

# 2018–2019 ANNUAL REPORT



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# Statement of compliance

25 September 2019

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

Dear Minister

I am pleased to submit for presentation to Parliament the *Annual report 2018–2019* 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, which came into effect on 1 September 2019
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

This report was prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2018–19 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

A checklist outlining the annual reporting requirements can be found in Appendix 6, page 187 of this annual report, or accessed at [daf.qld.gov.au](http://daf.qld.gov.au).

Yours sincerely



Dr Elizabeth Woods  
Director-General  
Department of Agriculture and Fisheries



## Message from the Director-General

I am pleased to present the annual report of the Department of Agriculture and Fisheries (DAF), which shows the progress we made towards achieving our strategic objectives. The past year saw the agriculture, food and forestry sector, producers and communities experience significant disruptions and challenges. Despite this, 2018–19 also highlighted exciting innovations and growth. We continued our commitment to working with the sector to improve profitability and productivity in a sustainable way. DAF contributed to four of the six priorities under the Queensland Government's *Our Future State: Advancing Queensland's Priorities*—**Create jobs in a strong economy, Protect the Great Barrier Reef, Keep Queenslanders healthy** and **Be a responsive government**. Our major initiatives helped to strengthen the sector's value to the economy, the environment and communities.

Queensland has an envied emergency response capability and DAF staff played a pivotal role as leaders, coordinators and doers in the diverse events and incidents that 2018–19 brought. With large parts of the state impacted by natural disasters—the unprecedented monsoonal flooding in the state's north and west, bushfires across much of Queensland and a cyclone—DAF staff once again showed their dedication to helping affected agribusinesses and regional communities get back on their feet as quickly as possible. We worked closely with the Queensland Police Service and Queensland Health to contain contamination from the strawberry tampering. I am always impressed by the professionalism and resolve staff show in dealing with what can be challenging and sometimes confronting situations.

Our **#eatqld** campaign helps demonstrate the resilience of the sector and the breadth of Queensland's produce. By encouraging Queenslanders to eat our state's produce, we not only support local farmers and local economies but help to **Keep Queenslanders healthy**. Led by our Minister, the Honourable Mark Furner MP, Minister for Agricultural Industry Development and Fisheries, our high-profile partners—Woolworths, Clubs Queensland, Eat Street Northshore and the RNA—are helping to spread and reinforce the message.

The Queensland Drought and Climate Adaptation Program continued to build new climate-forecasting products and decision-support tools specifically tailored for Queensland. These improved industry capacity to manage and prepare for weather events such as drought. The independent panel reviewing Queensland Government's drought program found strong industry support to continue and strengthen this program. The review also marked the commencement of a drought reform process to improve resilience and assistance for our farmers into the future.

Queensland continued to be on the front line of biosecurity defence in responding to more biosecurity risks than any other state. Through the implementation of the *Queensland biosecurity strategy: our next five years 2018–2023*, we continued to build stronger partnerships with industry, local government and the community to deliver shared ownership and management of biosecurity risks. This included supporting the seafood industry to manage the impacts of white spot disease, continuing to contain Panama disease tropical race 4, responding to increasingly provocative animal activism, and successfully completing the second year of the 10-year eradication plan under the National Red Imported Fire Ant Eradication Program.

We continued with the delivery of the *Queensland sustainable fisheries strategy 2017–2027*, including progressing changes to the *Fisheries Act 1994* to make it more modern and responsive, and to introduce stronger compliance powers and penalties for serious fishing offences such as black-marketing. Vessel tracking has been rolled out from January 2019 and we continued to work with industry to assist them with implementation. We also continued a comprehensive community and industry consultation process on proposed reforms to some of our major fisheries, including the trawl, crab and east coast inshore fisheries.

In August 2018 we released the *Charter fishing action plan 2018–2021*, which was the first step in recognising the charter fishing sector as an important contributor to the fishing industry in its own right. The plan includes actions to increase tourism and employment and support regional economic development. Reforms made to improve fisheries management will further ensure resources are sustainably used and provide lasting economic, environmental and social value to Queensland.

DAF's Reef program has a significant and ongoing role in delivering improved water quality for the Great Barrier Reef as well as the fisheries actions outlined in the *Reef 2050 long-term sustainability plan*.

