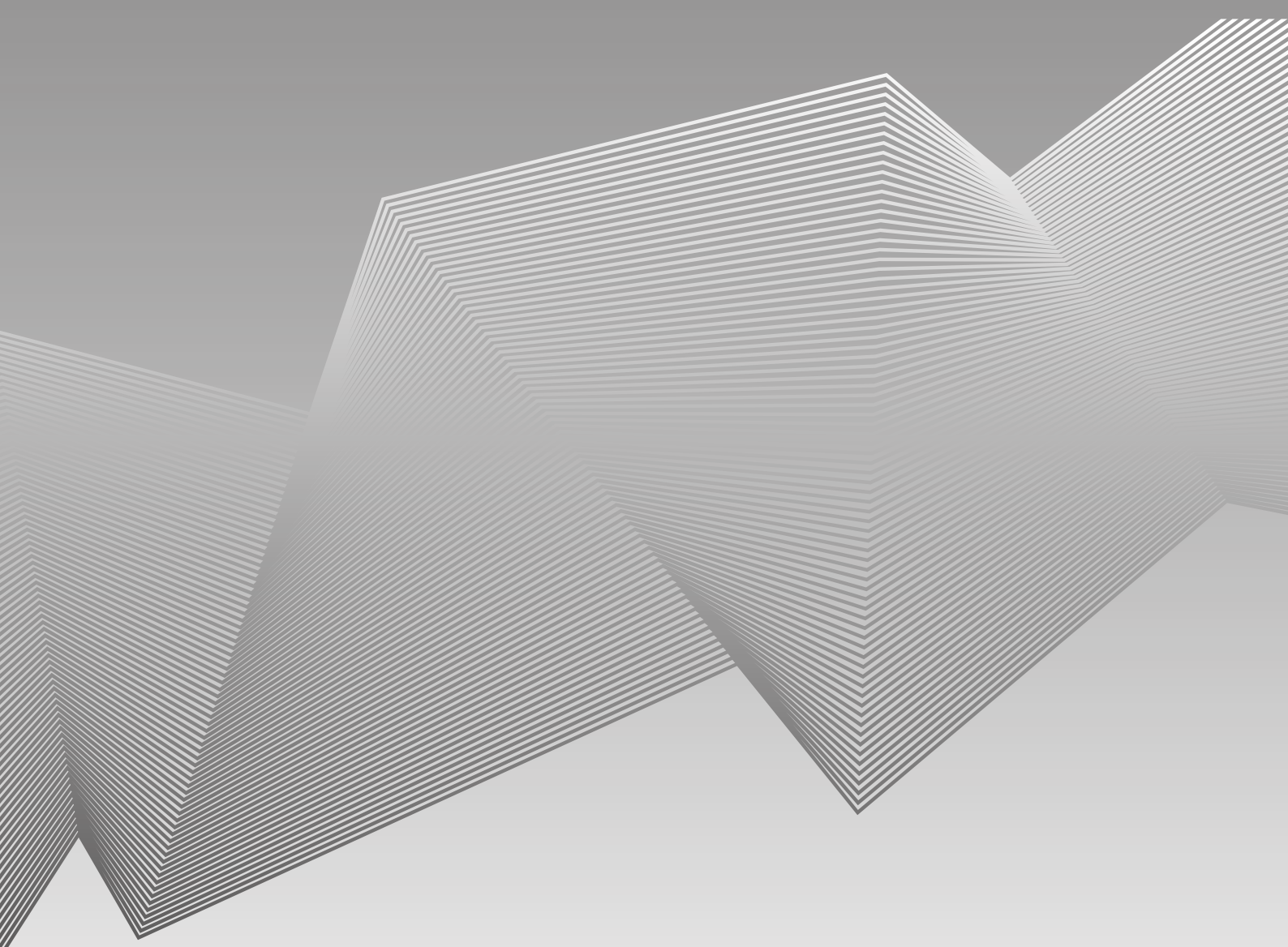


Department of Agriculture and Fisheries

ANNUAL REPORT 2020–2021



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Contact us

Electronic versions of the annual report are available on the department's website at daf.qld.gov.au. Enquiries regarding this document are welcome.

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Feedback

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Letter of compliance

22 September 2021

The Honourable Mark Furner MP
Minister for Agricultural Industry Development and Fisheries and Minister for Rural Communities
1 William Street
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to Parliament the *Annual report 2020–21* and financial statements for the Department of Agriculture and Fisheries.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019; and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found in Appendix 3, page 108 of this annual report.



Robert Gee APM
Director-General
Department of Agriculture and Fisheries

Message from the Director-General

The Department of Agriculture and Fisheries (DAF) promotes a sustainable and innovative agriculture, fisheries and forestry sector, helps to maintain industry and environmental biosecurity and supports the development of rural businesses, adding value to communities and the economy. This work ensures the sector, which generated over \$19 billion of the state's gross value of production during the year, remains a key driver of Queensland's economic growth.

This year has seen a strong focus and cooperative effort with industry to meet the ongoing challenges of recovering from the impacts of the coronavirus (COVID-19) pandemic and other significant sector disruptions including continuing drought, extreme weather events, and managing and preparing for pest and disease incursions.

A successful collaboration with industry, other Queensland agencies and federal agencies on the Pacific Labour Scheme and the Seasonal Worker Programme helped alleviate farm labour shortages and attract workers into agricultural jobs. Our work with on-farm quarantine, the #pickqld campaign and incentives of up to \$1500 to help eligible workers temporarily relocate for regional agricultural work all helped to address the labour shortage. We continue to support industry to source appropriate labour and improve the long-term predictability of agricultural labour supply. The Emergency Animal Welfare COVID-19 Exhibited Animal Assistance Program supported 34 smaller operators, such as mobile exhibits and small-scale wildlife parks, to maintain proper standards of care for their animals during the COVID-19 response.

A flexible and agile response has also been important to assist producers and communities in their recovery from disasters such as cyclone Niran, which impacted north-eastern Queensland in February 2021. Our COVID-19 agriculture coordination officers received formal recognition of their vital support in providing a link to Queensland Government for producers, industry and local governments affected by COVID-19.

Our Market Diversification and Resilience Grants program assisted agribusiness exporters, including fisheries businesses, to diversify into new markets. A novel departmental initiative for the year was hosting virtual trade missions. The December 2020 mission highlighted new market opportunities in Asia and the Middle East, with 88 per cent of participants reporting optimism for the coming year.

This year, we worked to protect our state from many animal and plant pests and diseases. In particular, we helped to mitigate the rapidly advancing incursion of fall armyworm, an economically damaging insect pest, and to prepare for a possible outbreak of African swine fever, which has the potential to decimate our pig industry. Detection of fall armyworm in Queensland and red imported fire ants in Western Australia was facilitated by our staff closely collaborating with the Western Australian Department of Primary Industries and Regional Development. In March 2021, we participated in a successful exercise that tested response preparedness and effectiveness should African swine fever breach Australia's borders.

We continued to implement our key strategies, including reforms to fisheries management outlined in the *Queensland sustainable fisheries strategy 2017–2027*. We are delivering actions under Unite and Recover: Queensland's COVID-19 Economic Recovery Plan and providing ongoing support for agricultural industries in Great Barrier Reef catchments to improve Reef water quality.

We cannot overstate the key role of our partners—all levels of government, peak industry groups, the tertiary and research sectors, primary producers and businesses—in creating conditions for the long-term profitability, sustainability and adaptability of Queensland's agriculture and agribusiness sector. Working collaboratively, we leverage strengths, knowledge and opportunities.

March 2021 marked the retirement of my highly regarded and respected predecessor, Dr Elizabeth Woods. A passionate advocate for the agriculture sector, Beth served on no less than 40 boards, committees, councils, advisory panels and institutes including CSIRO, the Australian Centre for International Agricultural Research and the Grains Research and Development Corporation. Her work covered drought reform, natural disaster responses and industry restructuring. Beth was also the Queensland Government Champion for the Northern Peninsula Area. Beth leaves behind a significant legacy, the impact of which will be felt for years to come.

The achievements of the department have been made possible through the dedication and energy of a professional, committed, resilient and adaptable workforce. Our staff have demonstrated extraordinary professionalism and resilience through incredibly challenging times.

To be able to deliver the department's objectives and meet the needs of the community, we must continue to invest in our people. I have endorsed a learning and development strategy focused on equipping leaders at all levels to collaboratively guide system change, to build strong skills in change leadership, and to support our staff to become more agile and adaptive so they can respond constructively in a rapidly changing environment.

These are just some highlights of the work of our department in 2020–21. I sincerely thank all staff, Minister Furner and his office for their support, dedication and hard work during the year.

The bigger story is in the report that follows.

A handwritten signature in black ink, appearing to read 'Robert Gee', with a stylized flourish extending to the right.

Robert Gee APM
Director-General
Department of Agriculture and Fisheries

Financial overview

This financial overview provides a summary of DAF's financial performance and position for controlled and administered activities, and comments on significant movements for the period 1 July 2020 to 30 June 2021.

In accordance with the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement of assurance that the department's financial internal controls are operating efficiently, effectively and economically. The department actively manages its financial risks and liabilities and is financially well positioned to meet its objectives as outlined in the strategic plan.

This overview explains how to interpret DAF's financial statements (including explanatory variance notes), by providing a summary (in Table 1, pages 5–7) of the three primary financial statements:

1. statement of comprehensive income
2. statement of cash flows
3. statement of financial position.

It also provides more detail on items that make up these statements and the changes that occurred during the reporting period that impacted DAF's financial outcomes.

For a more comprehensive set of financial statements covering all aspects of the department's activities, see 'Financial statements' on page 49.

Table 1 Summary of DAF's financial statements for the period
1 July 2020 to 30 June 2021

Statement of comprehensive income	2020–21 actual (\$m)	2020–21 budget (\$m)
Total income	562.6	556.5
Less: total expenses	553.3	556.5
Operating result	9.3	--

The total income from operations for 2020–21 was an increase of \$6.1 million (1.1%), mainly driven by royalties revenue for quarry materials relating to infrastructure and mining projects and the one-off gain on the sale of the former Queensland Agricultural Training Colleges cattle property Berrigurra Station. This was partly offset by a decrease in appropriation revenue attributed to reduced demand for the Drought Assistance Package, and the deferral of funding to 2021–22 to fund a number of departmental priorities and to realign forecast with the budgeted cash flows.

The total expenses from operations for 2020–21 decreased by \$3.2 million (0.6%). The decrease in supplies and services is largely attributed to delays related to costs for research and development funded projects, coupled with realignment of expenditure across various departmental state-funded programs. Also contributing to the under-expenditure were savings generated within accommodation and Queensland Shared Services charges. This was partly offset by increased expenses incurred for the continuation of the Drought Assistance Package where the 2020–21 allocation was held centrally by Queensland Treasury and drawn down in arrears based on actual expenditure.

The 2020–21 actual operating result reflects the net gain on the sale of the former Queensland Agricultural Training Colleges cattle property Berrigurra Station.

(continued)

Table 1 cont. Summary of DAF's financial statements for the period
1 July 2020 to 30 June 2021

Statement of cash flows	2020–21 actual (\$m)	2019–20 actual (\$m)
Balance of cash at 1 July 2020	41.2	48.5
Operating activities	43.9	16.7
Investing activities	20.4	(14.7)
Financing activities	(43.5)	(9.8)
Net increase/(decrease) in cash held	20.8	(7.8)
Cash received from administered changes	0.0	0.5
Cash at 30 June 2021	62.0	41.2

The net cash inflow in operating activities is largely attributed to appropriation funding received in 2020–21 that was deferred at year-end to 2021–22 to fund departmental priorities and realign the budget with anticipated cash flows for the various limited-life department programs.

The net cash inflow in the investing activities is mainly driven by the sale of the former Queensland Agricultural Training Colleges cattle property Berrigurra Station.

The net cash outflow in the financial activities is primarily attributed to the equity withdrawal relating to the net proceeds from the sale of the former Queensland Agricultural Training Colleges cattle property Berrigurra Station.

The increase in cash balances at the end of the financial year is largely due to the deferred appropriation refundable to the Consolidated Fund.

(continued)

Table 1 cont. Summary of DAF's financial statements for the period
1 July 2020 to 30 June 2021

Statement of financial position	2020–21 actual (\$m)	2019–20 actual (\$m)
Current assets (including cash balances)	126.9	94.1
Non-current assets (including property, plant and equipment)	543.1	524.9
Total assets	670.0	619.0
Current liabilities	89.1	60.8
Non-current liabilities	114.2	117.6
Total liabilities	203.3	178.4
Net assets (equity)	466.7	440.6

At 30 June 2021, the department held assets totalling \$670 million, an increase of 8% from the previous year. The increase is from movements in property, plant and equipment assets mainly due to the result of comprehensive asset revaluation, offset by the disposal of the former Queensland Agricultural Training Colleges cattle property Berrigurra Station and in cash and cash equivalents due to the deferred appropriation refundable to the Consolidated Fund.

