workplace health and safety officers and first aid officers to ensure they carry out their duties in accordance with the Workplace Health and Safety Act 1995 and associated SFPQ policy.
Recognition of the role of carers

SFPQ recognises the valuable contribution carers make to the community and as such acknowledges its commitments under the Carers (Recognition) Act 2008.

SFPQ has invested significant effort to ensure its employees are aware of the Act and its provisions. For example, SFPQ’s operating procedures stipulate that managers are obliged to assist employees to meet their caring responsibilities and offer a range of options to ensure they can be met, including family carer’s leave, flexible hours, flexible leave arrangements and access to special leave.

SFPQ has also raised awareness of the needs of carers by including information in employee induction training and by providing information to staff via the intranet.

Whistleblower protection

The Whistleblowers Protection Act 1994 is designed to promote the public interest by protecting persons who disclose:

- unlawful, negligent or improper conduct affecting the public sector
- danger to public health or safety
- danger to the environment.

There were no cases to answer during the 12-month period ending 30 June 2011 with respect to sections 29 and 30 of the Act.

Right to information and information privacy

Accessing our documents

We are committed to providing the community with open and transparent access to information about our services and activities. Our website contains a wide range of information, most of which is also downloadable.

Although we provide the community with a significant amount of easily accessible information, interested parties are also able to make an application under the Right to Information Act 2009 (RTI Act) should they wish to obtain access to information that is not their personal information.

The Information Privacy Act 2009 (IP Act) provides people with the means to access their personal information to ensure it is accurate, complete, up-to-date and not misleading.

Making right to information and privacy applications

SFPQ most commonly receives requests for access to accreditation-related documents as well as documents relating to major organisational projects. In 2010/11, we received no applications for access to information.

Making an application

An application for access to documents under either the RTI Act or IP Act may be made via:

- calling the RTI and Privacy Unit on (07) 3253 9800
- emailing privacy@safefood.qld.gov.au.

Applicants must provide proof of identity when applying for access to documents concerning their personal information.

If applying for access to information that is not your personal information, an initial application fee must be paid before the application will be assessed. Processing and photocopying charges may also apply.

If applying for access to information that is your personal information, an application fee is not payable, but access charges may be levied.

Making an application

An application for access to documents under either the RTI Act or IP Act may be made via:

- calling the RTI and Privacy Unit on (07) 3253 9800
- emailing privacy@safefood.qld.gov.au.
Record keeping

We continue to develop strategies and processes supporting the implementation of the Queensland Information Standards IS31 and IS40 under the Public Records Act 2002.

Hard files are maintained for all accreditations with each one having a unique number that preserves the identity and privacy of the HOA. SFPQ’s accreditation and auditing management system, HENRI, provides live real-time record management that supports day-to-day activities and backs-up other systems while the organisation’s accounting database, Finance One, handles payments, invoicing and revenue management.

Major initiatives undertaken during 2010/11 include:

- upgrade of the document management system to improve security, search capabilities, address Right to Information requirements and audit elements
- presentation of the new retention and disposal schedules to the Queensland State Archives for approval
- implementation of a new business classification scheme aligning business services and product lines
- ongoing training initiatives to further foster an information management and recordkeeping culture

Consultancies

In 2010/11 there was no expenditure on consultancies.

CEO remuneration

SFPQ’s CEO received a remuneration package totalling $223,154 (see page 84 for further details).

Overseas travel

There was no expenditure on overseas travel in 2010/11.
SFPQ’s commitment to the environment

SFPQ demonstrates its commitment to the environment through sustainable business practices, considering it a priority to protect the environment now and for the benefit of future generations.

We strive to contribute to achieving the Queensland Government’s Toward Q2 – Tomorrow’s Queensland ambitions by focusing on continuously improving our environmental performance and implementing strategies that deliver practical, sustainable solutions, particularly with respect to:

- managing energy and water use
- measuring carbon emissions
- managing waste.

Managing energy and water use
We actively engage in energy reduction initiatives through reviewing the energy efficiency and use of:

- lighting
- air conditioning
- computers and electrical equipment.

Measuring carbon emissions
We are committed to supporting the Toward Q2 – Tomorrow’s Queensland target to cut Queenslanders’ greenhouse gas emissions by one third by 2020 by implementing the following initiatives:

- reduced use of vehicles
- reduced electricity consumption
- reduced use of air travel.

Managing waste
We minimise our waste by incorporating practices across all aspects of our business to reduce, reuse and recycle. We have implemented a range of waste management initiatives, including:

- general paper recycling (non-confidential material only)
- commingle recycling
- landfill.

In 2010/11 our partnership with Visy has increased the volume of paper and paper products recycled to 48%.

What’s next?
At SFPQ we believe every person has a role to play in taking care of our environment and building a sustainable future. Our work with accredited businesses and our commitment to the environment overlaps in many ways. Small to medium-sized businesses have a lot to teach others about sustainability and reducing environmental footprints. Often these organisations are locally based, draw their resources from their own communities and develop ways to share these resources (time, staff, volunteers, buildings, etc). At SFPQ we think before we do. We demonstrate our commitment to reducing our impact on the environment by:

- being actively involved in local environmental groups that formulate advice and ideas to reduce our impact on the environment
- reduce our consumption of resources (water, electricity/gas, fleet fuel and purchase and use of vehicles better)
- reduce our greenhouse gas emissions (electricity/gas, fleet fuel)
- reduce paper consumption and increasing green procurement of recycled paper and related products
- decrease our contribution to landfill waste through an increased profile of recycling and making use of food waste
- work in partnership with existing and new partners to develop a more sustainable organisation.
Along with the meal delivery, SFPQ staff provide a friendly face and a quick ‘check’ on the client’s well-being.

By making significant contributions, both by way of donations and through our volunteering channels, SFPQ is able to make a positive contribution and have a meaningful relationship with the community. Each employee can also spend one work day each year supporting one of the nominated charities. At SFPQ, we understand that every staff member is an individual with different qualities to offer, and on this basis, a range of charities with diverse programs and initiatives are supported.

SFPQ takes responsibility for the impact our activities have on our clients, the wider community and the environment. We take every opportunity to ensure we are performing our role as a responsible corporate citizen. We believe we benefit the community and our stakeholders by acting responsibly and being socially aware in our dealings with our people, our consideration of the environment and the way we run our business.

We achieve this by ensuring we have an effective organisational structure, a dedicated leadership team and robust governance policies and practices.

Our Social Club coordinates weekly casual days and fundraising events to raise money for local charities as well as providing donations. These events gave staff an opportunity to not only gather socially, but most importantly to contribute towards local community events and fundraising appeals.

In 2010/11 we raised over $4 000 for numerous charities across Australia. Including Australia’s Biggest Morning Tea, Jeans for Genes Day, Daffodil Day, The Bridge to Brisbane Fun Run, Breast Cancer Awareness Month, Bandana Day and Movember.

This year we also continued our commitment to the Queensland ‘Meals on Wheels’ program, which provides healthy and satisfying meals to those living alone in the community or who are unable to cook for themselves.

Along with the meal delivery, SFPQ staff provide a friendly face and a quick ‘check’ on the client’s wellbeing.

By making significant contributions, both by way of donations and through our volunteering channels, SFPQ is able to make a positive contribution and have a meaningful relationship with the community. Each employee can also spend one work day each year supporting one of the nominated charities. At SFPQ, we understand that every staff member is an individual with different qualities to offer, and on this basis, a range of charities with diverse programs and initiatives are supported.

Case Study – Angel Flight and Earth Angels

Angel Flight is a charity that coordinates non-emergency flights to help country people trying to deal with the compounded burdens of bad health, poor finances and daunting distance. All flights are free and may involve patients travelling to medical facilities anywhere in Australia.