The *Queensland agriculture and food research, development and extension 10-year roadmap and action plan* entered its first year of implementation. The implementation plan aims to increase innovation and commercialisation, and identify and promote agriculture and food research, development and extension (RD&E) opportunities. It also aims to support the food and fibre sector to grow and develop new businesses and increase the output of safe, affordable, quality food and fibre. This plan has seen a broad portfolio of programs across the government come together and support the development of Queensland's agriculture and food industries. Growing Queensland's Food Exports, a \$1.3 million program, has led to a number of Queensland producers and suppliers receiving support to access new markets, opening up opportunities for mango, strawberry and pork products, to name a few. Another program is focused on developing new market access protocols to allow fresh Queensland produce to be sold through a larger number of export markets. This will provide growers and exporters both treatment choice and marketing choice, enabling higher prices for products and greater returns to growers. The *Growing for Queensland discussion paper*, released in June 2019, will help the department develop a strategy that sets the direction for the agribusiness and food sector in Queensland.

As a department, we continued to develop our business to be contemporary, digital, scalable and efficient. Our website modernisation went live in December 2018, providing improved experience for our customers and improved technical reliability of the system. I was impressed with the outstanding creativity, ideas and inventions displayed at our first DAF Innovation Showcase. The annual AgFutures Innovation and Investment Forum highlighted industry research and the latest products and processes.

Finally, I am very pleased to announce we have successfully achieved White Ribbon accreditation, recognising the department's commitment to preventing domestic and family violence, supporting affected employees and promoting a respectful workplace culture. Through this program, we will continue to promote a respectful, safe and inclusive workplace culture.

Many more achievements were realised during the past year and these are detailed throughout this report. I am confident that the clarity, direction and focus collaboratively developed will support our department to work with individual customers and businesses, and drive economic growth across the sector.

Lastly, I would like to thank all staff, the Minister and his office for their hard work and support this year. We have many exciting opportunities ahead and I look forward to the department continuing to work together with our partners in innovative, responsive and sustainable ways to make the most of these opportunities in 2019–20.



Dr Elizabeth Woods  
Director-General  
Department of Agriculture and Fisheries



# Snapshot of performance

This snapshot shows how DAF supported the priorities under *Our Future State: Advancing Queensland's Priorities* in 2018–19.



## Create jobs in a strong economy

Gross value of  
agriculture, fisheries  
and forestry production  
**\$17.59** billion

- **\$528.1 million** spent on providing agriculture, fisheries and forestry services

Rural exports **\$9.9** billion  
(excluding sugar exports)

- **2** international investment briefings and **25** international delegations supported to promote agricultural trade and investment opportunities
- **8523** plant health certificates issued and **3273** inspections undertaken to provide market access for Queensland commodities
- **\$1.3** million invested in Growing Queensland's Food Exports, helping **15** companies to export agrifood products to Asia and the Middle East

Jobs and employment

- **41 100** agriculture, forestry and fishing businesses supported across Queensland
- **69 600** Queenslanders employed in agriculture, forestry and fishing jobs (about **2.8%** of Queensland's workforce)
- Up to **600** potential new jobs created by **15** business enterprises under the Rural Economic Development Grants program
- **87** work centres providing services across the state
- **67%** of DAF staff working in locations outside Brisbane's central business district



## Keep Queenslanders healthy

Safe and ethical  
food production

- **196** audits or investigations completed to ensure the safe use of chemicals in food production and reduce contaminant risks
- **11** new licences issued under the *Drugs Misuse Act 1986* for the commercial production of industrial cannabis (hemp) in Queensland

Animal welfare

- **1676** animal welfare investigations undertaken to ensure high standards of animal welfare and support the ethical production of food products

Fresh food availability

- Queensland's **#eatqld** campaign and the targeted 'Ask for Queensland seafood' and 'Strawesome' campaigns launched
- **\$1 million** allocated to restore consumer confidence, safeguard supply chain integrity and support recovery activities in Queensland's strawberry industry following tampering
- **\$16.42 million** provided for freight subsidies and emergency water rebates for **4054** claims by drought-affected producers under the Drought Relief Assistance Scheme

DAF directly contributes to **Create jobs in a strong economy, Keep Queenslanders healthy, Protect the Great Barrier Reef** and **Be a responsive government**. The other two priorities, for which the department does not have a role, are **Give our children a great start** and **Keep communities safe**.