At 30 June 2021, the department held liabilities totalling \$203.3 million, an increase of 14% from the previous year. The increase is from movements primarily in payables due to the deferred appropriation refundable to the Consolidated Fund.

Controlled funds

Controlled funds are those that relate directly to a department's operational objectives and fall within the control of the department.

Operating result

The operating result for 2020–21 is \$9.3 million.

Income—where the dollars came from

Total operating revenues were \$562.6 million, including:

- \$316.3 million (56.2 per cent) through funding provided as appropriation revenue by Parliament
- \$147.3 million (26.2 per cent) in user charges and fees for goods and services (including national cost-sharing revenues for biosecurity pest and disease programs from other states and territories, income received for research and development projects and the provision of services to other government agencies through the Business and Corporate Partnership arrangements)
- \$41.2 million (7.3 per cent) from grants and other contributions (including national cost-sharing revenue from the Australian Government for biosecurity pest and disease programs)
- \$46.9 million (8.4 per cent) from other income sources (including royalty revenues on forest products removed from state land)
- \$10.8 million (1.9 per cent) from the disposal and re-measurement of assets.

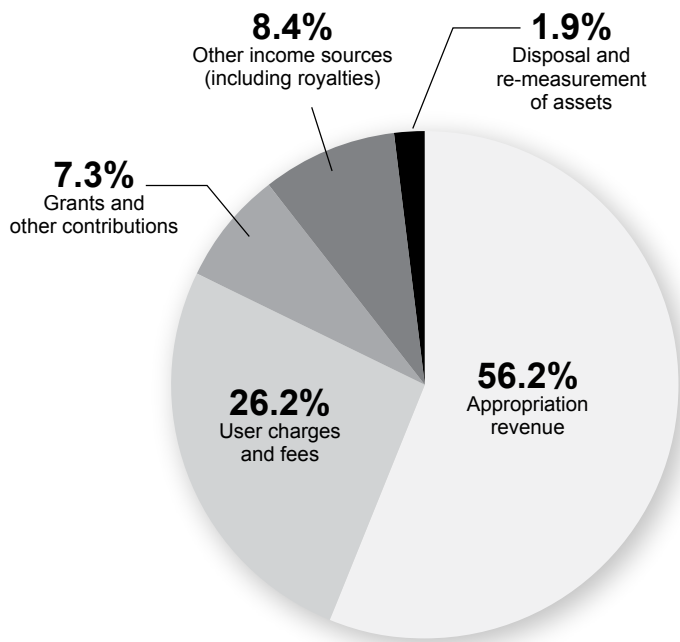


Figure 1 Operating revenues, 1 July 2020 to 30 June 2021

Expenses—where the dollars were spent

Total operating expenses were \$553.3 million, including:

- \$229.1 million (41.4 per cent) in employee expenses
- \$265.4 million (48.0 per cent) for supplies and services (including contractors for national cost-sharing biosecurity pest and disease programs, research and development projects, the provision of services through Business and Corporate Partnership arrangements, outsourced service delivery arrangements, accommodation, travel and other operating costs)
- \$25.0 million (4.5 per cent) in grants and subsidies (including payments under the Drought Relief Assistance Scheme and payments to Safe Food Production Queensland and the Darling Downs – Moreton Rabbit Board)
- \$28.6 million (5.2 per cent) in depreciation and amortisation expenses
- \$2.7 million (0.5 per cent) in other expenses (including asset write-downs, special payments, Queensland Government Insurance Fund premiums and audit fees)
- \$2.5 million (0.4 per cent) in finance/borrowing costs.

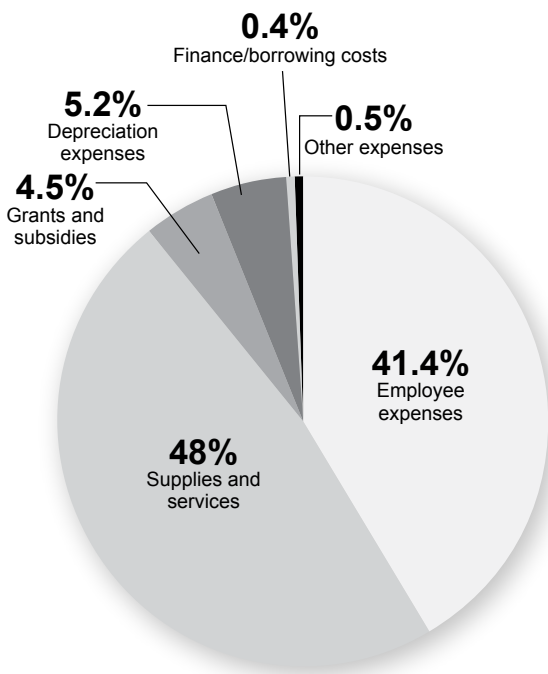


Figure 2 Operating expenses, 1 July 2020 to 30 June 2021

Figure 3 provides a breakdown of operating expenses into DAF's three core service delivery areas:

- Agriculture (\$249.1 million or 49.8 per cent)
- Biosecurity Queensland (\$164.0 million or 32.8 per cent)
- Fisheries and Forestry (\$86.7 million or 17.3 per cent).

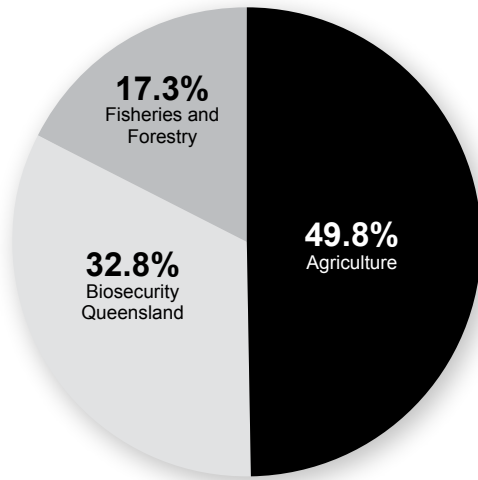


Figure 3 Operating expenses by service area, 1 July 2020 to 30 June 2021

Expenses for corporate services relating to DAF provided through the Business and Corporate Partnership arrangements have been allocated to respective departmental services. Expenses attributed to other agencies through Business and Corporate Partnership activities are shown separately and are not allocated across departmental services.

Equity—what we are worth

Equity represents net worth, which is calculated by 'what we own' (total assets of \$670.0 million) less 'what we owe' (total liabilities of \$203.3 million). At 30 June 2021, DAF's equity was \$466.7 million.

Assets—what we own

At 30 June 2021, DAF had total assets of \$670.0 million. The department's major assets are cash, property, plant and equipment (mainly land, buildings, infrastructure, plant and equipment), right-of-use assets (for leased properties), prepayments and receivables (including trade debtors).

Liabilities—what we owe

At 30 June 2021, DAF had total liabilities of \$203.3 million, which included accrued employee expenses, lease liabilities, payables (including trade creditors), an appropriation payable to the Consolidated Fund for end-of-year appropriation adjustments, and revenues received in advance of service delivery (largely funding received in advance of service delivery for research and development projects).

Capital expenditure

Capital outlays of \$15.6 million in 2020–21 were focused on developing and upgrading research facilities and replacing plant and equipment to deliver outcomes for agriculture, biosecurity, fisheries and forestry.

Administered funds

Administered funds are those over which the department does not have control but is charged with administering efficiently and effectively on a whole-of-government basis.

During 2020–21, DAF received administered revenue of \$81.7 million comprising administered appropriation revenue from Queensland Government, Racing Queensland's contribution to the Queensland Racing Integrity Commission and the collection of regulatory receipts (including taxes, fees and fines) on behalf of Queensland Government.

Grants were paid to QRIDA for the administration of assistance schemes and to the Queensland Racing Integrity Commission as a contribution to oversee the integrity and welfare standards of racing animals and participants in Queensland. Regulatory receipts and Racing Queensland's contribution were paid into Queensland Government's Consolidated Fund.

At 30 June 2021, DAF had net administered assets of \$0.6 million. DAF also manages surplus assets that were transferred back to the government prior to the sale of Forestry Plantations Queensland to the private sector.

Agency role and main functions

Who we are

The Department of Agriculture and Fisheries was established under the *Public Service Act 2008*. Our responsibilities are outlined in the Administrative Arrangements Order (no. 2) 2020 of 12 November 2020. The department forms part of the portfolio of the Minister for Agricultural Industry Development and Fisheries and Minister for Rural Communities.

Our Strategic Plan 2019–23 provided our purpose and set our vision and objectives for the 2020–21 reporting period, as outlined below. Our Strategic Plan 2021–25, which outlines our purpose and sets our vision and objectives from 1 July 2021 for the next 4 years, is available at publications.qld.gov.au.

Our vision

A productive and profitable agriculture, fisheries and forestry sector, on a sustainable basis.

Our purpose


Promote a sustainable and innovative agriculture, fisheries and forestry sector, maintain industry and environmental biosecurity, develop rural businesses and add value to communities and the economy.

Our strategic objectives

- **Innovative**—Work with industry to create the conditions to drive innovation, productivity and jobs.
- **Responsive**—Build capacity of agribusinesses and communities to meet sector challenges.
- **Sustainable**—Promote responsible use of natural resources to underpin productivity, environmental sustainability and healthy lifestyles.

Our values

Our service delivery, decision-making and organisational management are governed by the following values and drive the delivery of our strategic plan:

	Customers first	Know your customers. Deliver what matters. Make decisions with empathy.
	Ideas into action	Challenge the norm and suggest solutions. Encourage and embrace new ideas. Work across boundaries.
	Unleash potential	Expect greatness. Lead and set clear expectations. Seek, provide and act on feedback.
	Be courageous	Own your actions, successes and mistakes. Take calculated risks. Act with transparency.
	Empower people	Lead, empower and trust. Play to everyone's strengths. Develop those around you.
	Respect human rights	We will respect, protect and promote human rights in our decision-making and actions.

Our services

DAF's services were delivered through three service areas:

- **Agriculture**—to lift the productivity of Queensland's food and fibre businesses
- **Biosecurity Queensland**—to mitigate the risks and impacts of animal and plant pests and diseases and weeds to the economy, the environment, social amenity and human health, and to uphold standards for animal welfare and agricultural chemical use
- **Fisheries and Forestry**—to ensure sustainable and productive fisheries and the responsible allocation and use of state-owned forests and related resources.

The delivery of our services was supported by our Corporate business group and services received from the Business and Corporate Partnership (see page 37).

Statutory and other bodies

Our work is complemented by the following bodies:

- Darling Downs – Moreton Rabbit Board
- Queensland Rural and Industry Development Authority
- Safe Food Production Queensland
- Veterinary Surgeons Board of Queensland
- Queensland Racing Integrity Commission.

Details on the roles and functions of these entities can be found in Appendix 1.

Our strategic risks and opportunities

By being risk-aware and not risk-averse, the department leverages opportunities and manages risk.

Key strategic risks

Disruptive and extreme events—Resources may be stretched across competing priorities by high-impact or multiple external threats (e.g. COVID-19 or other pandemics, climatic events, pests, diseases, economic shocks and cyber attacks), challenging the capacity of the department and the sector to respond rapidly and effectively to maintain industry activity or support recovery.

Protection of biological ecosystems—More efficient and environmentally sustainable industry practices, and improved management and prevention of invasive pests and weeds, may not fully meet community and industry aspirations for protecting Queensland's environment and lifestyles, reducing our ability to create sector value.

Climate change—Impacts from climate change may increasingly compromise agriculture, forestry and fisheries operations, placing significant pressure on production in the longer term.

Organisational agility—Challenges in adapting to evolving conditions (e.g. pandemics and health risks) and renewing business models, securing partnerships and resourcing may affect the department's ability to transform, innovate and meet service expectations.

Key strategic opportunities

Economic shifts—Global population growth, rapidly growing middle classes and a focus on food security in Asia, South America and Africa are driving a rising demand for high-quality, safe and nutritious food and fibre, providing the department with opportunities to support Queensland's produce and agricultural expertise in new and expanded markets, and to facilitate new sources of investment for the sector.

Virtual connections—Exploiting advances in technology and big data will change the way government, business and customers operate and drive productivity and efficiency gains, making it easier and cheaper to interact, transact and make better decisions.

Strategic partnerships—Building and strengthening partnerships with research organisations, industry bodies and government agencies will enable the department to leverage expertise and share responsibility for managing risks.

Informed consumers—Assisting businesses to meet consumers' expectations about the origin, safety, nutritional value and ethical and sustainable production of food and fibre will help to increase demand for Queensland's trusted produce.

Contribution to Queensland Government's objectives for the community

In 2020–21, the department strongly contributed to five of Queensland Government's objectives for the community.



Supporting jobs

We boosted agribusiness competitiveness through policy, research, innovation and workforce programs to support jobs now and in the future, diversify the sector and strengthen Queensland's economy.