Angel Flight pilots donate their time and aircraft operating expenses while Earth Angels help with things like car transport to and from airports and hospitals, fund raising and manning information booths at air shows. This year one of our staff members has been involved in transporting very sick children and their parents to and from hospitals or airports.
Corporate services team

The Corporate Services Team develops, manages and provides advice on systems, infrastructure, policies and standards, and undertakes the client services and administration, communications, finance, human resources, and innovation and business development functions for the organisation.

The team comprises five groups:

- Client Services and Administration
- Communications
- Finance
- Human Resources
- Innovation and Business Development
Client services and administration

The Client Services and Administration Team is the first point of contact between SFPQ and the public, coordinating all incoming correspondence to SFPQ.

Examples of enquiries received during a typical week include:

- business operators seeking guidance on how to become accredited
- HOA finalising payments for accreditation and audit fees
- members of the public reporting a food production business with unhygienic food practices
- enquiries from members of the public seeking information about food safety issues
- HOA seeking information about various aspects of their accreditations.

The team is closely integrated with the core functions of the organisation. It monitors its service on an ongoing basis and resolves many inquiries at the first point of contact. When more specialised support is required, the team identifies the most appropriate staff to manage the query.

Communications

2010/2011 was a year of achievement for the Communications Team. The team launched SFPQ's social media presence on Twitter and Facebook which provides consumers with general food safety advice, details on recalls and current food safety issues. The team also produced more than 300 articles for the SFPQ web site and produced food safety videos targeted at consumers.

The Communications Team helps SFPQ to meet its objectives and to address the needs of various stakeholders by providing a wide range of professional and targeted communication services. It prides itself on ensuring the organisation’s communication is of the highest standard in terms of accuracy, authority, appropriateness and timeliness in order to maintain SFPQ’s reputation as a trusted source of advice and information on food safety issues. All material produced by the team is designed to be readily accessible, relevant and useful.

Much of the marketing and communication material produced throughout the year (e.g. publications, fact sheets, posters) was distributed both electronically and in printed form to ensure stakeholders are not disadvantaged due to technological and/or accessibility issues.

Furthermore, this year, the team also focused on expanding the range of materials it produced as well as the type of media in which they would be produced in order to reach a wider audience and to do so in a more engaging manner.
Case Study – The Ivy Inwood Industry Award

When we look back at the Egg Scheme after five years and celebrate what has been achieved, we realise that the critical element of our success was the drive and determination of one person. That one person helped us to effect all the outcomes we now enjoy under the scheme. SFPQ wanted to acknowledge and honour the work of one remarkable woman and with the full support of her family we created the Ivy Inwood Industry Award.

The award was established by SFPQ in 2011 as a tribute to Ivy Inwood - a pioneer and champion of the organic and free range egg industry. She helped shape the egg industry in Queensland, playing a pivotal role in introducing egg stamping. Her insight, passion and impact created real and lasting change for the industry and for her local community.

The award is designed to showcase an individual’s excellence in leadership as demonstrated by their initiatives and the impact and inspiration provided by those initiatives. With this award SFPQ seeks to encourage greater participation of people in the poultry and organics industry by encouraging new or innovative production techniques that creates long-term change for the industry.

The selection panel includes representatives from SFPQ and the Inwood family. Projects were short listed based on the principles of leadership, passion and a desire to improve the Queensland poultry industry. The award particularly focuses on those projects that cater to the needs of the free range egg industry and/or organic primary production.

The 2011 award recipient, Dr Conny Turni, Research Fellow at the Queensland Alliance for QAAF Agriculture and Food Innovation (QAAFI), received a $5,000 cash prize, along with a custom-made video, produced by SFPQ, to help promote their initiative. The recipient will also receive exposure at industry wide events.
Online services
SFPQ’s web site provides comprehensive information about all of the food sectors regulated by SFPQ with links to scheme-related fact sheets, guidelines and application forms. Customers are able to search for programs based upon whether they are a primary producer, commercial fisher or small business operator and can quickly and easily provide feedback via the ‘contact us’ web page. We continued to improve the online experience for our customers during the year by ensuring our site only contains the most up-to-date and relevant information.

We also expanded our web site to include a new section for consumers, with it providing general advice about safe food handling practices. During the year it featured specific information campaigns relating to the safe handling and preparation of food in the kitchen, food safety precautions in the event of an emergency, safe cooking and storage of food, food safety considerations specific to pregnant women, and general hygiene practices.

Media coverage
In 2010/11, SFPQ worked closely with the media to inform the community about its services. The Communication Team issued a number of media releases as required and responded to local and national incidents by providing information and health messages to its stakeholders. Topics covered included changes to the Food Safety Scheme for Seafood, food-related issues, food-borne pathogens, safe handling of poultry and red meat, and general advice on food safety programs and management statements.

Finance
The Finance Team provides the organisation with an efficient and effective financial management service that helps it to achieve its strategic goals. The team monitors SFPQ’s compliance with accounting standards, undertakes accounts payable and receivable functions, and continues to refine financial and purchasing processes through continuous improvement reviews.

One of the key responsibilities of the team is to manage the annual renewal process for HOA. The team coordinates, collates and distributes over 8 400 accreditation renewals each year, and continually assesses the process to determine how it can be further streamlined. One such initiative in 2010/11 was the launch of an online renewal service, with it being well received by HOA.
Human resources

At SFPQ, we believe the values that our employees bring to work every day play an integral role in achieving a positive, supportive and productive working environment. These values drive our decision-making processes and define how we deal with each other and with our stakeholders. The values apply to every aspect of our organisation from recruitment and performance management to reward and recognition.

The Human Resources (HR) Team is responsible for developing, implementing and reviewing key initiatives within the organisation. It provides support and advice to the SFPQ Board by providing information on issues required to shape strategic thinking and inform decision-making.

Workforce planning, attraction and retention

SFPQ is committed to attracting talented and skilled staff and to retaining those staff once on-board. It achieves this by promoting work/life balance strategies.

The SFPQ management team ensures staff are supported and motivated through appropriate communication, negotiation and consultation skills. Coaching and mentoring are seen as essential elements in the successful retention of quality staff.

SFPQ’s commitment to employees achieving work/life balance is evidenced by staff having access to flexible leave arrangements and working hours. It also has a dedicated carer’s room equipped with a computer, bedding and numerous children’s activities.

A healthy workforce

At SFPQ, we understand and appreciate the value of a healthy workforce. Therefore, over the past 12 months, SFPQ offered staff a range of health and wellness services including:

- free immunisation against seasonal influenza to protect the health of staff and their families
- a private and confidential counselling service, provided by a qualified external counsellor, which enables staff to discuss issues such as stress management, personal health, relationships, grief and career advice
- regular presentations that offer staff the knowledge and skills by which they can improve their physical health and emotional wellbeing. Presentations included ‘Wealth and Wellness’, ‘Healthy Eating Made Easy’, ‘Get Moving and Listening to Your Body’, ‘Eat Safe’ and ‘Healthy Hearts’.

Safe Food Production Queensland 2010/11 Annual Report
Developing our capabilities
SFPQ trains and supports staff to ensure the organisation has the appropriate technical and operational capabilities. This is largely undertaken by means of professional development programs and by giving our staff the opportunity to grow in their jobs. In 2010/11, SFPQ provided staff with the opportunity to:

- attend training courses at the Australian Maritime College on how to audit high risk seafood activities such as bivalve molluscs
- participate in the SFPQ Change Management Project that focuses on the future direction of the agency
- perform higher duties, thereby expanding their skillsets and ability to contribute to SFPQ.

Innovation and business development
Information management is critical to SFPQ’s ability to regulate the primary production and processing sectors across Queensland. The Innovation and Business Development Team provides information and communication technology (ICT) services to meet the diverse requirements of the organisation and its customers.

SFPQs accreditation and audit information is managed by means of the HENRI system, a SFPQ-developed web-based information management system. HENRI currently manages more than 8,500 accreditations.