## Protect the Great Barrier Reef

### Reduced impact

- **72%** of primary producers in Reef catchments adopting improved management practices after participating in DAF extension programs
- **4435** agricultural chemical user licences issued to ensure environmentally responsible production

### Fish stocks

- **85%** of key Queensland fish stocks assessed as showing no sustainability concerns
- **1423** penalty infringement notices and **2076** caution infringement notices issued under the *Fisheries Act 1994*
- **Better** fishing experiences delivered in net-free fishing zones, with the number and size of fish caught increasing from reports in 2015 and 2016
- **>3 million** juvenile fish or fingerlings released into **150** waterways across Queensland by **68** active community stocking groups
- **Improved** recreational fishing from fish-attracting structures deployed in Kinchant and Cressbrook dams



## Be a responsive government

### Responsive and easy-to-use services

- **60** exotic and established animal and plant pest and disease incidents effectively managed
- **7** nationally cost-shared eradication programs led by Biosecurity Queensland
- **1700** commercial fishing licences issued and monitored
- **>1100** boats with vessel-tracking monitoring systems rolled out to make compliance easier, with costs offset through the **\$3 million** rebate scheme
- **86%** of **76 555** customer enquiries answered at the first point of contact by the Customer Service Centre
- **94%** of **4054** claims for business assistance as a result of drought or natural disaster processed within **21 days**
- **6 621 049** web page views
- **115 737** Facebook and **10 941** Twitter followers

## Our organisation

DAF worked to achieve a productive and profitable agriculture, fisheries and forestry sector by promoting sustainability and innovation, and helping to realise the sector's value to the economy and communities.

DAF forms part of the portfolio of the Minister for Agricultural Industry Development and Fisheries, working with the five statutory bodies outlined in Appendix 3.

DAF's responsibilities are outlined in Administrative Arrangements Order (no. 1) 2018 of 5 July 2018. Details of the Acts we administer can be found in Appendix 5.

In 2018–19, DAF's operating expenditure was \$528.1 million, our capital expenditure was \$21.4 million and we managed assets worth \$471.5 million for the delivery of services. DAF is also a partner (with three other agencies) in the Business and Corporate Partnership arrangement, which helps to deliver specialised corporate support.

The department operated from 87 work centres across the state. Around 67% of our staff live and work in locations outside the Brisbane central business district, contributing to Queensland's vibrant regional communities.

DAF continued with our *Strategic plan 2017–2021 (reviewed and revised May 2018)*, with changes reflected in the operating environment and government priorities.

## Our vision

A productive and profitable agriculture, fisheries and forestry sector.

## Our purpose

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

## Our strategic direction

Organisational strategy supported our vision with the following key objectives:

- Create the conditions for successful agribusinesses and supply chains that encourage innovation, productivity and new job opportunities.
- Assist people in agriculture, fisheries, forestry and rural businesses to respond to challenges and protect environmental values.
- Ensure the sustainable management of natural resources to underpin productivity and protect the environment.

The achievement of these objectives also depends on the effectiveness of DAF's collaboration with other government agencies, industry and research bodies.

## Our contribution to Queensland Government's priorities for the community

DAF contributes to achievement of the following priorities:

- **Create jobs in a strong economy.**
- **Keep Queenslanders healthy.**
- **Protect the Great Barrier Reef.**
- **Be a responsive government.**

DAF's work made a significant contribution to these priorities through our strategies and service delivery initiatives—with a dedicated focus on rural economic development (see 'Snapshot of performance', page 4).