Growing our regions

We worked with agribusinesses, organisations and rural communities to grow the value chain, exports and investment that will create jobs and lift regional prosperity.



Protecting the environment

We supported businesses to build our natural capital, maintain high levels of biosecurity and enhance ecosystem services that protect the environment, increase productivity and profitability of the sector, and secure a sustainable future for Queensland.



Backing small business

We grew the resilience of agribusinesses to help them adapt and better manage uncertainties such as climate events, changing markets and biosecurity threats, by providing policy settings, support, information and tools.



Safeguarding our health

We managed risks to production and worked with businesses to help them grow and develop food products that ensure continuous supply of safe and nutritious food, boost consumer health, and support the health and wellbeing of rural and remote communities.

Other whole-of-government plans and initiatives

In addition to the government's objectives for the community, the following intergovernmental agreements, whole-of-government plans and specific initiatives influenced the way we delivered our services.

Intergovernmental Agreement on Implementing Water Reform in the Murray–Darling Basin

The Queensland Murray–Darling Basin Regional Economic Diversification Program was established as part of the structural adjustment program resulting from the Basin Plan 2012. It is designed to stimulate economic activity and jobs in areas affected by reductions in irrigation water allocations that have occurred as part of the Basin Plan. DAF administered the High Value Horticulture Value Chains for the Murray–Darling Basin project, which extended through to 2021, to develop new, high-value, export-oriented horticulture value chains to maximise economic return from the available irrigation water in the region. The effects of drought and COVID-19 presented several challenges for this project, requiring some adaptation. However, the project was successfully completed in June 2021.

Intergovernmental Agreement on Biosecurity

Biosecurity Queensland works collaboratively within a strong national biosecurity system under the Intergovernmental Agreement on Biosecurity (IGAB), which was signed in 2012. IGAB2 (the revised agreement) was signed in 2019.

The national biosecurity system encompasses the full range of activities undertaken by governments, industry, natural resource managers, custodians or users, and the community across the biosecurity continuum. It includes prevention, emergency preparedness, detection, response, recovery and ongoing management of pests and diseases.

As part of this national system, Biosecurity Queensland is a signatory to the three formal agreements that outline responses to exotic pests and diseases that have potential to impact animal, plant or human health or the environment. These are the Emergency Animal Disease Response Agreement and the Emergency Plant Pest Response Deed between industry and governments and the National Environmental Biosecurity Response Agreement between governments. The majority of cost-shared eradication responses are conducted under these agreements.

Reef 2050 Plan

The *Reef 2050 long-term sustainability plan* (Reef 2050 Plan) provides the framework for the actions of the Australian and Queensland governments to protect and manage the Great Barrier Reef. DAF contributed to 38 of the 51 actions in the Reef 2050 Plan, including fisheries reforms and actions commenced now, or scheduled to commence on 1 September 2021, under the *Queensland sustainable fisheries strategy 2017–2027*. DAF is continuing implementation of the strategy and the *Charter fishing action plan 2018–2021*, along with the aligned *Reef 2050 water quality improvement plan 2017–2022*. DAF works directly with producers to improve their practices with the aim of improving Reef water quality and works with fishers to implement ecologically sustainable fishing policy.

Great Barrier Reef Marine Park Authority Intergovernmental Agreement

Schedule E of the agreement recognises Australia's international responsibilities for the Great Barrier Reef World Heritage Area under the World Heritage Convention, Offshore Constitutional Settlement arrangements, the intergovernmental agreement, and associated Australian and Queensland government legislative provisions. The intergovernmental agreement is currently under review by the Australian and Queensland governments.

Conservation agreement for assessment of applications under the *Great Sandy regional marine aquaculture plan*

The conservation agreement between Queensland and Australian government ministers for the *Great Sandy regional marine aquaculture plan* means that applications for aquaculture that comply with the plan do not require a separate assessment or approval under the *Environment Protection and Biodiversity Conservation Act 1999*. Instead, matters under the Act are covered through the issue and conditions of the development approval (under the *Planning Act 2016*) and resource allocation authority (under the *Fisheries Act 1994*), which are assessed under the plan.

Shared waters

Management arrangements for commercial fisheries are established under the Offshore Constitutional Settlement 1995 agreement and the resulting memorandum of understanding between the Queensland, Northern Territory and Australian governments to manage shared waters.

The Queensland Fisheries Joint Authority (established in 1995) manages some northern finfish stocks within offshore waters in the Gulf of Carpentaria.

The Torres Strait Protected Zone Joint Authority (established in 1984) manages all commercial fisheries in the Torres Strait Protected Zone.

There are no joint authorities operating on the Queensland East Coast.

Operating environment

The sector we serve

Queensland's primary industries (agriculture, fisheries, forestry and food) are central to our economy, regions and communities. While 2020–21 was characterised by unprecedented uncertainty—in the economic recovery of our key trading partners, in our domestic markets, and across our supply chains and labour markets—swift collaborative action ensured the sector remained resilient, efficient and sustainable. The gross value of production (GVP) for 2020–21 is forecast to rise to \$19.02 billion, driven by livestock prices remaining at high levels, improved seasonal conditions and increased demand for nursery products.

Queensland has the highest proportion of agricultural land (84 per cent) of any Australian state. Stretching beyond the farm gate, the agribusiness and food sector either partly or entirely supports employment of approximately 330 000, or roughly 1 in 7, Queenslanders.

The sector is diverse and produces a wide variety of high-quality food and fibre products. Queensland grows 94 per cent of the nation's sugarcane, has 47 per cent of the meat cattle herd, and produces 34 per cent of the nation's cotton, 33 per cent of grains and 30 per cent of vegetables. Queensland's vibrant and robust produce enjoys a well-earned global reputation as safe and nutritious. We are a food-secure state, exporting 58 per cent of all agricultural output.

Outlook

Over the medium term, we have a unique opportunity to shape the sector for the future. Productivity improvements are expected to account for most of the projected growth in agricultural production. Queensland is well placed to take up innovative technology and continue investment in infrastructure and research and development to accelerate digitisation, new technology, improved data and workforce skilling.

These investments are critical to ensure Queensland remains a world leader in food and fibre while limiting the environmental impact of agriculture. They will enable sustainable yield increases and allow production to be driven by productivity growth, as land use for agriculture is unlikely to expand. Making these investments will be challenging, with productivity gains and slowing demand growth expected to keep the real commodity prices flat until 2030. Finding our competitive advantage, plus understanding and servicing consumer preferences domestically and in existing and new export markets, will be key to our success.

Table 2 Agriculture, fisheries and forestry snapshot (by GVP)

Total	Horticulture	Livestock and livestock products	Cropping	Fisheries and forestry	Overseas exports
\$19.02 billion (approximately 7% of the state's economic output)	\$4.68 billion	\$9.46 billion	\$3.71 billion	\$1.18 billion	\$8.61 billion (excluding sugar) 15% of state commodities

Source: Department of Agriculture and Fisheries 2021, Queensland AgTrends, Queensland Government, Brisbane, <<https://www.daf.qld.gov.au/strategic-direction/datafarm/qld-agtrends>>.

Organisational structure

DAF's organisational structure was made up of three core service delivery areas—Agriculture, Biosecurity Queensland, and Fisheries and Forestry—supported by Corporate. Each area was led by a Deputy Director-General.

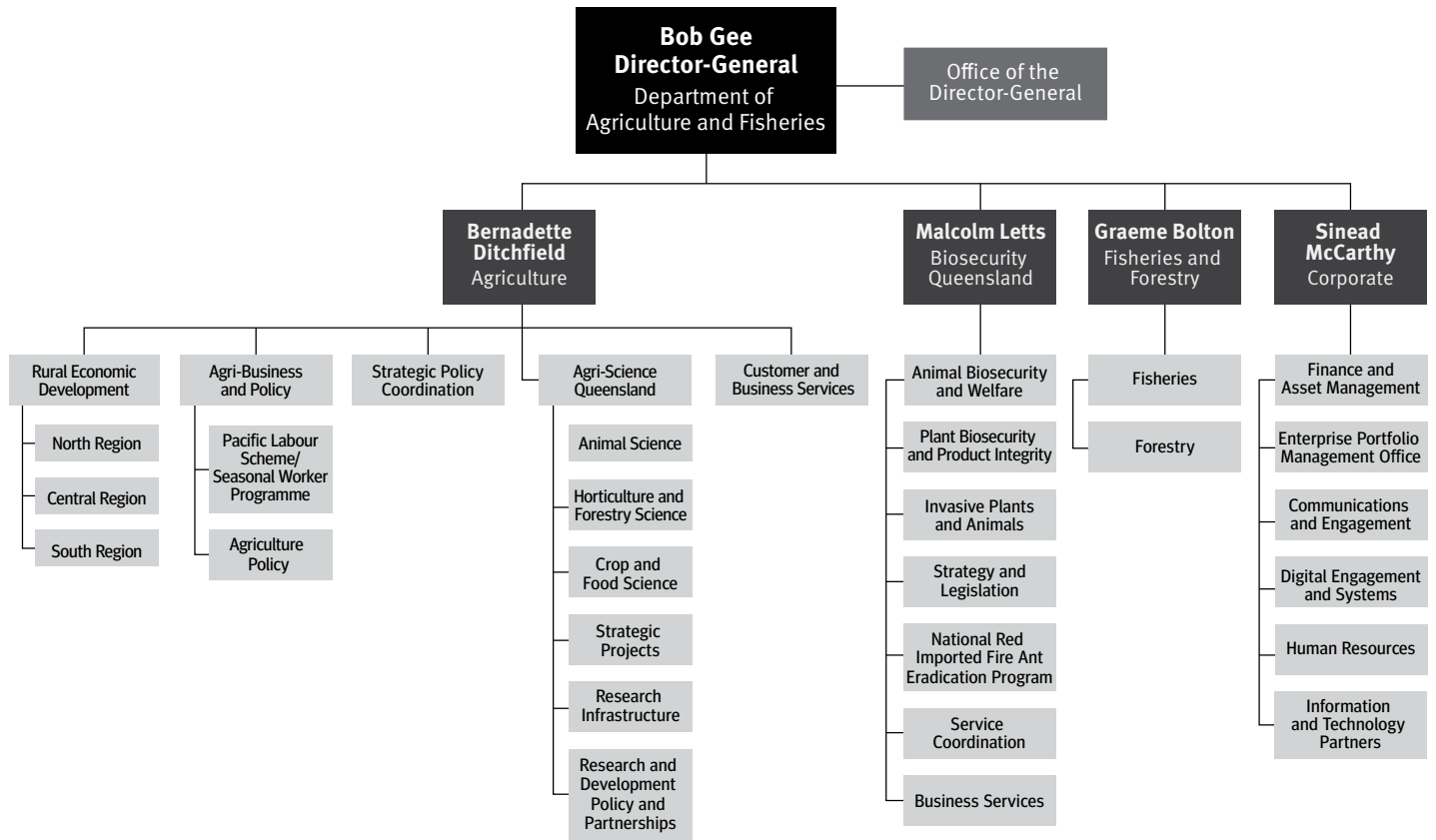


Figure 4 DAF's organisational structure at 30 June 2021

Executive leadership

Our leadership team

Robert Gee **APM, Director-General**

Robert (Bob) Gee APM was appointed Director-General for the Department of Agriculture and Fisheries in early 2021.

Before this, Bob was the Director-General for the Department of Youth Justice. Bob was also Deputy Police Commissioner, Regional Operations in the Queensland Police Service, the State Disaster Coordinator, a board member of the Queensland Reconstruction Authority, and the Queensland Police Service Indigenous Champion. Bob is the Queensland Government Champion for Doomadgee and the chair of the Family Responsibilities Board.

Bob was a recipient of the Harvard Club of Australia Sir James Wolfensohn Scholarship in 2013. He values research being used pragmatically to improve evidence-based practice.

Bob has worked in central agencies, as a university lecturer and as a consultant across a broad range of industries. He has been a chief information officer and was a commissioned officer of police for over 20 years. In these roles, Bob demonstrated a deep commitment to rural and regional Queensland, and to building stakeholder relationships and community resilience, particularly for those who are most vulnerable.

Bob works with industry and rural communities to create the conditions to drive innovation, sustainability and jobs for a productive and profitable agriculture, fisheries and forestry sector. His priorities include building the capacity of agribusinesses and regional economies while ensuring quality, supply and increased value of Queensland's agricultural products. His other goals include increased industry and community participation in biosecurity prevention and response, and a world-class fisheries management system.

Bernadette Ditchfield **Deputy Director-General, Agriculture**

Bernadette is responsible for leading economic recovery initiatives that support the agriculture sector to continue to prosper following the COVID-19 pandemic. She is also responsible for leading the development of policies, research and initiatives that enhance the productivity, profitability and sustainability of Queensland's food and fibre businesses. Bernadette has an extensive background in policy development and service delivery, coupled with a strong industry development focus.