The team is also responsible for managing the ICT platform and business systems and leads the development and implementation of ICT policies and standards across the agency. During the year, several projects were undertaken to enhance SFPQ’s business systems and processes and provide a more effective level of service to our HOAs, including:

- development of a dairy scheme compliance monitoring system
- expansion of the Benchmark Butcher’s Community Site
- upgrade of the HENRI system
- refinement of the national dairy verification system.
## Statement of Comprehensive Income
for the year ended 30 June 2011

<table>
<thead>
<tr>
<th>Notes</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User charges</td>
<td>2(a)</td>
<td>3,883,218</td>
</tr>
<tr>
<td>Government contributions</td>
<td>2(a)</td>
<td>1,900,000</td>
</tr>
<tr>
<td>Interest</td>
<td>2(a)</td>
<td>225,661</td>
</tr>
<tr>
<td>Other revenue</td>
<td>2(a)</td>
<td>19,410</td>
</tr>
<tr>
<td>Gain on sale of property, plant and equipment</td>
<td>2(a)</td>
<td>29,695</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td></td>
<td><strong>6,057,984</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td>2(c)</td>
<td>3,594,191</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>2(b)</td>
<td>1,550,964</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>2(b)</td>
<td>160,281</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2(b)</td>
<td>671,690</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td></td>
<td><strong>5,977,126</strong></td>
</tr>
<tr>
<td><strong>Operating gain/(loss)</strong></td>
<td></td>
<td><strong>80,858</strong></td>
</tr>
<tr>
<td><strong>Other comprehensive income for the year</strong></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td></td>
<td><strong>80,858</strong></td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
## Statement of Financial Position

**as at 30 June 2011**

<table>
<thead>
<tr>
<th></th>
<th>Notes</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3</td>
<td>4,808,916</td>
<td>4,700,414</td>
</tr>
<tr>
<td>Receivables</td>
<td>4</td>
<td>204,899</td>
<td>207,884</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>121,451</td>
<td>136,227</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>5,135,266</td>
<td>5,044,525</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>6</td>
<td>142,184</td>
<td>185,424</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>7</td>
<td>95,269</td>
<td>70,240</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>237,453</td>
<td>255,664</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>5,372,719</td>
<td>5,300,189</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>8</td>
<td>318,504</td>
<td>257,255</td>
</tr>
<tr>
<td>Accrued employee benefits</td>
<td>9</td>
<td>304,655</td>
<td>312,538</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>1,469,288</td>
<td>1,530,982</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>2,092,447</td>
<td>2,100,775</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>2,092,447</td>
<td>2,100,775</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>3,280,272</td>
<td>3,199,414</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td></td>
<td>3,280,272</td>
<td>3,199,414</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>3,280,272</td>
<td>3,199,414</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
## Statement of Changes in Equity
for the year ended 30 June 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accumulated Surplus</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Balance 1 July</td>
<td>3,199,414</td>
<td>3,487,744</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>80,858</td>
<td>(288,330)</td>
</tr>
<tr>
<td><strong>Balance 30 June</strong></td>
<td>3,280,272</td>
<td>3,199,414</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
### Statement of Cash Flows
for the year ended 30 June 2011

<table>
<thead>
<tr>
<th></th>
<th>Notes</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Cash Flows from Operating Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Inflows</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User charges</td>
<td></td>
<td>3,897,841</td>
<td>4,274,748</td>
</tr>
<tr>
<td>Government contributions</td>
<td></td>
<td>1,900,000</td>
<td>1,900,000</td>
</tr>
<tr>
<td>GST input tax credits from ATO</td>
<td></td>
<td>285,079</td>
<td>311,582</td>
</tr>
<tr>
<td>GST collected from customers</td>
<td></td>
<td>299,259</td>
<td>381,875</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td>225,661</td>
<td>169,793</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>19,409</td>
<td>36,722</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6,627,249</td>
<td>7,074,720</td>
</tr>
<tr>
<td><strong>Outflows</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td></td>
<td>(3,590,388)</td>
<td>(3,686,098)</td>
</tr>
<tr>
<td>Supplies and services</td>
<td></td>
<td>(1,484,904)</td>
<td>(1,859,587)</td>
</tr>
<tr>
<td>GST paid to suppliers</td>
<td></td>
<td>(258,389)</td>
<td>(313,860)</td>
</tr>
<tr>
<td>GST remitted to the ATO</td>
<td></td>
<td>(331,059)</td>
<td>(378,859)</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>(741,632)</td>
<td>(509,709)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(6,406,372)</td>
<td>(6,748,113)</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td></td>
<td>220,877</td>
<td>326,607</td>
</tr>
</tbody>
</table>

**Cash Flows from Investing Activities**

|                           |       |        |        |
| **Inflows**               |       |        |        |
| Proceeds from sale of property, plant and equipment | | 46,136 | - |
|                           |       |        |        |
| **Outflows**              |       |        |        |
| Payments for property, plant and equipment | | (84,906) | - |
| Payments for intangibles   |       | (73,605) | (82,014) |
|                           |       | (112,375) | (82,014) |

**Net increase in cash and cash equivalents held**

|                           |       |        |        |
| Cash at beginning of financial year | 4,700,414 | 4,455,821 |
|                           |       | 108,502 | 244,593 |
| **Cash and cash equivalents at end of financial year** | 3 | 4,808,916 | 4,700,414 |

The accompanying notes form part of these financial statements.
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Objectives and Principal Activities
Safe Food Production Queensland (the Authority) was established as a Statutory Body under the Food Production Safety Act 2000.

The objective of Safe Food Production Queensland is to work in partnership with industry and with its co-regulatory partners Queensland Health, the Department of Employment, Economic Development and Innovation (DEEDI) and Food Standards Australia and New Zealand (FSANZ) to ensure Queensland’s food production systems comply with national food safety standards and deliver safe and suitable food.

Note 1 Summary of Significant Accounting Policies

(a) Basis of Accounting
The financial statements have been prepared in accordance with section 43 of the Financial and Performance Management Standards 2009.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Treasury’s Minimum Reporting Requirements for the year ending 30 June 2011, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, Safe Food Production Queensland has applied those requirements applicable to non-for-profit entities, as the Authority is a not-for-profit entity. Except where stated, the historical cost convention is used.

(b) User Charges and Fees
User charges and fees controlled by Safe Food Production Queensland are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. User charges and fees, except for accreditation fees, are recognised in full as revenues when invoices for the related services are issued. Accreditation fees are recognised over the calendar year. User charges and fees are controlled by Safe Food Production Queensland where they can be deployed for the achievement of the Authority’s objectives.

(c) Grants and Contributions
Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which Safe Food Production Queensland obtains control over them.

(d) Cash and Cash Equivalents
For the purposes of the Statement of Financial Position and the Statement of Cash Flow, cash assets include all cash and cheques receipted but not banked as at 30 June as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at Safe Food Production Queensland’s option and that are subject to a low risk of changes in value.

(e) Receivables
Trade debtors are recognised at the nominal amounts due at the time of sale or service delivery, with settlement being generally required within 30 days from the invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. Bad debts are written off in the period in which they are recognised. All known bad debts were written off as at 30 June 2011.

(f) Acquisition of Assets
Actual cost is used for the initial recording of all acquisitions of assets controlled and administered by Safe Food Production Queensland.

Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects’ fees and engineering design fees. However, any training costs are expensed as incurred.

Assets acquired at no cost or for nominal considerations are recognised at their fair value at date of acquisition in accordance with AASB 116 Property, Plant and Equipment.

(g) Property, Plant and Equipment
Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

<table>
<thead>
<tr>
<th>Item</th>
<th>Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and Infrastructure</td>
<td>$10,000</td>
</tr>
<tr>
<td>Land</td>
<td>$1</td>
</tr>
<tr>
<td>Other (including heritage and cultural)</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Items with a lesser value are expensed in the year of acquisition.