## Our 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.

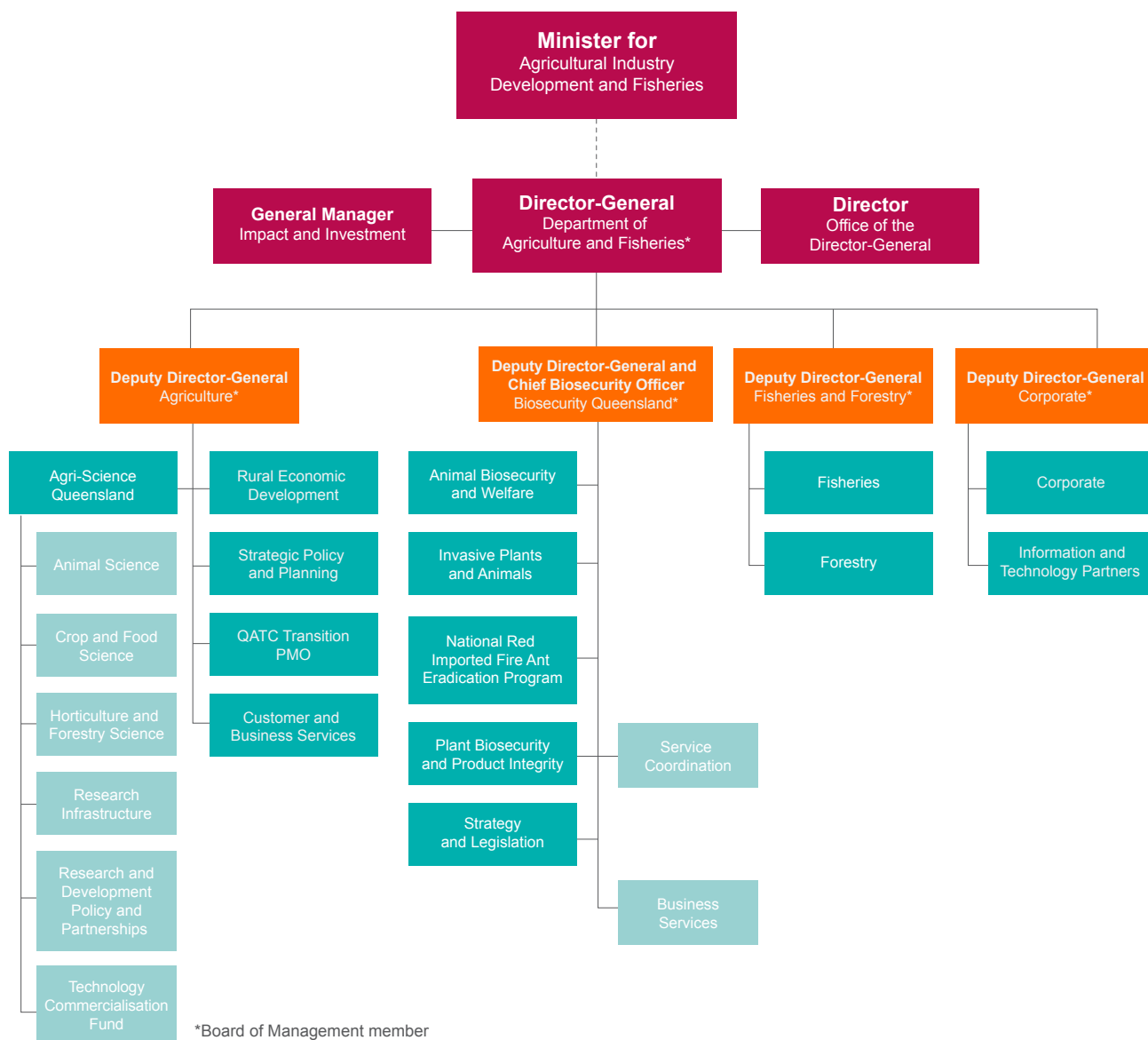


Figure 1 DAF's organisational structure reflecting areas of responsibility as at 30 June 2019

## Our leaders



### **Dr Elizabeth (Beth) Woods**

OAM, ATSE, Director-General

As Director-General of DAF since 2016, Beth led the development of initiatives to deliver an innovative, productive and sustainable agriculture, fisheries and forestry sector. She brought extensive experience gained as the Deputy Director-General of Agriculture and of Science in the former Department of Employment, Economic Development and Innovation. Previously she was the foundation Director of the Rural Extension Centre at The University of Queensland (UQ), and Professor of Agribusiness at UQ from 1997 to 2004.

Beth completed her DPhil in Agricultural Economics as a Rhodes Scholar at Oxford University. She has served on the CSIRO Board, the Gatton College Council and the Rural Adjustment Scheme Advisory Council. She has chaired the Rural Industries Research and Development Corporation, the Australian Centre for International Agricultural Research, the National Drought Policy Review and the International Rice Research Institute. She was a member of the Australian Rural Research and Development Council (2011–12) and a member of the World Bank's Agricultural Pull Mechanism expert panel. She has completed a term as Chair of WorldFish, headquartered in Penang and part of the CGIAR network of independent research centres administered through the World Bank.



### **Bernadette Ditchfield**

Deputy Director-General, Agriculture

Bernadette is responsible for leading the development of policies, research and initiatives that lift the productivity 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 is also responsible for leading the department's *FutureDAF* initiative, which works with all departmental staff to drive innovation and a culture of continuous improvement.