Bernadette has more than 20 years experience in the private and public sectors and has held senior roles in the former Department of Natural Resources, Mines and Energy, Queensland Treasury and the Department of the Premier and Cabinet.

Malcolm Letts

Deputy Director-General and Chief Biosecurity Officer, Biosecurity Queensland

Malcolm has held this role since October 2017; before this, he was Deputy Director-General, Agriculture. He leads the state's efforts in the management of animal and plant pests and diseases, invasive species, animal welfare and agricultural chemicals. Malcolm's extensive experience includes natural resource management, agricultural industry development, food safety and traceability, rural and industry development, trade, investment attraction and agricultural policy.

Malcolm is the Queensland Government representative on the National Biosecurity Committee and has chaired a number of state and national biosecurity committees. Malcolm's focus continues to position Queensland as the national biosecurity leader to ensure that Queensland, as the frontline state for biosecurity, continues to build its capability to meet the biosecurity needs of all Queenslanders not only today but into the future.

Graeme Bolton

Deputy Director-General, Fisheries and Forestry

Born and raised in North Queensland, Graeme spent the first part of his career in the private sector as a director in a planning and surveying consultancy. He joined the public service in 2004 and was instrumental in leading and delivering major reforms to Queensland's planning legislation and processes.

Graeme recently spent 5 years in the Middle East, where he was responsible for the delivery of Qatar's national growth and development strategy, strategic planning for the new metropolitan rail network and precinct, and legacy planning for the 2022 FIFA World Cup. Upon returning to Australia, he took up a senior executive role with Townsville City Council before rejoining Queensland Government.

Graeme has more than 20 years experience in leading multidisciplinary organisations in the private sector, local and state governments, and internationally with the government of Qatar.

Sinead McCarthy

Deputy Director-General, Corporate

Sinead is responsible for the delivery of a broad range of corporate services to enable the department to deliver against its strategic objectives.

Before joining DAF, Sinead was Chief Counsel with In-house Legal in the Business and Corporate Partnership, leading a team of multidisciplinary lawyers providing legal services to four Queensland Government departments. Services included conducting civil litigation and prosecutions, advising on commercial arrangements and providing portfolio-specific and general corporate advice.

Sinead also led the strategic planning, performance and risk functions within the former Department of Natural Resources, Mines and Energy.

Commencing in private legal practice, Sinead now has 20 years experience with the public sector, both in Queensland and in the civil service in the United Kingdom.

Agency objectives and performance

Our objectives reflect three themes: innovative, responsive and sustainable. Details of our performance against our objectives are provided in the following sections.

Theme 1: Innovative

Objective

Work with industry to create the conditions to drive innovation, productivity and jobs.

Key performance indicators

Indicator	Results				
	2016–17	2017–18	2018–19	2019–20	2020–21
Increase in value of Queensland's food and fibre exports ¹	\$9.762 billion	\$9.449 billion	\$9.578 billion	\$9.54 billion	\$8.61 billion
Increase in total value of primary industry commodities ²	\$20.09 billion	\$19.58 billion	\$18.81 billion	\$18.74 billion	\$19.02 billion

Notes

1. Queensland's rural overseas merchandise exports, 2021. (Sources: ABS unpublished trade data; Queensland Treasury.) Figures represent the total value of Queensland's rural exports, excluding sugar due to confidentiality. This series has been revised in line with Queensland Treasury methodology. Sugar is worth approximately \$1.5 billion annually to the Queensland economy. (Source: Australian Sugar Milling Council 2020, *Sugar industry summary statistics*, <<https://asmc.com.au/policy-advocacy/sugar-industry-overview/statistics>>.)
2. Figures represent the total GVP for Queensland's primary industry commodities. The figure for 2020–21 is a forecast. It is a 1% increase from the 2019–20 estimate, and 1.6% less than the average for the past 5 years. The value of the sector remains strong, despite disruption of COVID-19 and the ongoing drought. (Source: Department of Agriculture and Fisheries 2021, Queensland AgTrends, Queensland Government, Brisbane, <<https://www.daf.qld.gov.au/strategic-direction/datafarm/qld-agtrends>>.)

Performance snapshot

Contribution to Queensland's rural exports

- **9607** plant health certificates issued and **3823** inspections undertaken to provide market access for Queensland commodities.
- **253** live animal export certificates issued to facilitate international market access for Queensland animals.

Contribution to jobs and employment

- **40 683** agriculture, forestry and fishing businesses supported across Queensland in 2019–20.
- **83 894** Queenslanders directly employed in agriculture, forestry and fishing jobs.
- **348 000** Queenslanders employed across the entire food and agribusiness supply chain (more than **13 per cent** of Queensland's workforce) with a corresponding supply chain output value of around **\$25 billion**.
- Up to **687** potential new jobs created by **15** business enterprises under **round 3** of the Rural Economic Development Grants program.

Performance highlights

- Continued to deliver for Queenslanders through Unite and Recover: Queensland's COVID-19 Economic Recovery Plan:
 - Coordinated approximately \$20.1 million of announced funding for economic recovery initiatives that will support the sector to diversify, innovate and grow.
 - Announced the Rural Agricultural Development Initiative, comprising grants and other measures to grow value and employment along the sheep and goat supply chain in western and southern Queensland, increasing the benefits from cluster fencing.
 - Supported collaborative efforts across government to grow a modern food manufacturing industry that creates jobs, supports health and stimulates economic activity using a whole-of-value-chain approach.
- Continued to drive productivity and innovation in Queensland's agriculture and food research industries through research, development and extension:
 - Completed Australia's first national protected cropping research, development and extension strategy.
 - Released a new variety of chickpea, two new varieties of mandarins and four new varieties of strawberries—85 per cent of strawberries grown in Queensland are DAF-bred varieties.
 - Imported 18 new disease-resistant banana varieties from international breeding programs.
 - Delivered over 400 beef and sheep extension activities, reaching over 1800 participants.
 - Produced 3.74 million fertilised cobia eggs, resulting in 2.43 million larvae in support of fingerling production trials.
 - Developed an Indigenous native food program to engage with Aboriginal and Torres Strait Islander businesses and communities and progress products with native food ingredients through to commercialisation.
 - Licensed 68 elite lines of sorghum to seed companies and imported 54 elite lines of pigeon pea.
- Supported regional businesses affected by the significant reduction in available workers following the closure of international borders in March 2020. Since then, the sector has experienced a shortage of labour in peak harvest periods. To address this, Queensland opted into the Australian Government's Pacific Labour Scheme and Seasonal Worker Programme in September 2020. Queensland continues to lead the nation as the first jurisdiction to allow on-farm quarantine for seasonal workers. At 30 June 2021, more than 2900 workers had entered quarantine in Queensland since the recommencement of the program in October 2020.
- Since October 2020, implemented a range of other measures supporting over 3240 regional jobs in the sector:
 - Conducted the #pickqld campaign, which seeks to connect seasonal workers, displaced Queensland workers and working holiday-makers to employment opportunities in key agriculture regions.
 - As part of the \$750 000 Back to Work in Agriculture Incentive Scheme pilot that commenced on 2 October 2020, made payments of up to \$1500 available to eligible employees to help meet costs associated with taking up short-term seasonal agricultural employment in regional areas.
- Promoted Queensland's agricultural products and innovations internationally to grow exports and attract investment.
- Through the Growing Queensland's Food Exports program, assisted food producers to take advantage of markets with free trade agreements with Australia. Program achievements included:
 - new market insights for the domestically focused strawberry industry into export pathways to Hong Kong and Indonesia
 - trials of a new preservative-free ginger product targeting Chinese customers
 - research into sea-freight opportunities and post-harvest trials for sweetpotatoes to the European Union and the United Arab Emirates

- increased exports of retail-ready macadamia products to China
 - a new market in the Philippines for Queensland mandarins
 - the adoption of new marketing strategies using social media platforms.
- Continued the Rural Economic Development Grants program into its third year. The program, administered by QRIDA, provided grants of up to \$250 000, matched by the applicant, for viable economic development activities that create employment in rural and regional Queensland related to primary production. Activities that have been funded are diverse, and include investments such as new packaging facilities, storage and handling facilities, fish nurseries, and propagation and production sheds.
 - Invested the \$1.75 million budgeted to deliver key digital transformation projects. Round 1 of the Agribusiness Digital Solutions Grant Program saw \$1.045 million invested to deliver nine projects through industry organisations that enhance the development, trialling and adoption of digital solutions across the agriculture and food supply chains.
 - Invested \$500 000 over 2 years to develop the BioCommons virtual laboratory to enhance biosecurity intelligence, modelling and risk analysis.
 - Officially launched the AgTech and Logistics Hub in Toowoomba. Queensland Government invested \$3.3 million into the development of this hub, which will help build the agricultural sector's capacity to adopt technology and foster agricultural innovation.
 - Developed the Queensland AgTech web portal, which provides a single location for key information and resources to help the agribusiness and food sector to connect with government and industry and explore innovative solutions for their businesses.
 - Supported the beef industry by:
 - investing more than \$16 million in beef research, development and extension during 2020–21
 - supporting trade and investment through virtual trade missions (in the absence of overseas travel due to the COVID-19 pandemic)
 - providing support to Beef 2021 in Rockhampton (Australia's premier beef event) on 2–8 May 2021, where attendees could share best practice information about industry improvements and maximise opportunities for trade and supply chain resilience
 - participating in Tech Yards at Beef 2021, which showcased and supported agtech innovation.
 - Established a \$2 million agribusiness diversification initiative as part of Unite and Recover: Queensland's COVID-19 Economic Recovery Plan to assist agribusinesses to diversify and become more resilient—the preliminary focus is agritourism.
 - In May 2021, launched the 'Taste farm life' campaign at a leading agritourism destination in Central Queensland. The campaign encouraged tourists and local people to discover new experiences in regional Queensland as part of a day trip or an extended holiday. As part of the campaign, Queensland agritourism businesses were profiled on DAF social media. These businesses promote agritourism by telling their stories and connecting consumers with their food and farm life.
 - Conducted mentoring and capacity-building workshops across Queensland for owners/operators of small to medium enterprises who are seeking to develop or expand agritourism businesses. The workshops aim to inspire and provide confidence to agritourism proponents, giving them the desire and capacity to undertake new or expanded agritourism ventures.
 - Supported the Agricultural Ministerial Advisory Council, which met formally once in 2020–21, and also maintained regular communications through the Agriculture Coordination Group and industry teleconferences. These additional communication channels have been critical in supporting industry to recover from the impacts of COVID-19, particularly in areas such as workforce shortages and resolving border issues for essential agricultural workers.

Theme 2: Responsive

Objective

Build capacity of agribusinesses and communities to meet sector challenges.

Key performance indicators

Indicator	Results				
	2016–17	2017–18	2018–19	2019–20	2020–21
Increase in gross value of production (at the farm gate) ¹	\$15.70 billion	\$15.50 billion	\$14.66 billion	\$14.54 billion	\$14.98 billion
Cost of managing significant biosecurity responses relative to the value of agricultural industry production ²	--	--	1:696	1:603	1:520
Level of satisfaction with biosecurity partnership performance ³	--	--	3.06	3.54	Not available

Notes

1. Figures are total GVP. The forecast value for 2020–21 is 3% greater than in 2019–20 and 1.1% less than the 5-year average. COVID-19 and ongoing drought and other seasonal conditions have impacted trend performance. (Sources: Department of Agriculture and Fisheries 2021, Data Farm, Queensland Government, Brisbane, <<http://www.daf.qld.gov.au/datafarm>>).
2. For additional information, see Appendix 2, note 8 (page 107).
3. This measure assesses the effectiveness of the existing partnership arrangements. The evaluation of the performance of partnership activities is undertaken in 'real time' during the annual partners forum. Five key dimensions of satisfaction (mutual trust, clarity of purpose, collaboration, role clarity and empowerment of responsibility), as well as overall satisfaction with the partnership arrangements, are measured. The scale is 1–5 (low to high). A 2020–21 result cannot be reported as the partners forum was not held in 2020–21 due to COVID-19 restrictions.

Performance snapshot

Safe and ethical food production

- **369** audits or investigations completed to ensure the safe use of chemicals in food production and reduce contaminant risks.
- **8** new licences issued, **4** licences renewed and **9** licences amended under the *Drugs Misuse Act 1986* for the commercial production of industrial cannabis (hemp) in Queensland.

Animal welfare

- **1684** animal welfare investigations undertaken to ensure high standards of animal welfare and support the ethical production of food.

Fresh food availability

- **\$12.216 million** provided for freight subsidies and emergency water rebates for **2738** claims by drought-affected producers under the Drought Relief Assistance Scheme.
- **214** biosecurity incidents effectively responded to across animal biosecurity, plant biosecurity and invasive plants and animals.
- **9** nationally cost-shared eradication programs led by Biosecurity Queensland.
- **86 698** biosecurity entities registered with livestock or poultry or bees, ensuring up-to-date information is available in the event of an emergency disease or pest incursion.