Plant and equipment is measured at cost in accordance with Treasury’s Non-Current Asset Policies.
(h) Intangibles

Intangible assets with a cost or other value greater than $100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset less any anticipated residual value is amortised over its estimated useful life to the Authority. The residual value is zero for all intangible assets.

It has been determined that there is no active market for any of the department’s intangible assets. As such the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

Purchased Software

The purchase cost of software has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to Safe Food Production Queensland, namely 3 years.

Internally Generated Software

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the year in which it is incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to Safe Food Production Queensland, namely 3 years.

(i) Amortisation and Depreciation of Intangibles, Property, Plant and Equipment

Depreciation of equipment and motor vehicles, and amortisation of computer software is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to Safe Food Production Queensland.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Depreciation rates used are listed below and are consistent with the prior year unless otherwise stated:

<table>
<thead>
<tr>
<th>Class</th>
<th>Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Hardware</td>
<td>33.3</td>
</tr>
<tr>
<td>Motor Vehicles</td>
<td>20.0</td>
</tr>
<tr>
<td>Other Plant and Equipment</td>
<td>20.0</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>14.0</td>
</tr>
<tr>
<td>Computer Software</td>
<td></td>
</tr>
<tr>
<td>Software Purchased</td>
<td>33.3</td>
</tr>
<tr>
<td>Software Internally Generated</td>
<td>33.3</td>
</tr>
</tbody>
</table>

(j) Impairment of Non-current Assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the Authority determines the asset’s recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset’s recoverable amount is determined as the higher of the asset’s fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

(k) Payables

Payables are recognised for amounts payable in the future for goods and services received, whether or not billed to Safe Food Production Queensland. Creditors are generally unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.

(l) Financial Instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of Financial Position when Safe Food Production Queensland becomes party to the contractual provisions of the financial instrument.
Classification
Financial instruments are classified and measured as follows:

• Cash and Cash equivalents - held at fair value through profit or loss
• Receivables - held at amortised cost
• Payables - held at amortised cost.

Safe Food Production Queensland does not enter into transactions for speculative purposes, nor for hedging. Apart from cash and cash equivalents, the Authority holds no financial assets classified at fair value through profit or loss.

All other disclosures relating to the measurement and financial risk management of financial instruments held by Safe Food Production Queensland are included in note 13.

(m) Employee Benefits
Employer superannuation contributions, annual leave and long service leave levies are regarded as employee benefits.

Payroll tax and worker’s compensation insurance are a consequence of employing employees, but are not counted in an employee’s total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages, salaries, recreation leave and sick leave
Wages, salaries and annual leave due but unpaid at reporting date are recognised in the Statement of Financial Position at the remuneration rates expected to apply at the time of settlement and include related on-costs.

Prior history indicates that on average, sick leave taken in each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual leave
Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date, having regard to future rates of pay and on-costs. Annual leave entitlements are provided for at their nominal value.

Long service leave
Under the Queensland Government’s long service leave scheme, a levy is made on Safe Food Production Queensland to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme as and when the leave is taken.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Superannuation
Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. Safe Food Production Queensland’s obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in the Authority’s financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Key executive management personnel and remuneration
Key executive management personnel and remuneration disclosures are made in accordance with the section 5 Addendum (issued in May 2011) to the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury. Refer to note 2(d) for the disclosures on key executive management personnel and remuneration.
(n) Insurance
Safe Food Production Queensland’s non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. In addition, Safe Food Production Queensland pays premiums to WorkCover Queensland in respect of its obligation for employee compensation.

(o) Taxation
Safe Food Production Queensland is a State body as defined under the Income Tax Assessment Act 1936 and is exempt from Commonwealth taxation with the exception of Fringe Benefit Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by Safe Food Production Queensland. GST credits receivable from, and GST payable to the ATO, are recognised (refer to note 8).

(p) Issuance of Financial Statements
The financial statements are authorised for issue by the Chief Executive Officer and Chair of the Board of Safe Food Production Queensland at the signing of the Management Certificate.

(q) Judgements and Assumptions
Safe Food Production Queensland has made no judgements or assessments which may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

(r) Rounding and Comparatives
Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest dollar, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current report period.

(s) New and Revised Accounting Standards
Safe Food Production Queensland did not voluntarily change any of its accounting polices during 2010-11.

Safe Food Production Queensland is not permitted to early adopt new or amended accounting standards ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, Safe Food Production Queensland has not applied any Australian accounting standards and interpretations that have been issued but are not yet effective. Safe Food Production Queensland applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, significant impacts of new or amended Australian accounting standards with future commencement dates are as set out below:

AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, AASB 7, AASB 101 and AASB 134 and Interpretation 13] becomes effective from reporting periods beginning on or after 1 January 2011. Safe Food Production Queensland will then need to make changes to its disclosures about credit risk on financial instruments in note 13. No longer will the department need to disclose amounts that best represent an entity’s maximum exposure to credit risk where the carrying amount of the instruments reflects this. If the department holds collateral or other credit enhancements in respect of any financial instrument, it will need to disclose - by class of instrument - the financial extent to which those arrangements mitigate the credit risk. There will be no need to disclose the carrying amount of financial assets for which the terms have been renegotiated, which would otherwise be past due or impaired.

Also, for those financial assets that are either past due but not impaired, or have been individually impaired, there will be no need to separately disclose details about any associated collateral or other credit enhancements held by Safe Food Production Queensland.

AASB 9 Financial Instruments (December 2010) and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 and 1038 and Interpretations 2, 5, 10, 12, 19 and 127] become effective from reporting periods beginning on or after 1 January 2013. The main impacts of these standards on Safe Food Production Queensland are that they will change the requirement for the classification, measurement and disclosures associated with financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flow. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 1 Summary of Significant Accounting Policies (continued)

are solely payments of principal and interest on the principal amount outstanding.

On initial application of AASB 9, Safe Food Production Queensland will need to re-assess the measurement of its financial assets against the new classification and measurement requirements, based on the facts and circumstances that exist at that date. Assuming no change in the types of transactions Safe Food Production Queensland enters into, it is not expected that any of the Authority’s financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2013-2014 financial statements, all of Safe Food Production Queensland assets will be required to be classified as “financial assets required to be measured at fair value through profit or loss” (instead of the measurement classification presently used in notes 1(m) and 13). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of Safe Food Production Queensland’s receivables, the carrying amount is considered to be a reasonable approximation of fair value.

The most significant impact on Safe Food Production Queensland of the new measurement requirements is that the “held to maturity” investments described in notes 1(m) and 13 will need to be measured at fair value as at 1 July 2013. In addition, that investment will no longer be classified as “held to maturity,” as explained above. Safe Food Production Queensland is not yet able to predict what the fair value of this investment will be at that date. The difference between the carrying amount of this investment and its fair value as at 1 July 2013 will be recognised as an adjustment to the balance of Accumulated Surplus as at 1 July 2013. In respect of this change, the 2013-2014 financial statement will need to disclose a comparison between the previous measurement classification and carrying amount as at 30 June 2013 and the new classification and fair value amount as at 1 July 2013. Safe Food Production Queensland plans to recognise subsequent changes in the fair value of that investment in the annual operating result.

AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendment to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, AASB 1414, 1050 and 1052 and Interpretations 2,4,5,15,17,127,129 and 1052] apply to reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting for two tiers of reporting requirements - Australian Accounting Standards (commonly referred to as “tier 1”), and Australian Accounting Standards - Reduced Disclosure Requirements (commonly referred to as “tier 2”).

Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the tier 1 and tier 2 requirements is that tier 2 requires fewer disclosures than tier 1. AASB 2010-2 sets out the details of which disclosures in standards and interpretation are not required under tier 2 reporting.

Pursuant to AASB 1053, public sector entities like Safe Food Production Queensland may adopt tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the tier 1 requirements. In the case of Safe Food Production Queensland, the Treasury Department is the regulator. Treasury Department has advised that its policy decision is to require all departments to adopt tier 1 reporting requirements. In compliance with Treasury’s policy which prohibits the early adoption of new or revised accounting standards unless Treasury approval is granted, Safe Food Production Queensland has not early adopted AASB 1053.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to Safe Food Production Queensland activities, or have no material impact on the Authority.