Bernadette has more than 20 years experience in the private and public sectors, and has held senior roles in the 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 agricultural industry development, food safety and traceability, rural and industry development, trade, investment attraction and agricultural policy.

He has been a member of the Safe Food Production Queensland Board since 2015.

Malcolm is the Queensland Government representative on the National Biosecurity Committee and has chaired a number of state and national biosecurity committees, including the Intergovernmental Agreement on Biosecurity Taskforce. Malcolm's focus continues to position Queensland as a leader within the national biosecurity frameworks and ensures 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. Joining the public service in 2004, he was instrumental in leading and delivering a major IT project and major reforms to Queensland's planning legislation. Graeme also spent five 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, Graeme took up a senior executive role with Townsville City Council before rejoining Queensland Government with the Department of State Development, Manufacturing, Infrastructure and Planning. Graeme joined the Department of Agriculture and Fisheries as part of the Senior Executive Service Mobility Program, having recently spent five weeks as the Acting Chief Biosecurity Officer.



### **Sinead McCarthy**

Deputy Director-General, Corporate

Sinead was appointed as Deputy Director-General, Corporate in April 2019 after a period of acting in the role from June 2018 to February 2019. Sinead is responsible for the delivery of a broad range of corporate services to enable the department to deliver against its strategic objectives.

Prior to this time, 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 state government departments: Department of Agriculture and Fisheries,

Department of Natural Resources, Mines and Energy, Department of Environment and Science, and Department of Innovation, Tourism Industry Development and the Commonwealth Games. 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 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.

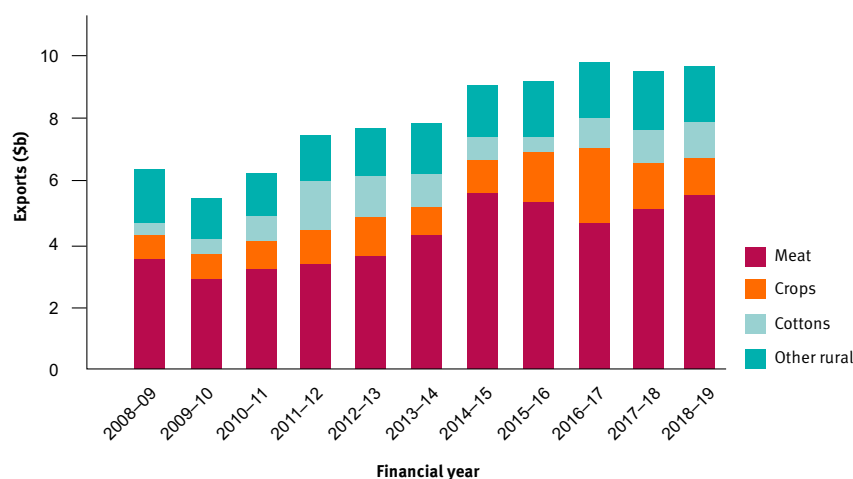
## The sector we serve

Queensland has the highest proportion of land area dedicated to agriculture in Australia. From 37% of Australia's total farm area, Queensland grows 97% of the nation's bananas, produces 94% of the nation's sugarcane, has 50% of the meat cattle herd, produces 35% of the nation's cotton and grows 29% of the nation's vegetables (Source: ABS, *Agricultural commodities, Australia, 2017–18*, cat. no. 7121).

The sector's contribution to the Queensland economy is significant, providing and supporting jobs across the supply chain, with a critical role in the economies of many regional communities. The total value of primary industry commodities was forecast to be \$17.59 billion for 2018–19. Queensland's agribusiness and food sector has grown steadily in recent years, at an average annual increase of 0.75% in volume and 4.24% in value between 2006–07 and 2018–19. These trends are expected to continue, with average growth in the volume of food and fibre production of around 1% per year, and average growth in the value of production of around 3% per year.

An overview of the contribution of the sector is provided in Figure 3 (page 12).

Rural merchandise exports contribute over \$9.9 billion (excluding sugar) to the Queensland economy. Figure 2 highlights the contributions of the various Queensland agricultural commodities to the state's rural merchandise exports.



**Figure 2** Queensland's rural overseas merchandise exports, 2008–19 (Sources: ABS unpublished trade data; Queensland Treasury)

DAF worked with the sector to mitigate a range of risks to production, resulting in a strong performance in the face of significant challenges. Major challenges for the sector in the past year included:

- continued drought in most of the southern half of Queensland (see Figure 4, page 13)
- extensive monsoonal flooding and unseasonably cold weather across North Queensland with associated biosecurity and health risks from many thousands of dead animals
- the global economic slowdown in the second half of 2018, partly due to international economic policy uncertainty and trade disputes
- food contamination in strawberries and other fruits
- stricter environmental regulations
- animal rights activism.