Performance snapshot cont.

Responsive and easy-to-use services

- **5 115 501** unique web page views.
- **360 990** digital footprint, comprising e-news subscribers and followers on Facebook, Instagram, LinkedIn and Twitter.
- **87 per cent** of **80 856** customer enquiries resolved at the first point of contact by the Customer Service Centre.
- **98 per cent** of **2738** claims for business assistance as a result of drought or natural disaster processed within **21 days**.

Performance highlights

- Supported recovery efforts in response to business disruptions and natural disasters, and continued to deliver drought assistance programs, including \$18.4 million in subsidies and drought support through the Drought Relief Assistance Scheme, which provides freight subsidies, the Emergency Water Infrastructure Rebate and other drought support programs such as Queensland's contribution to the Rural Financial Counselling Service.
- Provided ongoing support for the Drought and Climate Adaptation Program, which delivers research, development and extension projects that are improving the drought resilience and preparedness of primary producers and their ability to manage climate variability and adapt to climate change.
- Continued to position Queensland as a leader in biosecurity preparedness and enhance Queensland's biosecurity prevention and response capability. A 4-year program of work to improve biosecurity capability in Queensland finished on 30 June 2020. In line with the recommendations of the program's final report, continued funding of \$0.854 million was invested in 2020–21 in emergency response, marine biosecurity and plant diagnostic capability. An additional \$8.772 million has been allocated over 4 years from 2021–22 for African swine fever prevention and preparedness, biosecurity emergency preparedness and response, marine pest surveillance and plant diagnostics capability.
- Continued to implement and monitor action plans in collaboration with key stakeholders for each of the themes from the *Queensland biosecurity strategy: our next five years 2018–2023*:
 - Collaborative governance and leadership
 - Every Queenslanders plays their part
 - Empowered to act
 - Bright ideas and better ways
 - Valuing and building on our investments
 - Better intelligence systems.

The Biosecurity Queensland Ministerial Advisory Council (BQMAC) will consider a mid-term review of the strategy at its next meeting in 2021–22 for progression to the Biosecurity Partners Forum later in the year.

- Contributed to the national biosecurity system as chair of the Animal Health Committee and through sectoral representation on the National Biosecurity Committee. During the year, Queensland was party to 20 national cost-sharing agreements with 9 programs in Queensland including:
 - National Red Imported Fire Ant Eradication Program—South East Queensland
 - National Electric Ant Eradication Program
 - National Four Tropical Weeds Eradication Program
 - National Red Witchweed Eradication Program

- Exotic Fruit Fly in Torres Strait Eradication Program
 - National Varroa Mite Eradication Program relating to detections in 2016 and 2019–20
 - Browsing ant treatment and surveillance—Port of Brisbane
 - Urgent actions to protect against khapra beetle: phase 1 (multistate delivery).
- Continued to implement the *Queensland invasive plants and animals strategy 2019–2024*, a statewide strategic planning framework to address the impacts of invasive plants and animals in Queensland and to reduce the incidence of new exotic species entering Queensland, with progress overseen by the Queensland Invasive Plants Committee. Managing invasive plants and animals is a shared responsibility across all levels of government, the community, industry and landholders. The strategy provides guidance on the areas of responsibility for the various stakeholders involved in invasive species management.
 - Allocated funding through the Queensland Feral Pest Initiative. The Queensland Government has committed more than \$39.1 million in grants since 2015 to assist communities with constructing cluster fences and for the control of invasive plants and animals. This investment comprises \$25.1 million in Queensland Government funding, complemented by \$14 million from the Australian Government. This year grant funding was announced for rounds 5 and 6. Funding was allocated to successful applicants for round 5, with round 6 successful applicants to be announced in 2021–22.
 - Supported three BQMAC meetings, the last of which was held virtually on 12 April 2021. BQMAQ focused on strategic initiatives to reposition the biosecurity system for the future, including identifying learnings from managing biosecurity responses during concurrent emergency events and providing strategic advice on:
 - advancements in surveillance, diagnostics and traceability
 - managing impacts and business continuity
 - research innovation, intelligence and decision-making capacity for public sector biosecurity activities
 - future skills required to manage biosecurity responses
 - arrangements to manage a future response to a weed incursion.
 - Continued the following eradication and containment programs:
 - **Red imported fire ants**—Completed 95 per cent of planned treatment of 323 746 hectares within South East Queensland and delivered 6 self-management pilots.
 - **Electric ants**—Met all milestones for the year, with approximately 150 hectares of eradication work completed, approximately 100 hectares of proactive surveillance conducted, and clearance processes completed on 57 per cent of approximately 331 hectares of infestation.
 - **Browsing ants**—Following repeated surveillance to validate the effectiveness of the eradication treatments at the Port of Brisbane infestation site, commenced preparation of a submission to the National Biosecurity Management Consultative Committee, seeking endorsement of the browsing ant response moving into the proof-of-freedom phase.
 - **Exotic fruit fly in the Torres Strait**—Completed all operational activity in accordance with the response plan and within budget, with the National Management Group agreeing that the response plan was successful and approving a new 5-year response plan on 28 June 2021.
 - **Varroa mite**—Concluded all operational activity for the eradication of the 2019 and 2020 incidents. The National Management Group will now consider the proof-of-freedom report, and formal declaration of eradication is expected by 31 July 2021.
 - **Four tropical weeds**—Developed an artificial intelligence prototype model for detecting *Miconia calvescens*. The National Management Group endorsed a new 3-year response plan on 23 June 2021 for commencement on 1 July 2021.
 - **Red witchweed**—Met all milestones for the year and released approximately 22.21 hectares of arable land out of treatment to landowners for protection.
 - **Panama disease tropical race 4**—Met all deliverables for the year. Transition of disease management to industry leadership is progressing well.

- Continued to build Queensland Government's response preparedness for African swine fever and work with the pork industry to build their preparedness for African swine fever, delivering all planned project activities for the year. Activities for the year included a virtual incident response exercise, training of 8 staff in aerial surveillance, spatial modelling, integration of a surveillance IT system with the laboratory information management system, systems enhancement and purchase of laboratory equipment to support and enhance veterinary pathology capacity.
- Maintained a statewide fall armyworm monitoring network and implemented key research and development projects to improve understanding of the biology and control of this new pest.
- Continued Queensland's ongoing commitment to meet national standards for livestock welfare and to be an active contributor and leader of national processes to develop and review appropriate animal welfare standards and guidelines. Queensland completed the adoption of the national animal welfare standards for cattle, sheep and livestock at saleyards and depots as mandatory requirements under the *Animal Care and Protection Act 2001* and the three new codes of practice commenced on 1 July 2021. Queensland is the only jurisdiction to have adopted all three codes under legislation.

The national Animal Welfare Task Group, chaired by Queensland's Chief Veterinary Officer, has oversight of the following two national projects, which are being led by Queensland:

- amendments to the national standards and guidelines for the land transport of livestock with respect to horse welfare
 - development of new national standards and guidelines for the welfare of livestock at slaughter establishments.
- Continued to work collaboratively with the Queensland Racing Integrity Commission and Racing Queensland to implement Queensland Government's response to recommendations from the independent *Inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland* (the Martin Inquiry). Implementation of the recommendations is progressing to plan, with eight recommendations already completed.
 - Commenced review of the *Animal Care and Protection Act 2001*, inviting all Queenslanders to have their say on a discussion paper that was released on 4 April 2021, with submissions closing on 21 May 2021. A total of 914 submissions were received and 1456 survey responses were completed. DAF is now developing proposals for amendments to the Act based on the feedback, engaging with the RSPCA and other key stakeholders throughout the review process.
 - Continued to contribute to the national program to harmonise the regulation and use of agricultural chemicals and veterinary medicines. The final report on the independent review of the pesticides and veterinary medicines regulatory system was delivered to the Australian Government in May 2021, and analysis of the final report by the Australian Government and all state and territory governments has commenced.
 - Continued to improve swimmer safety through the Shark Control Program, using shark nets and drumlines to reduce the chance of shark bites at 86 popular swimming beaches from Cairns to the Gold Coast, including 27 beaches in the Great Barrier Reef Marine Park. Shark contractors operating in the marine park now check drumlines daily up to 260 days per year, weather permitting, and tag, relocate and release tiger, bull and white sharks alive, where possible and safe to do so, as required under the revised permit issued by the Great Barrier Reef Marine Park Authority.
 - Conducted research and trialled the application of new technologies, including drone surveillance and catch alert drumlines. All nets are fitted with an acoustic pinger, designed to help whales and dolphins detect the presence of nets. While whale entanglements are rare, releasing them is a priority and fully trained marine animal release teams at Mackay, the Sunshine Coast and the Gold Coast are at the forefront of safe release techniques.
 - Continued the SharkSmart education and awareness campaign, in partnership with the Department of Tourism, Innovation and Sport and Queensland Fire and Emergency Services, promoting water-user education and awareness.

Theme 3: Sustainable

Objective

Promote responsible use of natural resources to underpin productivity, environmental sustainability and healthy lifestyles.

Key performance indicators

Indicator	Results				
	2016–17	2017–18	2018–19	2019–20	2020–21
Sustainability status of Queensland fish stocks (Queensland’s fish stocks with no sustainability concerns ¹)	91%	82%	85%	85%	94%
Improvement in water quality in the Great Barrier Reef catchments as a result of improved agricultural practices ² (hectares under improved management)	--	--	--	129 874	139 762

Notes

1. For an explanation of this key performance indicator, see Appendix 2, note 10 (page 107).
2. This was a new key performance indicator in 2019–20. Agriculture is one of the sectors contributing to Great Barrier Reef water quality, and DAF is one of many organisations delivering agricultural programs/projects under the *Reef 2050 water quality improvement plan 2017–2022*. This indicator illustrates the hectares under improved management. The data relates to four DAF programs that work with farmers directly to target improvements in specific management practices that influence off-farm water quality in Reef catchments. The figure comprises 126 752 hectares of grazing, 9404 hectares of broadacre grains and 3606 hectares of sugarcane under improved management. See also pages 28 and 29 below.

Performance snapshot

Contribution to environmental sustainability—responsive and easy-to-use services

- **1686** commercial fishing licences and **333** charter fishing licences managed under the *Fisheries Act 1994*.
- **1883** commercial fishing vessels with vessel-tracking units registered in Trackwell (the vessel-monitoring platform managed by the Australian Fisheries Management Authority).

Responsible use of natural resources—fisheries compliance

- **89 per cent** overall fisheries compliance rate.
- **1398** fisheries infringement notices and **1744** cautionary infringement notices issued by the Queensland Boating and Fisheries Patrol (QBFP) under the provisions of the *Fisheries Act 1994*, resulting in total penalties in excess of **\$804 000**.
- **42** court prosecutions finalised for offences against the *Fisheries Act 1994*, resulting in total fines in excess of **\$244 000**.

Performance highlights

- Supported the Queensland Government’s priority to protect the Great Barrier Reef with research, development and extension on land management practices that improve Reef water quality as well as productivity:
 - Provided agronomic advice to producers in a range of industries to facilitate cost-effective and improved land management practices that improve Reef water quality.
 - Coordinated extension activities through regional partnerships to deliver prioritised, efficient and effective support to producers.
 - Implemented a skills and training program for extension officers, addressing skills gaps and engaging practitioners from industry, natural resource management bodies and government.