(t) Funds held on behalf of Rural Industries Research and Development Corporation (RIRDC)

The Authority receives monies in a trustee capacity for RIRDC set out in note 3 and 10. As the Authority performs only a custodial role in respect of the these monies, and because the monies cannot be used for the achievement of the Authority’s own objective, these funds are not recognised in the statement of comprehensive income.
Note 2

(a) Income

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>User charges</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation fees</td>
<td>2,940,256</td>
<td>2,676,723</td>
</tr>
<tr>
<td>Application fees</td>
<td>129,707</td>
<td>131,688</td>
</tr>
<tr>
<td>Audit fees</td>
<td>688,339</td>
<td>1,001,425</td>
</tr>
<tr>
<td>Fee for service income</td>
<td>124,916</td>
<td>147,898</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,883,218</td>
<td>3,957,734</td>
</tr>
<tr>
<td><strong>Government Contributions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Employment, Economic Development and Innovation (DEEDI)</td>
<td>1,900,000</td>
<td>1,900,000</td>
</tr>
<tr>
<td><strong>Interest</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>225,661</td>
<td>169,793</td>
</tr>
<tr>
<td><strong>Other revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>19,410</td>
<td>36,723</td>
</tr>
<tr>
<td><strong>Gain on sale of property, plant and equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net gain on disposal of non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consideration on disposal</td>
<td>46,136</td>
<td>-</td>
</tr>
<tr>
<td>Written down value at date of disposal</td>
<td>(16,441)</td>
<td>-</td>
</tr>
<tr>
<td>Net gain on disposal</td>
<td>29,695</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>6,057,984</td>
<td>6,064,250</td>
</tr>
</tbody>
</table>
### Notes to and forming part of the financial statements
for the year ended 30 June 2011

**Note 2 (continued)**

#### (b) Expenses

<table>
<thead>
<tr>
<th></th>
<th>2011 ($</th>
<th>2010 ($</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Depreciation and Amortisation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Depreciation</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>43,436</td>
<td>52,361</td>
</tr>
<tr>
<td><em>Amortisation</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Software</td>
<td>116,845</td>
<td>130,497</td>
</tr>
<tr>
<td><strong>Total Depreciation and Amortisation</strong></td>
<td>160,281</td>
<td>182,858</td>
</tr>
<tr>
<td><strong>Supplies and Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Expenses</td>
<td>153,232</td>
<td>174,591</td>
</tr>
<tr>
<td>Advertising and Conference Costs</td>
<td>76,619</td>
<td>71,379</td>
</tr>
<tr>
<td>Communication Costs</td>
<td>80,765</td>
<td>63,677</td>
</tr>
<tr>
<td>Computer Costs</td>
<td>223,834</td>
<td>157,552</td>
</tr>
<tr>
<td>Contracting, Professional Services and Temps</td>
<td>651,691</td>
<td>911,397</td>
</tr>
<tr>
<td>Legal Costs</td>
<td>13,350</td>
<td>34,188</td>
</tr>
<tr>
<td>Motor Vehicle Costs</td>
<td>77,410</td>
<td>72,550</td>
</tr>
<tr>
<td>Property, Plant and Equipment Costs</td>
<td>73,877</td>
<td>106,111</td>
</tr>
<tr>
<td>Travel Costs</td>
<td>197,468</td>
<td>193,461</td>
</tr>
<tr>
<td>Other</td>
<td>2,718</td>
<td>2,573</td>
</tr>
<tr>
<td><strong>Total Supplies and Services</strong></td>
<td>1,550,964</td>
<td>1,787,479</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Lease Rentals</td>
<td>640,775</td>
<td>599,019</td>
</tr>
<tr>
<td>Bad / Doubtful Debts Written off</td>
<td>6,805</td>
<td>8,283</td>
</tr>
<tr>
<td><em>Auditors’ remuneration</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Queensland Audit Office - external audit services*</td>
<td>16,510</td>
<td>16,500</td>
</tr>
<tr>
<td>Barr Group Pty Ltd - internal audit services*</td>
<td>7,600</td>
<td>8,000</td>
</tr>
<tr>
<td><strong>Total Other Expenses</strong></td>
<td>671,690</td>
<td>631,802</td>
</tr>
</tbody>
</table>

*There are no non-audit services included in this amount.*

CONTINUED OVER
(c) Employee Expenses
The Authority had 36 full time equivalent employees at 30 June 2011 (38 at 30 June 2010)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>3,015,645</td>
<td>3,155,057</td>
</tr>
<tr>
<td>Employer superannuation contributions</td>
<td>358,487</td>
<td>375,288</td>
</tr>
<tr>
<td>Workers compensation</td>
<td>8,285</td>
<td>6,881</td>
</tr>
<tr>
<td>Workers compensation recovered</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>211,774</td>
<td>213,215</td>
</tr>
<tr>
<td><strong>Total Employee Expenses</strong></td>
<td><strong>3,594,191</strong></td>
<td><strong>3,750,441</strong></td>
</tr>
</tbody>
</table>

No employees of Safe Food Production Queensland are employed under the Public Service Act 2008.

(d) Key Executive Management Personnel
The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2010-11. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

<table>
<thead>
<tr>
<th>Position and Responsibility</th>
<th>Contract classification and appointment authority</th>
<th>Contract Renewal Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>SES 3/ Governor in Council</td>
<td>24th July 2009</td>
</tr>
<tr>
<td>General Manager - Strategy, Policy and Development</td>
<td>SES 2/ Food Production Safety Act 2000</td>
<td>5th February 2011</td>
</tr>
<tr>
<td>General Manager - Corporate Services</td>
<td>SO 1/ Food Production Safety Act 2000</td>
<td>29th October 2008</td>
</tr>
</tbody>
</table>
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 2 (continued)

(e) Remuneration
The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts.

For the 2010-11 year, remuneration of key executive management personnel increased by 1.02% in accordance with government policy.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
  a) Base - consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
  b) Non-monetary benefits - consisting of provision of vehicle, together with fringe benefits tax applicable to the benefit.

- Long term employee benefits include long service leave accrued.
- Post employment benefits include superannuation contributions.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

Total fixed remuneration is calculated on a ‘total cost’ basis and includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

1 July 2010 - 30 June 2011

<table>
<thead>
<tr>
<th>Position</th>
<th>Short Term Employee Benefits</th>
<th>Long Term Employee Benefits ($)</th>
<th>Post Employment Benefits ($)</th>
<th>Total Remuneration ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Base ($)</td>
<td>Non-Monetary ($)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>174,565</td>
<td>22,325</td>
<td>4,305</td>
<td>223,154</td>
</tr>
<tr>
<td>General Manager - Strategy, Policy and Development</td>
<td>166,855</td>
<td>9,895</td>
<td>3,558</td>
<td>199,563</td>
</tr>
<tr>
<td>General Manager - Corporate Services</td>
<td>116,484</td>
<td>16,958</td>
<td>2,298</td>
<td>150,445</td>
</tr>
</tbody>
</table>

1 July 2009 - 30 June 2010

<table>
<thead>
<tr>
<th>Position</th>
<th>Short Term Employee Benefits</th>
<th>Long Term Employee Benefits ($)</th>
<th>Post Employment Benefits ($)</th>
<th>Total Remuneration ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Base ($)</td>
<td>Non-Monetary ($)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>176,609</td>
<td>11,678</td>
<td>4,200</td>
<td>214,716</td>
</tr>
<tr>
<td>General Manager - Strategy, Policy and Development</td>
<td>168,127</td>
<td>7,381</td>
<td>3,647</td>
<td>199,242</td>
</tr>
<tr>
<td>General Manager - Corporate Services</td>
<td>121,185</td>
<td>18,943</td>
<td>2,925</td>
<td>158,303</td>
</tr>
</tbody>
</table>
### Note 3