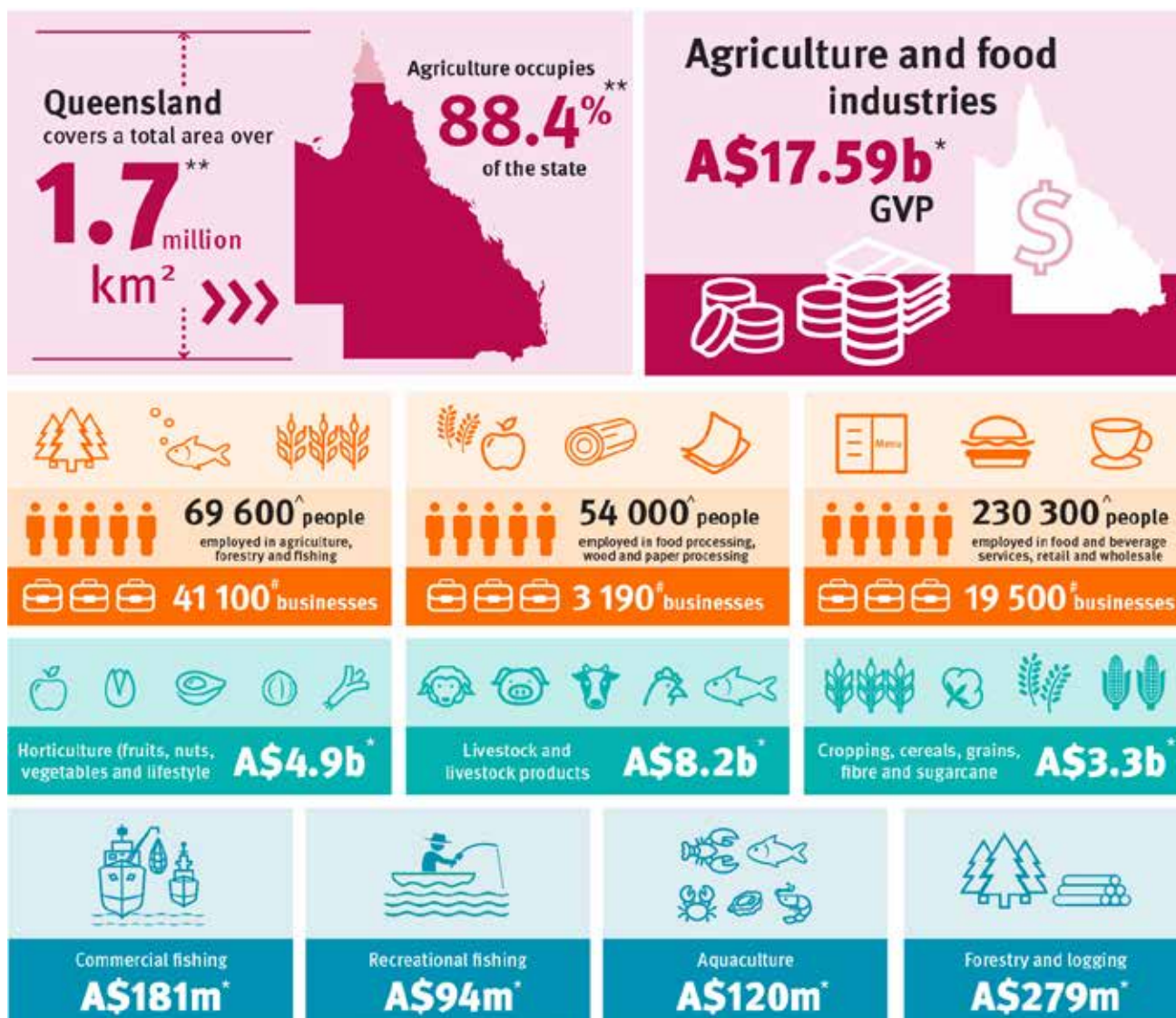


Figure 3 Agriculture, fisheries and forestry snapshot

**Sources:**

\* Department of Agriculture and Fisheries 2019, *AgTrends update: April 2019*, Queensland Government, Brisbane, [daf.qld.gov.au/business-priorities/agriculture/trends/agtrends](http://daf.qld.gov.au/business-priorities/agriculture/trends/agtrends).