- Provided policy and technical input to the Reef regulations framework and associated technical standards to ensure optimum outcomes for farmers and for Reef water quality.
 - Evaluated the benefits and costs of land management practices to ensure that promoted management practices are profitable as well as environmentally sustainable.
 - Developed online decision-support tools for use by producers and their advisers to understand the financial implications of changing management practices.
 - Developed guidelines for the use and construction of water treatment systems to remove nutrients in run-off from production areas.
 - Monitored the uptake of improved management practices, which is fundamental in the development of the Reef report cards.
 - Monitored producer compliance with regulations and label instructions for the use of pesticides in Reef catchments.
- Continued to implement the *Queensland sustainable fisheries strategy 2017–2027*:
 - Conducted public consultation on the 13 draft harvest strategies and 1 draft protected species management strategy between September 2020 and January 2021. These have since been approved and will form a critical part of the framework to guide the future management of our fisheries commencing 1 September 2021.
 - Following consultation in 2019, released a final Aboriginal and Torres Strait Islander peoples commercial fishing development policy in July 2020. The policy provides a clear framework, with more flexible pathways for Aboriginal and Torres Strait Islander peoples and communities to enter or take part in fishing-related businesses via an Indigenous fishing permit. The policy sets the overarching principles, including setting aside an allocation of up to 10 tonnes of catch per year, where appropriate, to ensure access and provide opportunities for economic development, for example business opportunities permitting the catch and sale of fish to local communities, or initiatives to support training to participate in commercial fisheries.
 - Announced the second round of reforms to fisheries regulations on 30 September 2020 to ensure the sustainability of Queensland’s commercial fishing industry. These include:
 - red-tape reduction and streamlining measures designed to support the commercial fishing industry in the recovery from COVID-19
 - changes necessary to protect and maintain export approvals, which commence on 1 September 2021
 - new regulation changes to divide the crab, trawl and east coast inshore fisheries into new management regions, and create new quota units, so the catch of priority species can be controlled directly.
 - Published new stock assessments for 10 species (14 stocks). Assessments are currently underway for 9 additional species.
 - Completed level 1 ecological risk assessments for 10 out of 19 fisheries. Another 4 are in progress and another 5 have been progressed to level 2.
 - Negotiated and maintained necessary Australian Government approvals under the federal *Environment Protection and Biodiversity Conservation Act 1999* to obtain and maintain access to export markets for 18 commercial fisheries. Under the Act, some parts of the east coast inshore finfish fishery are no longer able to export product taken using certain gear types. In total, 6 export approvals were renewed and a new, separate approval to reinstate export of mullet products from ocean beach net fishing was approved until 1 May 2024.
 - Continued to deliver an effective, efficient and fair fisheries compliance program. The QBFP monitors fishing activities and investigates alleged illegal activity along 7000 kilometres of coastline and hundreds of freshwater rivers and impoundments. The overall fisheries compliance rate for 2020–21 was 89 per cent. QBFP continues to move towards more intelligence-based compliance, specifically targeting non-compliance.
 - Continued the use of body-worn cameras by QBFP officers to help improve their safety on the water and to collect evidence. Drones and a range of surveillance kits are also used to collect intelligence and evidence.

- Focused on surveillance activities, which provide an intelligence function to inform local, regional and state fisheries investigations into activities such as black-marketing.
- Through QBFP officers, continued to deliver compliance services on behalf of other state and federal agencies, including boating safety for Maritime Safety Queensland and marine park compliance for the Department of Environment and Science (DES) and the Great Barrier Reef Marine Park Authority. 'Cross-decking' with the Queensland Police Service, Maritime Safety Queensland, DES and several federal agencies continued to create efficiencies in the fisheries compliance program.
- Released the recreational fishing app on 5 October 2020, with positive and constructive feedback received from stakeholders. The new app helps recreational fishers better understand and comply with fishing rules and can be used in remote locations or in areas with limited mobile signal reception. Significant progress was made on developing a commercial fishing app, due for release with the commencement of legislative changes on 1 September 2021. Significant progress was also made on upgrading and replacing the existing Fisheries Compliance Activity System, due for finalisation by the end of 2021.
- Deployed an additional 4 fish-aggregating devices (FADs) off Weipa in August 2020, 12 subsurface FADs off South East Queensland in February 2021, and 3 near Fraser Island in June 2021, complementing the 25 FADs already deployed off South East Queensland. FADs attract alternative species for fishers to target while decreasing pressure on traditionally overfished species. They have been popular with recreational and charter fishers, with good catches of mahi-mahi reported.
- Introduced new rules to protect black jewfish, including a commercial catch limit of 20 tonnes per year on the east coast of Queensland and 6 tonnes in the Gulf of Carpentaria, a reduction in the recreational in-possession limit from 2 to 1, a no-take provision for all fishers once the total allowable commercial catch is reached, and a requirement for black jewfish to be landed whole by all fishing sectors.
- Commenced implementation of the Native Timber Action Plan and engaged with key stakeholders through the newly established Native Timber Advisory Panel to support rural and regional jobs and investment and build an economic and environmentally sustainable future for the native timber industry.
- Established the Native Timber Advisory Panel, comprising representatives from the native timber industry, the conservation sector, the research sector, unions, and Aboriginal and Torres Strait Islander peoples. The panel will oversee and make recommendations to government about plans for the industry's future and held its first meeting on 11 June 2021.
- Continued to supply state-owned forest products and quarry material on a commercial and environmentally responsible basis.

Priorities for 2021–22

The department will help the agriculture, fisheries and forestry sector add value to the economy, the community and our environment by delivering the following key initiatives. These initiatives will promote the productivity, profitability, sustainability and resilience of our industries and safeguard the natural environment. We will work to ensure we have a skilled workforce that is agile, healthy and engaged, and can work across sectors to add value.

Agriculture

- Continue to deliver on Queensland Government’s Unite and Recover strategy:
 - **Agricultural trade relationships**—Support ecommerce and facilitate virtual trade in key markets and assist coordination of demand for additional regular airfreight services.
 - **Agribusiness diversification**—Build capability and explore potential diversification opportunities in agribusiness, including tourism.
 - **Digital transformation in agribusiness**—Develop integrated supply chains that improve traceability, biosecurity and food safety. Develop a strategic roadmap to map out our vision for the future of agtech in Queensland.
 - **Agricultural seasonal labour**—Through the Pacific Labour Scheme and Seasonal Worker Programme, identify Queensland agricultural seasonal workforce needs and implement local solutions that connect agribusiness with relevant and appropriate workforce solutions.
 - **Sheep meat processing industry**—Deliver a strategy that guides investment and creates regional economic opportunities.
 - **Agricultural development opportunities in North West Queensland**—Support agricultural opportunities and deliver practical solutions that will inform decision-making and unlock the region’s dryland agricultural potential.
- Lead the implementation of the Queensland Drought Assistance and Reform Package of up to \$71.4 million over 4 years from 2021–22 (and \$50 million in loans over the same period). This package includes up to \$44.4 million to continue to meet the government’s commitment to maintain existing drought assistance measures for the duration of the current drought. In addition, \$27 million over 4 years is being provided on new drought preparedness measures to commence in 2021–22, including the Farm Business Resilience Program, Farm Management Grants, Drought Preparedness Grants, Drought Ready and Recovery Loans, Emergency Drought Assistance Loans and Drought Carry-on Finance Loans.
- Partner with industry to co-design low-emissions pathways for Queensland agriculture to help the sector continue its contribution towards Queensland’s zero net emissions 2050 target and capitalise on the opportunities of a low-emissions economy.
- Continue to deliver high-impact agricultural and food research, partnering with industry to develop and commercialise new products, and enhance adoption of innovative new practices across the sector.
- Deliver the Gatton Smart Farm Initiative and associated capital improvements at the Gatton Research Facility. The Gatton Smart Farm will incorporate agtech and support the development of protected cropping research and development, and post-harvest and supply chain management.
- Develop and release an agribusiness and food strategy (part of Growing for Queensland), a future-focused strategy for the agribusiness and food sector.
- Continue the Rural Economic Development Grants program into its fourth year, providing grants (matched with co-contributions by the applicants) for viable economic development projects that create jobs in rural and regional Queensland related to primary production.
- Continue to support the response to fall armyworm threats to Queensland’s agricultural industries.

- Continue to capitalise on new and existing research and development opportunities, including those that improve Reef water quality as well as productivity under the Queensland Reef Water Quality Program.
- Continue to actively target investment in the aquaculture sector and support proponents through the development phase.
- Work with the sugar industry to deliver a diversification and revitalisation strategy for industry.
- Continue work to finalise long-term decisions on the future of assets formerly held by the Queensland Agricultural Training Colleges, including the new Central Queensland Smart Cropping Centre at Emerald.

Biosecurity Queensland

- Continue to prevent and mitigate financial risks to Queensland from priority animal and plant pests and diseases and help maintain community and trading partner confidence in Queensland's biosecurity system through African swine fever prevention and preparedness, biosecurity emergency operations, marine pest surveillance and plant diagnostics.
- Continue to meet Queensland's obligations within the national biosecurity system to mitigate the risks and impacts of significant pests and diseases.
- Strengthen Biosecurity Queensland's response capacity in the Torres Strait and northern Cape York through the Far Northern Biosecurity Initiative by building strong working relationships with Torres Strait and Northern Peninsula Area agencies, Traditional Owners and communities, and by transferring biosecurity technical knowledge and key activities to those agencies.
- Provide \$1.4 million for biosecurity grants, to equip local governments, industry groups and natural resource groups to prepare for and respond to biosecurity threats.
- Continue to deliver the 10-year plan and 3-year strategy for the National Red Imported Fire Ant Eradication Program to eradicate red imported fire ants from South East Queensland and support the current review of the program.
- Continue the Panama TR4 Program to facilitate transition of responsibility for management of the disease from government to the Australian Banana Growers' Council on behalf of the banana industry.
- Review the *Animal Care and Protection Act 2001* to improve the safeguarding of animal welfare in Queensland and work with the RSPCA to improve prevention of animal cruelty.
- Continue to collaborate with the Queensland Racing Integrity Commission and Racing Queensland to implement Queensland Government's response to recommendations from the independent inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland (the Martin Inquiry).

Fisheries and Forestry

- Continue the fisheries reform process as detailed in the *Queensland sustainable fisheries strategy 2017–2027*.
- Implement the 13 harvest strategies and 1 protected species management strategy that have been approved and will inform the overall sustainable management of our fisheries from 1 September 2021.
- Deliver the remaining harvest strategies for the Gulf, east coast Spanish mackerel and rocky reef fisheries, to move them to management under the new harvest strategy framework.
- Implement an ongoing program of SharkSmart drone surveillance and trials of alternative technologies to support swimmer safety.
- Continue work to ensure Queensland fisheries have approvals in place under the *Environment Protection and Biodiversity Conservation Act 1999* to export product.
- Review the implementation and administration of vessel tracking.
- Continue work on the commercial fishing app, with the release due in late 2021.

- Establish a specific fisheries working group to identify new economic pathways for Traditional Owners, through charter fisheries and tourism operations, while ensuring sustainable fisheries are maintained in Cape York.
- Continue to implement the Native Timber Action Plan, seeking views of the Native Timber Advisory Panel on policy options and implications for moving towards a sustainable future for the native timber industry, supported by comprehensive resource assessment.
- Continue to supply state-owned forest products and quarry material on a commercial and environmentally responsible basis, contributing to the prosperity of regional economies.

Governance—structure and management

The Director-General, as the accountable officer for DAF, has responsibility under the *Public Service Act 2008* (s. 98) for the governance and operation of the department. The Board of Management supports the Director-General in this role.

The DAF impact and investment framework supports our governance. This framework links planning and performance to the delivery of impact. It provides a line of sight for individuals from their day-to-day work to departmental goals and positions DAF to demonstrate how its work makes a difference and represents good value for money.

DAF will be introducing a new governance structure on 1 July 2021 (see Figure 6 on page 35). The new structure will provide the leadership team with greater visibility and control over the department’s operational and strategic activities and provide clear insight into how we are tracking towards our strategic goals.

Governance committees

DAF’s committees advise and assist the Director-General in fulfilling his role to manage the department in a way that promotes the effective, efficient and appropriate management of public resources. Further details on the key responsibilities of the committees can be found in Table 3 on the next page.

DAF is also part of the Business and Corporate Partnership and participates in its governance arrangements.