**Cash and cash equivalents**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>333,058</td>
<td>353,386</td>
</tr>
<tr>
<td>Deposits at call</td>
<td>4,426,426</td>
<td>4,216,462</td>
</tr>
<tr>
<td>Funds held on behalf of RIRDC</td>
<td>48,932</td>
<td>130,066</td>
</tr>
<tr>
<td></td>
<td><strong>4,808,916</strong></td>
<td><strong>4,700,414</strong></td>
</tr>
</tbody>
</table>

### Note 4

**Receivables**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>217,698</td>
<td>219,283</td>
</tr>
<tr>
<td>Less: Allowance for impairment loss</td>
<td>(19,699)</td>
<td>(18,399)</td>
</tr>
<tr>
<td></td>
<td><strong>197,999</strong></td>
<td><strong>200,884</strong></td>
</tr>
<tr>
<td>Other debtors</td>
<td>6,900</td>
<td>7,000</td>
</tr>
<tr>
<td></td>
<td><strong>204,899</strong></td>
<td><strong>207,884</strong></td>
</tr>
</tbody>
</table>

**Movement in the allowance for impairment loss**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of the year</td>
<td>(18,399)</td>
<td>(19,233)</td>
</tr>
<tr>
<td>(Increase)decrease in allowance recognised in the operating result</td>
<td>(1,300)</td>
<td>834</td>
</tr>
<tr>
<td>Balance at the end of the year</td>
<td>(19,699)</td>
<td>(18,399)</td>
</tr>
</tbody>
</table>

### Note 5

**Other current assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td><strong>121,451</strong></td>
<td><strong>136,227</strong></td>
</tr>
</tbody>
</table>
## Notes to and forming part of the financial statements
for the year ended 30 June 2011

### Note 6

#### Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Software Purchased:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>827,067</td>
<td>786,904</td>
</tr>
<tr>
<td>Less: Accumulated amortisation</td>
<td>(748,266)</td>
<td>(698,775)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>78,801</td>
<td>88,129</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Software Internally Generated:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>475,563</td>
<td>442,121</td>
</tr>
<tr>
<td>Less: Accumulated amortisation</td>
<td>(412,180)</td>
<td>(344,826)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>63,383</td>
<td>97,295</td>
</tr>
</tbody>
</table>

**Reconciliation**

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at start of year</td>
<td>185,424</td>
<td>233,907</td>
</tr>
<tr>
<td>Additions</td>
<td>73,605</td>
<td>82,014</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(116,845)</td>
<td>(130,497)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of year</strong></td>
<td>142,184</td>
<td>185,424</td>
</tr>
</tbody>
</table>

### Note 7

#### Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plant and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>271,676</td>
<td>263,439</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(176,407)</td>
<td>(193,199)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>95,269</td>
<td>70,240</td>
</tr>
</tbody>
</table>

**Reconciliation**

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at start of year</td>
<td>70,240</td>
<td>122,601</td>
</tr>
<tr>
<td>Additions</td>
<td>84,906</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>(16,441)</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(43,436)</td>
<td>(52,361)</td>
</tr>
<tr>
<td><strong>Carrying Amount at end of year</strong></td>
<td>95,269</td>
<td>70,240</td>
</tr>
</tbody>
</table>
### Note 8

<table>
<thead>
<tr>
<th>Payables</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>302,736</td>
<td>239,270</td>
</tr>
<tr>
<td>GST receivable</td>
<td>(38,468)</td>
<td>(1,838)</td>
</tr>
<tr>
<td>GST payable</td>
<td>43,420</td>
<td>11,894</td>
</tr>
<tr>
<td>Net GST payable</td>
<td>4,952</td>
<td>10,056</td>
</tr>
<tr>
<td>Other creditors</td>
<td>10,816</td>
<td>7,929</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>318,504</td>
<td>257,255</td>
</tr>
</tbody>
</table>

### Note 9

**Accrued employee benefits**

<table>
<thead>
<tr>
<th></th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual leave</td>
<td>304,655</td>
<td>312,538</td>
</tr>
</tbody>
</table>

### Note 10

**Other Liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unearned revenue - accreditation fees</td>
<td>1,424,312</td>
<td>1,412,674</td>
</tr>
<tr>
<td>Funds held on behalf of RIRDC</td>
<td>44,976</td>
<td>118,308</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,469,288</td>
<td>1,530,982</td>
</tr>
</tbody>
</table>
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 11

Cash flow statement

Reconciliation of Operating Gain (Loss) to Net Cash from Operating Activities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating gain (loss)</td>
<td>80,858</td>
<td>(288,330)</td>
</tr>
</tbody>
</table>

Non-cash items

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation and amortisation expense</td>
<td>160,281</td>
<td>182,858</td>
</tr>
<tr>
<td>Gain on sale of plant and equipment</td>
<td>(29,695)</td>
<td>-</td>
</tr>
</tbody>
</table>

Change in assets and liabilities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Increase) / decrease in receivables</td>
<td>2,985</td>
<td>71,709</td>
</tr>
<tr>
<td>(Increase) / decrease in other assets</td>
<td>14,776</td>
<td>4,621</td>
</tr>
<tr>
<td>Increase / (decrease) in payables</td>
<td>61,249</td>
<td>(59,855)</td>
</tr>
<tr>
<td>Increase / (decrease) in accrued employee benefits</td>
<td>(7,883)</td>
<td>51,991</td>
</tr>
<tr>
<td>Increase / (decrease) in other liabilities</td>
<td>(61,694)</td>
<td>363,613</td>
</tr>
</tbody>
</table>

Net cash from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash from operating activities</td>
<td>220,877</td>
<td>326,607</td>
</tr>
</tbody>
</table>
Note 12

Commitments

Capital expenditure commitments

There are no capital expenditure commitments for Safe Food Production Queensland at 30 June 2011 (no commitments at 30 June 2010).

Finance lease commitments

There are no finance lease commitments for Safe Food Production Queensland at 30 June 2011 (no commitments at 30 June 2010).

Operating commitments

Lease commitments

At 30 June, Safe Food Production Queensland had the following operating lease commitments inclusive of GST:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor vehicles</td>
<td>213,892</td>
<td>287,879</td>
</tr>
<tr>
<td>Rented premises</td>
<td>425,857</td>
<td>1,095,924</td>
</tr>
<tr>
<td>Photocopiers / Printers / Communication</td>
<td>38,579</td>
<td>53,554</td>
</tr>
<tr>
<td></td>
<td>678,328</td>
<td>1,437,357</td>
</tr>
</tbody>
</table>

Outstanding lease commitments are due for payment as follows:

- within one year: 589,266 (2011), 580,865 (2010)
- one to five years: 89,060 (2011), 856,492 (2010)
- over five years: -

Operating leases are entered into as a means of acquiring access to office accommodation and obtaining the use of motor vehicles and office equipment. Lease payments are generally fixed, except for the Helen Street office lease, which contains annual escalation clauses.
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 13

Financial Instruments

(a) Financial Instruments

Categorisation of Financial Instruments

Safe Food Production Queensland has categorised the financial assets and financial liabilities held as:

<table>
<thead>
<tr>
<th>Category</th>
<th>Note</th>
<th>2011 $</th>
<th>2010 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3</td>
<td>4,808,916</td>
<td>4,700,414</td>
</tr>
<tr>
<td>Receivables</td>
<td>4</td>
<td>204,899</td>
<td>207,884</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>5,013,815</td>
<td>4,908,298</td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>8</td>
<td>318,504</td>
<td>257,255</td>
</tr>
</tbody>
</table>

(b) Financial Risk Management

Safe Food Production Queensland's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk.

Financial risk management is implemented pursuant to Government and Safe Food Production Queensland’s policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of Safe Food Production Queensland.