**Note:** Placing a value on recreational fishing is difficult. In simple terms, recreational fishing has a harvest, a recreational and a wilderness component. The harvest component can be measured in a similar way to commercial fishing, but the other two components need to be valued for their wider economic contribution through, for example, linked sectors. Consequently, depending on the method used, there may be significant variation in reported results.

<sup>^</sup> ABS 2019, *Labour force, Australia, detailed, quarterly, May 2019*, cat. no. 6291.0.55.003, Australian Government, Canberra, [abs.gov.au/ausstats/abs@nsf/mf/6291.0.55.003](http://abs.gov.au/ausstats/abs@nsf/mf/6291.0.55.003).

<sup>#</sup> ABS 2019, *Counts of Australian businesses, including entries and exits, June 2014 to June 2018*, cat. no. 8165.0, Australian Government, Canberra, [abs.gov.au/ausstats/abs@nsf/mf/8165.0](http://abs.gov.au/ausstats/abs@nsf/mf/8165.0).

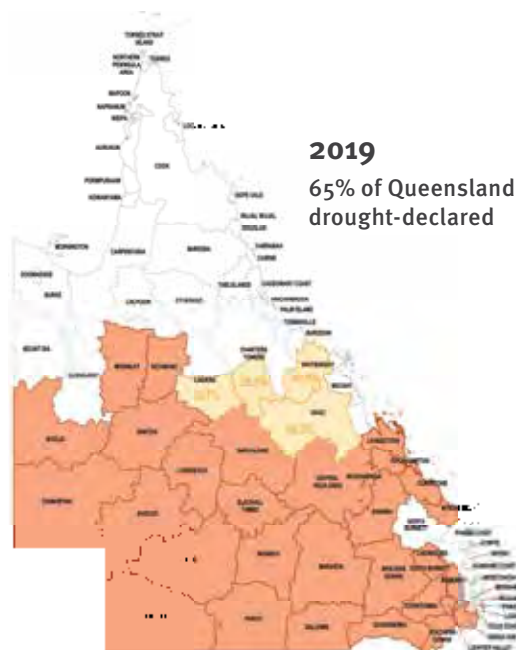
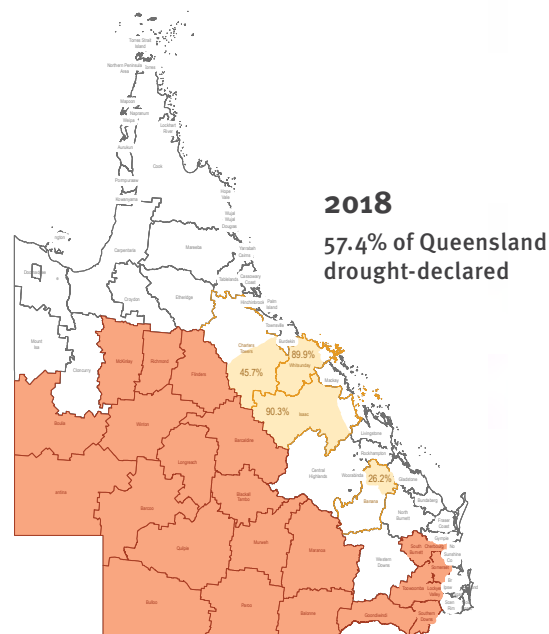
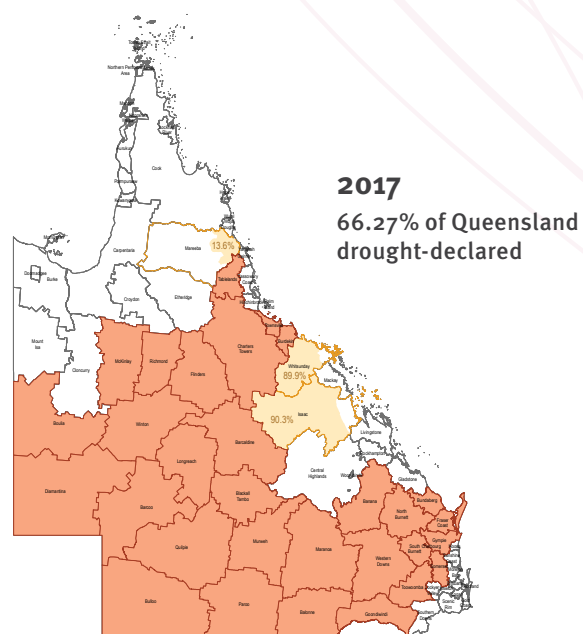
<sup>\*\*</sup> Department of Agriculture and Fisheries 2018, *Queensland agriculture snapshot 2018*, Queensland Government,

[daf.qld.gov.au/business-priorities/agriculture/trends/snapshot](http://daf.qld.gov.au/business-priorities/agriculture/trends/snapshot).