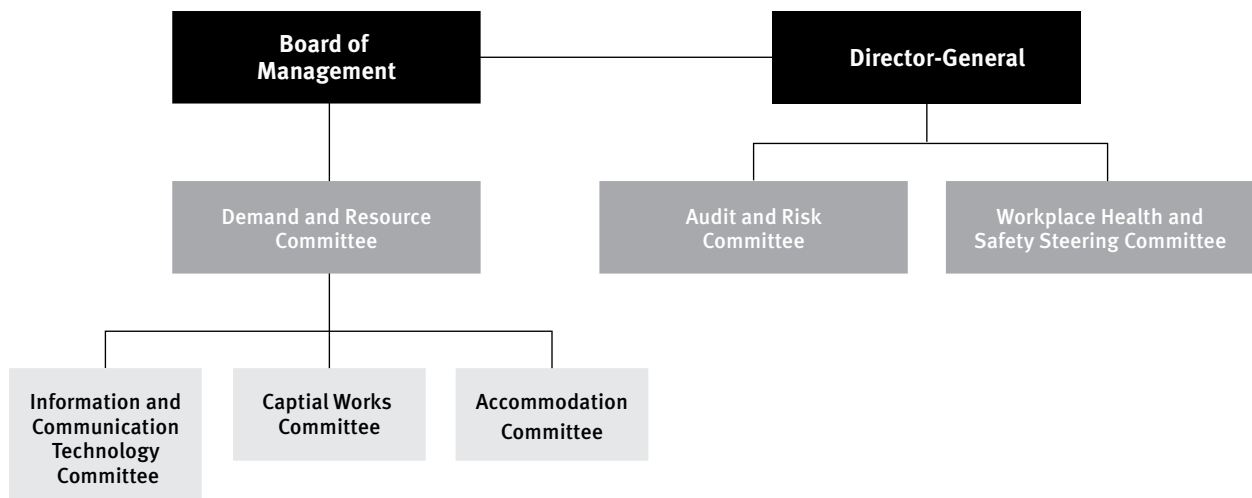


Figure 5 DAF’s governance committee structure at 30 June 2021

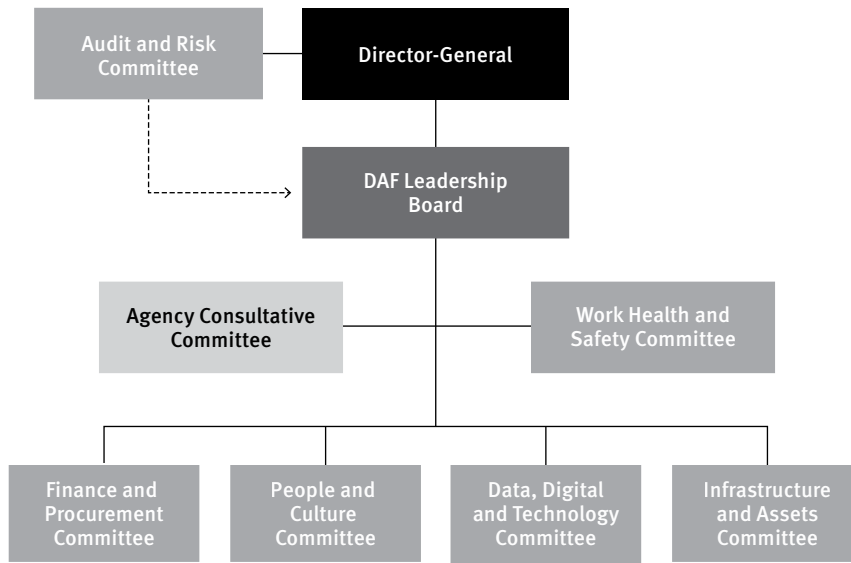


Figure 6 DAF’s new governance committee structure commencing 1 July 2021

Table 3 DAF's governance committees at 30 June 2020

Committee name	Chair and key responsibilities
Board of Management	<p>Chair: Director-General</p> <p>Is responsible for the long-term performance, business success and timely delivery of key priorities for DAF</p> <p>Provides leadership and decision-making that sets the strategic direction of the department to ensure goals and objectives are met</p>
Demand and Resource Committee	<p>Chair: Deputy Director-General, Corporate</p> <p>Provides oversight in developing and implementing systems, practices and controls to ensure the efficient, effective and economic, financial and performance management of the department</p> <p>Endorses and submits for Board of Management consideration and approval:</p> <ul style="list-style-type: none"> • budgets • major expenditure (capital and operational) within defined criteria • risk management and assurance • strategies and plans to improve performance
Information and Communication Technology Committee (subcommittee of the Demand and Resource Committee)	<p>Chair: Deputy Director-General, Corporate</p> <p>Provides assurance to the Director-General and Board of Management that information and communication technology (ICT) management, operations and expenditure deliver the outcomes sought within risk appetite, budget and time lines</p>
Capital Works Committee (subcommittee of the Demand and Resource Committee)	<p>Chair: Executive Director, Agri-Science Queensland</p> <p>Evaluates proposals for minor capital expenditure and maintenance programs</p> <p>Provides recommendations to the Demand and Resource Committee on budget proposals and allocations</p>
Accommodation Committee (subcommittee of the Demand and Resource Committee)	<p>Chair: Executive Director, Finance and Asset Management</p> <p>Provides strategic advice and support for the management of office accommodation and housing</p>
Audit and Risk Committee	<p>Chair: Sue Ryan (independent member)</p> <p>Reviews, monitors and recommends improvements to the department's governance arrangements, risk management, processes for internal and financial control and processes for monitoring compliance with legislation and government policy</p> <p>Provides independent advice and assurance to the Director-General in meeting obligations under the <i>Financial Accountability Act 2009</i></p>
Workplace Health and Safety Steering Committee	<p>Chair: Director-General</p> <p>Ensures statutory and organisational requirements for the management of workplace health and safety (WHS) matters are met</p> <p>Considers strategic WHS issues across the department</p> <p>Ensures the appropriate development and implementation of WHS processes, policies and procedures to safeguard a work environment free from harm</p>

Business and Corporate Partnership

The Business and Corporate Partnership delivers corporate services and business programs to a core group of three Queensland Government departments and to a number of partner agencies.

The partnership operates through three corporate hubs embedded in DAF, DES and the Department of Resources. Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services (to the host agency) and a number of cooperative services (to partnering agencies). DAF hosts the IT and fleet services and receives legal, internal audit, right-to-information and privacy services from its partner agencies.

Current membership of the Business and Corporate Partnership board includes the Deputy Director-General, Corporate, DAF, the Heads of Corporate for the Department of Resources and DES, and a representative of the Department of Energy and Public Works. The chair of the board rotates between the Heads of Corporate every 6 months.

Ethics and integrity

Our employees are obligated to demonstrate high ethical standards and values in accordance with the *Code of conduct for the Queensland public service*. All employees undertake annual training in the code of conduct and ethical decision-making. At 30 June 2021, 92 per cent of our staff had completed this training.

The department has no tolerance for fraudulent or corrupt behaviour. In 2020–21, 99 per cent of our staff completed the mandatory training in fraud awareness and corruption prevention. Additional fraud awareness and corruption prevention initiatives within the department focused on the International Anti-Corruption Day's theme, 'Recover with integrity', which highlighted the need for vigilance against corruption during the challenges that COVID-19 has created in maintaining good governance processes, with a particular emphasis on conflicts of interest. To further assist in fraud and corruption prevention, videos developed by the Crime and Corruption Commission were published for staff viewing.

The department also supported campaigns to ensure staff awareness regarding information security and information privacy, with mandatory online training in these areas.

Human rights

DAF is committed to protecting and promoting the 23 fundamental human rights of all Queenslanders. In 2020–21, we continued to further embed the *Human Rights Act 2019* and drive a culture of human rights into everyday business.

The department has continued to actively promote and implement the Act by:

- incorporating its commitment to respect human rights in the *Department of Agriculture and Fisheries strategic plan 2019–2023*
- convening the internal Human Rights Act Implementation Steering Committee quarterly to oversee departmental activities that implement the Act
- incorporating human rights into executive performance agreements
- providing mandatory training to 96.8 per cent of workers, modifying regulatory training modules to include human rights considerations and delivering customised and practical face-to-face training to frontline and policy officers
- conducting awareness-raising activities through all staff newsletters and intranet stories with links to further information
- disseminating information via the DAF Customer Complaint Community of Practice to build our capability of human rights considerations and complaints handling.

In 2020–21, we:

- identified opportunities to amend DAF-administered legislation and subordinate legislation to demonstrate commitment to the protection and promotion of human rights and are progressing possible legislative amendments
- completed a department-wide compatibility review of our extensive list of policies and procedures, which included amending the department’s policy and procedure template to include a text box stating that decision-makers must consider and act compatibly with human rights.

In this year, we received three customer complaints that were assessed as human rights complaints. One related to freedom of movement, one related to freedom of expression and the other related to privacy and reputation. Two of these complaints could not be substantiated and one is still under consideration.

In early 2021–22, the department will host an all-staff seminar by the Queensland Human Rights Commission and finalise work commenced in 2020–21 to develop our own mandatory introductory online training for release.

Governance—accountability and risk management

In keeping with the Financial and Performance Management Standard 2019, the department has established an enterprise risk management framework. Under this framework, DAF operates with three levels of risk management—enterprise, operational and tactical.

The framework is based on the International Standard for risk management (AS/NZS ISO 31000:2018).

By managing risk, we aim to improve organisational performance against our strategic plan. We identify opportunities and risks, and prioritise resources according to our risk appetite. The framework ensures that we identify, monitor and manage risks. Enterprise risks are managed at the executive level as part of DAF's planning, monitoring and reporting activities. Operational and tactical risk management responsibilities are devolved throughout the department.

This year we continued to develop our risk management and reporting processes by commencing a review of our risk management framework, risk appetite and enterprise risk categories. Throughout the year, we continued to report on our enterprise risk profile to monitor risks across the department.

The Demand and Resource Committee continued to be responsible for leading risk management on behalf of the Board of Management. The Audit and Risk Committee continued its role of assuring the implementation of DAF's risk management framework, and its suitability to the needs of the department.

Information Security Management System

In line with the Queensland Government Information Security Policy 2018 (IS18:2018), we have implemented our Information Security Management System (ISMS). Our focus throughout 2020–21 was on continuing to improve the scope, governance, risk management and performance management of and within the system.

During the mandatory annual information security reporting process, the Director-General attested to the appropriateness of the information security risk management within the department to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

Business continuity management

DAF's business continuity management system aligns with the relevant international standards: *ISO 2301:2019 Security and resilience—business continuity management systems—requirements* and *ISO 31000:2018 Risk management*. DAF's business continuity management is aligned to our enterprise risk management framework.

During most of 2020–21, business continuity management arrangements remained activated to facilitate the department's response to COVID-19. This included the maintenance of the DAF COVID-19 Coordination Group and the DAF State Coordination Centre. These arrangements remained active into April 2021, when they were stood down. They have since been stood up for short periods as developments in the community required.

Audit committee

Audit and Risk Committee

The Audit and Risk Committee is the only governance committee that has an independent chair. It also has independent as well as departmental representatives. Independent members, who are external to the public service, are entitled to be remunerated for their time.

The committee convened five times during 2020–21. Internal Audit Service provided secretariat support to the committee. Key matters considered by committee members included review and revision of the committee charter, review of 38 internal audit recommendations and closure of 28 internal audit recommendations. Committee members were also provided with recommendations from Queensland Audit Office (QAO) reports to Parliament related to the department. During 2020–21, seven recommendations were actioned and closed.

Table 4 Audit and Risk Committee membership between 1 July 2020 and 30 June 2021

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Sue Ryan	Consultant	Chair External member	5	5	\$12 000 (excl. GST)
Virendra Dua	Consultant	External member	5	5	\$9 600 (excl. GST)
Dr Wayne Hall	Executive Director, Agri-Science Queensland	Internal member	5	5	Not applicable
Graeme Bolton	Deputy Director-General, Fisheries and Forestry	Internal member	5	4	Not applicable

Note: Audit and Risk Committee external members' fees are paid by DES under the Business and Corporate Partnership arrangements.

As an independent external member and chair of the committee, Sue Ryan was entitled to be paid \$2400 per meeting (excluding GST) to a maximum of \$12 000 per calendar year (excluding GST).

As an independent external member, Virendra Dua was entitled to be paid \$1920 per meeting (excluding GST) to a maximum of \$9600 per calendar year (excluding GST). These fees were payable to the committee members for their services to prepare for, and attend, up to five meetings per year.

Internal audit

Internal audit provides the Director-General, the senior executive and the Audit and Risk Committee with independent, objective assurance on DAF's risk management, control and governance processes. As part of the Business and Corporate Partnership, Internal Audit Service (a business unit within DES) undertakes internal audits for DAF.

Internal Audit Service completed the following review under the DAF 2020–21 Strategic Internal Audit Plan:

- Pacific Labour Scheme/Seasonal Worker Programme: Review of Program Risks.

Additional activities undertaken by Internal Audit Service were:

- reporting on the results of internal audits and assurance reviews undertaken, and the status of DAF management's implementation of audit recommendations, to the Audit and Risk Committee
- liaising with QAO to ensure there was no duplication of audit effort
- providing advice on corporate governance and related issues, including fraud and corruption prevention programs and risk management.

External scrutiny

Independent scrutiny of government performance may be carried out by a number of external entities to help us improve and meet community expectations of accountability. Significant external audits and reviews undertaken during the year are detailed in Table 5.