Safe Food Production Queensland measures risk exposure using a variety of methods as follows -

<table>
<thead>
<tr>
<th>Risk Exposure</th>
<th>Measurement method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit risk</td>
<td>Ageing analysis, earning at risk</td>
</tr>
<tr>
<td>Liquidity risk</td>
<td>Sensitivity analysis</td>
</tr>
<tr>
<td>Market risk</td>
<td>Interest rate sensitivity analysis</td>
</tr>
</tbody>
</table>
(c) Credit Risk Exposure

Credit risk exposure refers to the situation where Safe Food Production Queensland may incur financial loss as a result of another party to a financial instrument failing to discharge their obligations.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provision for impairment.

The following table represents Safe Food Production Queensland’s maximum exposure to credit risk based on contractual amounts net of any allowances.

<table>
<thead>
<tr>
<th>Maximum Exposure to Credit Risk</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Note</td>
<td>$</td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3</td>
<td>4,808,916</td>
</tr>
<tr>
<td>Receivable</td>
<td>4</td>
<td>204,899</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>5,013,815</td>
</tr>
</tbody>
</table>

No collateral is held as security and no credit enhancements relate to financial assets held by Safe Food Production Queensland.
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 13 Financial Instruments (continued)

(c) Credit Risk Exposure (continued)

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any allowance for impairment is based on past experience, current and expected changes in economic conditions and changes in client credit rating.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

2011 Financial Assets Past Due But Not Impaired

<table>
<thead>
<tr>
<th>Overdue</th>
<th>Less than 30 days ($)</th>
<th>30-60 days ($)</th>
<th>61-90 days ($)</th>
<th>More than 90 days ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivable</td>
<td>163,276</td>
<td>31,150</td>
<td>2,422</td>
<td>1,151</td>
<td>197,999</td>
</tr>
<tr>
<td>Total</td>
<td>163,276</td>
<td>31,150</td>
<td>2,422</td>
<td>1,151</td>
<td>197,999</td>
</tr>
</tbody>
</table>

2010 Financial Assets Past Due But Not Impaired

<table>
<thead>
<tr>
<th>Overdue</th>
<th>Less than 30 days ($)</th>
<th>30-60 days ($)</th>
<th>61-90 days ($)</th>
<th>More than 90 days ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivable</td>
<td>130,523</td>
<td>58,369</td>
<td>8,527</td>
<td>3,465</td>
<td>200,884</td>
</tr>
<tr>
<td>Total</td>
<td>130,523</td>
<td>58,369</td>
<td>8,527</td>
<td>3,465</td>
<td>200,884</td>
</tr>
</tbody>
</table>

2011 Individually Impaired Financial Assets

<table>
<thead>
<tr>
<th>Overdue</th>
<th>Less than 30 days ($)</th>
<th>30-60 days ($)</th>
<th>61-90 days ($)</th>
<th>More than 90 days ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivable (gross)</td>
<td>-</td>
<td>2,677</td>
<td>2,039</td>
<td>14,983</td>
<td>19,699</td>
</tr>
<tr>
<td>Allowance for Impairment</td>
<td>-</td>
<td>(2,677)</td>
<td>(2,039)</td>
<td>(14,983)</td>
<td>(19,699)</td>
</tr>
<tr>
<td>Carrying Amount</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

2010 Individually Impaired Financial Assets

<table>
<thead>
<tr>
<th>Overdue</th>
<th>Less than 30 days ($)</th>
<th>30-60 days ($)</th>
<th>61-90 days ($)</th>
<th>More than 90 days ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivable (gross)</td>
<td>-</td>
<td>2,042</td>
<td>3,960</td>
<td>12,397</td>
<td>18,399</td>
</tr>
<tr>
<td>Allowance for Impairment</td>
<td>-</td>
<td>(2,042)</td>
<td>(3,960)</td>
<td>(12,397)</td>
<td>(18,399)</td>
</tr>
<tr>
<td>Carrying Amount</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
(d) Liquidity Risk

Safe Food Production Queensland is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk is managed on an ongoing basis by ensuring funds are readily available for day to day operations. This is achieved by investing available cash funds in the Safe Food Production Queensland bank account or at call deposit accounts.

The following table sets out the liquidity risk of financial liabilities. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date.

<table>
<thead>
<tr>
<th>Financial Liabilities</th>
<th>2011 Payable in</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Note</td>
<td>&lt; 1 year ($)</td>
</tr>
<tr>
<td>Payables</td>
<td>8</td>
<td>318,504</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>318,504</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Liabilities</th>
<th>2010 Payable in</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Note</td>
<td>&lt; 1 year ($)</td>
</tr>
<tr>
<td>Payables</td>
<td>8</td>
<td>257,255</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>257,255</td>
</tr>
</tbody>
</table>

(e) Market Risk

Safe Food Production Queensland does not trade in foreign currency and is not materially exposed to commodity price changes. The Authority is exposed to interest rate risk through its cash deposited in interest bearing accounts.
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Note 13 Financial Instruments (continued)

(f) Interest Rate Sensitivity Analysis

The following interest rate sensitivity analysis is based on a report similar to that which would be provided to management, depicting the outcome to profit and loss if interest rates would change by +/- 1% from the year-end rates applicable to the Authority's financial assets and liabilities. With all other variables held constant, the Authority would have a surplus and equity increase/(decrease) of $48,084 (2010: $46,999). This is mainly attributable to the Authority’s exposure to variable interest rates on its cash and deposit at bank.

<table>
<thead>
<tr>
<th>Financial Instruments</th>
<th>Carrying Amount ($)</th>
<th>2011 Interest rate risk</th>
<th>2010 Interest rate risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- 1% Profit ($)</td>
<td>- 1% Equity ($)</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>4,808,415</td>
<td>48,084</td>
<td>48,084</td>
</tr>
<tr>
<td>Potential Impact</td>
<td></td>
<td>48,084</td>
<td>48,084</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Instruments</th>
<th>Carrying Amount ($)</th>
<th>2010 Interest rate risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- 1% Profit ($)</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>4,699,914</td>
<td>46,999</td>
</tr>
<tr>
<td>Potential Impact</td>
<td></td>
<td>46,999</td>
</tr>
</tbody>
</table>

(g) Fair Value

The net fair value is determined as follows - the net fair value of cash and cash equivalents and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts.

The aggregate net fair values of financial assets and financial liabilities, at balance date are as follows:

<table>
<thead>
<tr>
<th>Financial Instruments</th>
<th>Total carrying amount as per Balance Sheet</th>
<th>Aggregate net fair value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011 $</td>
<td>2010 $</td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash assets</td>
<td>4,808,916</td>
<td>4,700,414</td>
</tr>
<tr>
<td>Receivables</td>
<td>204,899</td>
<td>207,884</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>5,013,815</td>
<td>4,908,298</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>318,504</td>
<td>257,255</td>
</tr>
<tr>
<td>Total financial liabilities</td>
<td>318,504</td>
<td>257,255</td>
</tr>
</tbody>
</table>
Note 14

Contingencies
There are no known material contingent liabilities or assets at 30 June 2011 (2010: Nil).

Note 15

Post Balance Date Events
There have been no known material post balance date events.

Note 16

Remuneration of Board Members
The Food Production (Safety) Act 2000 was amended in 2003 to provide Safe Food Production Queensland with a decision-making Board. The Board was appointed in May 2004.