Table 5 Significant external audits and reviews in 2020–21

Report and findings	DAF response
Auditor General, QAO	
<p>Report 6: 2020–21: Awarding of sports grants (Tabled 29 September 2020)</p> <p>QAO reviewed whether the awarding of sports grants was in accordance with documented processes that were appropriate and resulted in the impartial awarding of grants.</p> <p>QAO provided recommendations for whole of government about reviewing and ensuring that departmental processes achieve compliance with the <i>Financial Accountability Act 2009</i> and the Financial Accountability Handbook.</p> <p>For more details, please refer to the full report—<i>Awarding of sports grants (Report 6: 2020–21)</i>, available at parliament.qld.gov.au.</p>	<p>DAF accepts the recommendations for incorporation into its management and review of policies and processes during 2021–22.</p>

(continued)

Table 5 cont. Significant external audits and reviews in 2020–21

Report and findings	DAF response
<p>Auditor General, QAO</p> <p>Report 7: 2020-21: Delivering successful technology projects (Tabled 30 September 2020)</p> <p>QAO identified, from previous audits and other research, five factors that, if managed and modified to suit, can improve the success of projects. They are:</p> <ul style="list-style-type: none"> • Senior leaders actively lead and challenge. • Projects are aligned to business outcomes. • Internal and external teams work towards the same goals. • The team has the skills and capacity to match the challenge. • Learnings are identified and acted on. <p>Insights from this report apply to all technology projects. All entities within the public sector can use the factors identified to improve the maturity of their processes to deliver technology projects. Actions were identified for the sector to consider.</p> <p>For more details, please refer to the full report—<i>Delivering successful technology projects (Report 7: 2020–21)</i>, available at parliament.qld.gov.au.</p>	<p>DAF agreed with the improvements identified and has commenced modifying its project approach for 2021–22.</p>
<p>Report 13: 2020-21: Financial Audit Report—State entities 2020 (Tabled 11 February 2021)</p> <p>QAO recommends that all entities:</p> <ol style="list-style-type: none"> 1. Use recent financial statement preparation experiences, including responses to the COVID-19 pandemic, to identify improvements and plan for the year ahead. 2. Improve timeliness of financial statements being made publicly available (relevant ministers and central agencies). 3. Strengthen the security of information systems. 4. Verify changes to supplier and employee information to prevent fraud. 5. Promptly review employee payments. 6. Automate financial approvals and monitoring of internal controls. 7. Ongoing compliance with financial accountability requirements following a machinery-of-government change (departments). <p>For more details, please refer to the full report—<i>State entities 2020 (Report 13: 2020–21)</i>, available at parliament.qld.gov.au.</p>	<p>Recommendations 1, 3 and 5 have been completed. Recommendation 2 is being explored and the actions relating to the remaining recommendations are planned for implementation in 2021–22.</p>

(continued)

Table 5 cont. Significant external audits and reviews in 2020–21

Report and findings	DAF response
<p data-bbox="209 331 347 360">Ombudsman</p> <p data-bbox="209 398 715 483"><i>Investigation into the timeliness of responses to notifications of suspected fire ant activity Decision—May 2021</i></p> <p data-bbox="209 501 767 757">Analysis of the program’s data identified that the average time to complete treatment improved significantly throughout 2020. In the 12-month period September 2018 to September 2019, monthly average time to treat fire ants was greater than 40 days for 9 months. However, time to complete treatment dropped from late 2019 and throughout 2020. This was despite a surge in reports received in February and June 2020.</p> <p data-bbox="209 775 767 913">The average time to complete treatment is now consistently less than 10 days. Changes that significantly contributed to the improvement were treatment regime and administrative processes, an organisational restructure and digital enhancements.</p> <p data-bbox="209 931 699 987">Further improvements in quality assurance and auditing were recommended.</p> <p data-bbox="209 1005 746 1122">For more details, please refer to the full report—<i>Fire ants report: timeliness of responses to notifications of suspected fire ant activity</i>, available at ombudsman.qld.gov.au.</p>	<p data-bbox="818 398 1342 510">A quality assurance mechanism to monitor assessment and triage decisions of fire ant reports and the input of data by field officers is to be introduced.</p> <p data-bbox="818 528 1342 611">Use of an audit tool to assess the most appropriate treatment methods for each job is also being considered.</p>
<p data-bbox="209 1151 544 1180"><i>Vessel-tracking implementation</i></p> <p data-bbox="209 1198 727 1337">The Queensland Ombudsman received a number of industry complaints on vessel-tracking implementation in 2019 and 2020, principally in relation to refunds, warranty claims, suitability of units, ongoing costs and data security.</p> <p data-bbox="209 1355 762 1438">This resulted in several observations and proposed improvement actions being sent to the department in June 2020.</p> <p data-bbox="209 1456 759 1538">The Queensland Ombudsman proposed that these be addressed in a broad vessel-tracking review that included the regulatory post-implementation review.</p>	<p data-bbox="818 1151 1353 1263">The department agreed to the Queensland Ombudsman’s proposal to include the observations and proposed actions in a broad vessel-tracking review.</p>

Information systems and recordkeeping

Information systems

Contemporary and efficient information systems help DAF make sound decisions and improve its services. They also enable the department to meet its legislative obligations and strategic objectives.

This year's key ICT initiatives included:

- continued development and enhancements to RANGER—a customer relationship management-based system that provides a single point of truth for data capture and processes for forestry and quarry management undertaken by the department's Forestry group
- completion of the National Red Imported Fire Ant Eradication Program Digital Field Capability Implementation project, which developed a technology solution for digital data capture by mobile field officers
- completion of the Animal Health Surveillance integration with the Laboratory Information Management System (LIMS), which enables Biosecurity Queensland to manage sample collections and results between the department's Biosecurity Online Resources & Information Systems and LIMS quickly and accurately
- continued development of Remote Sensing Surveillance technology, which will be used for broadscale monitoring of fire ants and to clear priority areas following the intensive treatment phase
- further development of Keystone—the primary solution used for the management of all calls and requests received by the DAF Customer Service Centre and regional economic development staff
- development of a new version of the recreational fishing app—Qld Fishing 2.0, a mobile app that enables the public to easily access information on species and rules, and to report illegal fishing activities
- introduction of the department's WHS incident reporting system, which was launched as the one-stop shop for all WHS reporting during Safe Work Month in October 2020.

Records governance

The department has a comprehensive records management framework that is consistent with the *Public Records Act 2002*, the *Public Service Act 2008* and the Queensland State Archives (QSA) Records Governance Policy. Our policies allocate responsibilities for recordkeeping.

The framework includes an appraisal and disposal program, management of paper records, retrieval and digital delivery of records, an electronic document and records management system (eDRMS), assessment of records compliance in business systems, training and support, and a program of permanent records transfers to QSA.

Our strategic recordkeeping plan Digital Recordkeeping Futures 2018–2021 has focused on transitioning to digital recordkeeping and solutions that support a mobile working culture using digital records in business processes. There is an end-to-end recordkeeping service supporting business areas to develop an effective recordkeeping culture and apply new technologies to maximise the use of digital records. The department is using the QSA Archives Gateway to administer retrievals of files and access controls for permanent departmental records held at QSA.

The department has moved to digital recordkeeping using a combination of increasing use of the eDRMS, automated capture of records, and records of compliant business systems. The digitisation disposal policy enables the early disposal of paper records that have been digitised, which is managed securely. We capture key legacy email records into the corporate eDRMS. Analysis of agency processes for improved recordkeeping practices and risk mitigation is ongoing.

The records held in the corporate eDRMS have file structures with appropriate security markings and access controls according to the Information Security Policy. There have been no security breaches of this system. Online eDRMS training is available for all staff and 116 staff attended training during the year.

We retain records in accordance with the following approved general administrative and core business retention and disposal schedules:

- Whole-of-government general administrative schedule—QDAN 415 v.4 (2020)
- Agriculture—QDAN 719 (2015)
- Fisheries—QDAN 724 (2015)
- Forestry—QDAN 725 (2015)
- Agricultural education—QDAN 704 (2014).

A proactive appraisal and disposal program is in place and more than 1600 boxes of time-expired records have been destroyed. Retention and authorised disposal processes and controls are in place for physical and electronic records.

We have appraised the records from all the campuses of the former Queensland Agricultural Training Colleges and are managing these as legacy record holdings.

Releasing information

Open data

A number of annual reporting requirements are addressed through publication of information on the Queensland Government's Open Data portal (data.qld.gov.au) instead of inclusion in the annual report.

The following information requirements must be reported through the Open Data portal:

- consultancies
- overseas travel
- the *Queensland language services policy*.

An overseas travel expenditure report for the 2020–21 reporting year was not required due to travel not being undertaken by any officers of the department.

Details of government committees and remuneration are also reported annually and published on the DAF website.

Governance—human resources

At 30 June 2021, DAF had 1981.61 active full-time equivalent (FTE) staff and a permanent separation rate of 4.84 per cent.

The FTE total included 221 Business and Corporate Partnership staff providing services to other agencies.

Strategic workforce planning and performance

Our strategic workforce planning framework is applied to ensure a consistent approach to planning across the department. The framework incorporates business as well as financial and workforce planning, and purposefully aligns to the department's strategic priorities.

In 2020–21 our focus has been to implement strategies that build the capability of the workforce to meet and respond to emerging challenges across the community. The areas of focus have been around talent acquisition, leadership, capability, new ways of working and culture. Initiatives that supported this approach included:

- developing a workforce strategy that is adaptive to change and identifies current and emerging needs for a contemporary public sector workforce
- continuing the support of our staff during COVID-19 to ensure they were working safely and strengthening their ability to remain resilient in an ever-changing environment
- embedding processes and resources to support flexibility in the workplace and to ensure the workforce is agile and able to respond to new and emerging business needs
- refocusing the way that we manage the performance of employees through positive and proactive management and ensuring we effectively manage our workforce to maximise employment security
- commencing an adaptive leadership program
- recognising and rewarding outstanding performance and exceptional achievement by progressing the careers of 36 technical officers to the next level under the Professional and Technical Officer Progression Scheme
- uplifting DAF's capabilities and embedding practices to completely manage the obligations of the department under the *Human Rights Act 2019*
- continuing to build on our commitment to do all we can to eliminate domestic and family violence by implementing initiatives that promote respectful inclusion practices and safety and support for employees
- recognising outstanding achievement of individuals and teams through the DAF Annual Achievement Awards and Australia Day Awards programs
- consolidating our refreshed WHS management system, which prioritises staff safety and wellbeing and provides a digitally integrated reporting system to strengthen management of risks.

A diverse and inclusive workforce that represents the community it serves enables DAF to provide high-quality services to Queensland. We continue to implement initiatives that improve our diversity profile and promote DAF as a great place to work. Although COVID-19 limited physical events, we ensured that our diversity and inclusion strategies and awareness campaigns were reimaged and presented to staff through virtual events and webinars. These included:

- profiling our Aboriginal and Torres Strait Islander staff members during Reconciliation Week – themed 'More than a word. Reconciliation takes action.'
- hosting an International Women's Day event to celebrate the achievements of women
- promoting events during Harmony Week and encouraging staff to celebrate DAF's cultural diversity
- raising awareness during Disability Action Week with guest speakers sharing their powerful experiences
- creating awareness and celebrating Pride Month—teaching tolerance, education in pride history and continuing the conversations around equity.

As DAF looks to the future, recognising the workplace challenges and opportunities in front of our people, we are committed to building a capable and connected workforce that is high performing, safe, healthy and supported to deliver services and achieve their potential within the department and community. Our 2021–2024 workforce strategy and action plan will provide the roadmap for achieving this objective.

Early retirement, retrenchment and redundancy

During 2020–21, 1 employee received a redundancy package at a cost of \$85 979.12.

Healthy and safe people, every day

There is no greater value than the health and safety of our employees, contractors, visitors and the community. Our commitment to this extends across every part of DAF and is an underpinning driver in our business and our overall goal of healthy and safe people, every day.

This year we continued to consolidate and increase progress towards this goal through the implementation of targeted initiatives aimed at eliminating, reducing or controlling the inherent risks that come with an operating environment as diverse as DAF.

Over the last financial year, we achieved significant safety performance milestones—a 43 per cent decline in injuries, a 44 per cent decrease in lost-time injuries, and a 55 per cent reduction in WorkCover payments. While this represents our best performance in many years, importantly it means fewer staff are being injured at work.

These results also confirm that our concentrated efforts on the four pillars of DAF’s health and safety strategy—engagement, systems, leadership and assurance—are having a positive impact.

We continued to focus intently on ensuring the health and safety of our people during the department’s ongoing response to COVID-19. Throughout the year we mobilised responsively to maintain compliance with the directions from Queensland’s Chief Health Officer and safeguard the health of our workforce wherever they were working.

During 2020–21 we also:

- created community of practice working groups to share learnings, both internally across our business groups’ WHS leads, and with our Business and Corporate Partnership agencies
- formalised structures and established dedicated WHS committees within each of our business groups
- continued to strengthen our WHS networks across each business group and build collective capability through regular meetings and consultation
- introduced TABS, the department’s new digital integrated incident management and reporting system
- standardised our standard operating procedures and created a new central repository for these
- transitioned our rehabilitation and return-to-work case management to Queensland Shared Services
- worked to complete frameworks aligned to the requirements of *ISO 31000:2018 Risk management* to be used throughout the business and integrated with the enterprise risk register
- held another very successful Safe Work Month in October 2020, where we organised various activities to highlight the theme ‘Health, safety and wellbeing—in a changing world: challenges and opportunities’ and acknowledged the nominees and recipients of the WHS Awards
- continued to provide an expansive suite of resources available from our Employee Assistance Program providers to support staff during challenging events
- provided our annual influenza vaccination program and liaised with Queensland Health to implement the national rollout of COVID-19 vaccinations.

In 2021–22 we will continue to focus on reducing injuries and creating safe workplaces with the development of a WHS opportunities plan that will include:

- further enhancements to TABS
- an integrated incident management and investigation framework
- additional initiatives under the Healthy Workplaces Program
- building our assurance agenda by finalising our auditing framework and reviewing our site inspection protocols
- ongoing collaboration with our WHS networks to review our processes and ensure they remain fit for purpose across business groups
- refining key performance indicators for WHS to measure the impact of our actions.