Remuneration received, or due and receivable by Board Members from Safe Food Production Queensland in connection with management of the entity is disclosed below. Remuneration includes fees received by Members. There were no payments made to the Members for salaries, commissions and contributions to member’s superannuation and other benefits.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nil</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>$1 - $10,000</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

The total remuneration paid or due and payable to each Safe Food Production Queensland Board Member is as follows:

- Mr Geoff Gorrie** $5,185 $3,054
- Ms Kathryn Adams $1,136 851
- Mr Bob Shead - -
- Ms Sophie Dwyer* - -
- Mr Elton Miller* - -

**Mr Geoff Gorrie’s term as Chair expired on 6th May 2011, to be replaced by Peter Milne.

* Queensland public sector employee - no remuneration payable.
Representatives of their respective departments attended Board meetings on their behalf.
CERTIFICATE OF SAFE FOOD PRODUCTION QUEENSLAND

These general purpose financial statements have been prepared pursuant to section 62(1) of the Financial Accountability Act 2009 (the Act), relevant sections of the Financial and Performance Management Standards 2009 and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

b) the financial statements have been drawn up so as to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Safe Food Production Queensland for the financial year ended 30 June 2011 and of the financial position as at the end of that year.

P MILNE
Chairman

B L WILSON
Chief Executive Officer
INDEPENDENT AUDITOR'S REPORT

To the Board of Safe Food Production Queensland


I have audited the accompanying financial report of Safe Food Production Queensland, which comprises the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Chairman and Chief Executive Officer.

The Board's Responsibility for the Financial Report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, including compliance with Australian Accounting Standards. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In Note 1 (a), the Board also states, in accordance with Accounting Standard AASB 101 Presentation of Financial Statements, that the financial statements comply with International Financial Reporting Standards.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the Auditor-General of Queensland Auditing Standards, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.
Independence

The Auditor-General Act 2009 promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General’s opinion are significant.

Opinion

In accordance with s.40 of the Auditor-General Act 2009 –

(a) I have received all the information and explanations which I have required; and

(b) in my opinion –

(i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and

(ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of Safe Food Production Queensland for the financial year 1 July 2010 to 30 June 2011 and of the financial position as at the end of that year; and

(iii) the financial report also complies with International Financial Reporting Standards as disclosed in Note 1(a).

M Ayoob (CA)
As Delegate of the Auditor-General of Queensland

9 August 2011
Brisbane
<table>
<thead>
<tr>
<th><strong>Accreditation</strong></th>
<th>The legal instrument that authorizes the production and/or processing of primary produce under the Food Production (Safety) Act 2000.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>The activities undertaken by a food business as part of their primary production activities.</td>
</tr>
<tr>
<td><strong>Application</strong></td>
<td>An application for accreditation includes the prescribed fee, a description of the activities carried out or proposed to be carried out by the applicant in connection with the production of primary produce, and a copy of their food safety program or management statement.</td>
</tr>
<tr>
<td><strong>Audit</strong></td>
<td>A systematic, independent, official examination of evidence that is evaluated objectively to call to account the holder of accreditation for their food safety obligations.</td>
</tr>
<tr>
<td><strong>Baseline</strong></td>
<td>A basic standard or level or reference point.</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>When a person or food business is operating within the regulatory requirements that apply to the activity in which they are engaged and in keeping with the baseline for that activity.</td>
</tr>
<tr>
<td><strong>Evidence</strong></td>
<td>Information based on facts that can be proved through analysis, measurement, observation and other such means of research, and which establishes the truth, validity, quality of something.</td>
</tr>
</tbody>
</table>
| **Food Production (Safety) Act 2000** | The Food Production (Safety) Act 2000 is the legislation under which Safe Food Production Queensland (SFPQ) operates. The Act aims to ensure that the production of primary produce is carried out in a way that:  
  • makes primary produce fit for human or animal consumption;  
  • maintains food quality; and  
  provides for food safety measures for the production of primary produce consistent with other state laws relating to food safety. |
<p>| <strong>Food safety program (FSP)</strong> | A general term referring to any risk-based food safety management system, including legislated food safety programs. |
| <strong>Holder of accreditation (HOA)</strong> | An individual or business that is accredited with Safe Food Production Queensland to undertake activities at a particular place. |
| <strong>Inspection</strong>    | A formal or official viewing or examination of activities conducted by a business as part of their accreditation with SFPQ. |
| <strong>Key performance indicator (KPI)</strong> | Used by an organization to evaluate its success or the success of a particular activity in which it is engaged. |
| Glossary (cont.) |
|-----------------|--------------------------------------------------------------------------------------------------|
| Management statement | A document prepared by an individual or business outlining their business activities and how they control the food safety risks in their business. |
| Monitoring | Includes, but is not limited to, a method used to check, observe, or record the operation of a food business. |
| Person | Means the person accredited with SFPO. |
| Place | Land or premises and/or vehicle where activities are carried out. A premises includes the building or structure in which primary production occurs. |
| Processor | A processor is a person who undertakes processing activities as defined under the Food Production (Safety) Act 2000. |
| Producer | A producer is a person who undertakes primary production activities under the Food Production (Safety) Act 2000. |
| Regulation | A rule or order, as for conduct, prescribed by a food regulator; a governing direction or law. |
| Risk | The probability of loss of that which we value. In relation to food safety, a measure of the probability that a particular activity will result in unsafe or unsuitable food. |
| Supply chain | The chain that food moves through from the point of harvest or production right through to the end consumer. The supply chain can vary in length according to processing, time and travel distance. |
| Traceability | The ability for food to be traced back and forward through each stage of the supply chain. |
| Uniformity | The situation in which the exact same rules, ideas, or methods are applied in all parts of a system or organization. |
| Validation | Scientific confirmation of the effectiveness of measures controlling food safety hazards at each critical control point (CCP) or at intervals or stages of a treatment or process. |
| Verification | The application of methods, procedures, tests and other tools for evaluation, in addition to monitoring, to determine compliance of a food safety program with the Food Standards Code or appropriate regulation. |
| Wild animal harvester | Under the Food Safety Scheme for Seafood (Seafood Scheme), a person accredited under the category of wild animal harvester. |
| Wild game harvester | A person accredited under the Food Safety Scheme for Meat (Meat Scheme) to kill wild animals for meat. |</p>
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZFRMC</td>
<td>Australia and New Zealand Food Regulation Ministerial Council</td>
</tr>
<tr>
<td>AQIS</td>
<td>Australian Quarantine and Inspection Service</td>
</tr>
<tr>
<td>CAT</td>
<td>Central Assessment Team</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>DEEDI</td>
<td>Department of Employment, Economic Development and Innovation</td>
</tr>
<tr>
<td>EMG</td>
<td>Executive Management Group</td>
</tr>
<tr>
<td>FAA</td>
<td>Financial Accountability Act 2009</td>
</tr>
<tr>
<td>FPMS</td>
<td>Financial and Performance Management Standard 2009</td>
</tr>
<tr>
<td>FRSC</td>
<td>Food Regulation Standing Committee</td>
</tr>
<tr>
<td>FSAC</td>
<td>Food Safety Advisory Committee</td>
</tr>
<tr>
<td>FSANZ</td>
<td>Food Standards Australia New Zealand</td>
</tr>
<tr>
<td>GST</td>
<td>Goods and Services Tax</td>
</tr>
<tr>
<td>HOA</td>
<td>Holder of Accreditation</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>ISC</td>
<td>Implementation Sub-Committee of the Food Regulation Standing Committee</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>PPP</td>
<td>Primary Production and Processing</td>
</tr>
<tr>
<td>QAO</td>
<td>Queensland Audit Office</td>
</tr>
<tr>
<td>QH</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>RTI</td>
<td>Right to Information</td>
</tr>
<tr>
<td>SFPQ</td>
<td>Safe Food Production Queensland</td>
</tr>
<tr>
<td>SOWG</td>
<td>Senior Officers Working Group</td>
</tr>
<tr>
<td>Toward Q2</td>
<td>Toward Q2—Tomorrow’s Queensland</td>
</tr>
</tbody>
</table>
Contact us

Safe Food Production Queensland
ABN 94 790 873 787
PO Box 440
Spring Hill Q 4004

Freecall 1800 300 815 (Queensland only)
t (07) 3253 9800
f (07) 3253 9810
e info@safefood.qld.gov.au
w www.safefood.qld.gov.au