The sector's outlook remains positive. Assuming there are no major disruptions in access to global markets and no significant climate impacts, the medium-term prospects for Queensland are close-to-average or above-average growth for all commodities except for food grains, forestry, milk and sugarcane, which may face less favourable growth conditions.

Industry trends reflect a number of long-term influences, including:

- rising demand for food and fibre due to global population growth
- changing demand from consumers with higher incomes, particularly in Asia, with an increasing demand for protein, quality, variety, convenience and environmental sustainability, and declining demand for grains
- above-average productivity growth, driven by research, innovation, skills, investment, technology, new varieties and supply chain efficiencies
- reduced prices (in real terms) as growth in supply exceeds growth in demand over the medium to long term in some commodities, such as sheep meat, wheat, rice and cotton
- increasing resource constraints, such as natural resources, labour and capital availability
- widening markets due to globalisation and the creation of national markets (e.g. for milk), a reduction in agricultural protectionism and subsidisation in some countries, and increased market access for Australian products.



#### Local government areas

- Fully drought-declared
- Not drought-declared
- Partly drought-declared

Land drought-declared and percentage of local government area

**Figure 4** The Queensland drought situation at 30 June 2017 (top), 2 July 2018 (centre) and 3 June 2019 (bottom)

(Source: Department of Environment and Science, [longpaddock.qld.gov.au](http://longpaddock.qld.gov.au))

## How we serve the sector

DAF's performance framework is guided by industry needs, government priorities, legislative and policy mandates, and community objectives.

Our strategic plan establishes our direction for the next 4 years, outlining the department's objectives and how it will respond to identified challenges. The plan is reviewed annually to ensure emerging issues and government priorities are strategically addressed and to ensure that its objectives, risks and actions align.

Development of the strategic plan is guided by the Queensland Government's *Our Future State: Advancing Queensland's Priorities*. The plan links to the priorities and contributes to their achievement in the following ways:

- **Create jobs in a strong economy**—working together with industry and rural communities, we grow rural exports and add value to primary production to deliver jobs and prosperity for the future.
- **Keep Queenslanders healthy**—by mitigating the impacts of biosecurity and climatic events, we support the wellbeing and resilience of the people in rural communities and ensure Queenslanders can access healthy, affordable food, and enjoy safe, sustainable recreation opportunities.
- **Protect the Great Barrier Reef**—by increasing the uptake of improved management practices, modernising fisheries management and facilitating enhanced compliance activity, we support and enable the sector in its responsible use of natural resources, adaptability to climate change and protection of the Great Barrier Reef.
- **Be a responsive government**—in reforming the services of DAF, we promote shared ownership in developing more effective, accessible and regionally based services that the community values.

The strategic plan is supported by DAF's impact and investment framework and business unit plans. Our business unit plans specify service and individual accountabilities and required levels of performance.

The services provided were the means through which DAF created value for its stakeholders and the community (see below). They were defined in the Service Delivery Statement (Budget Paper 5), which also outlined the new initiatives and investment priorities for the coming year.

Operational performance and the delivery of the strategy is regularly monitored to ensure that DAF meets its commitments and achieves its objectives. Progress has been measured quarterly and annually, through quarterly performance reports and the annual report.

## 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 is supported by our Corporate business group and services received from the Business and Corporate Partnership.

## Our impact and investment framework

In 2018–19, DAF's impact and investment framework provided a consistent, organisation-wide approach to:

- describing our work and the impacts we sought to achieve
- measuring and evaluating our performance
- identifying where we should invest.

The framework links planning and performance to the delivery of impact, while providing a line of sight for individuals from their day-to-day work to departmental goals. It also positioned DAF to demonstrate that our work makes a difference and represents value for money. There are five functional components in the framework, as shown in Figure 5.

In 2018–19, the impact and investment framework continued to be further embedded within the department and was used to inform the reprioritisation of resources within business units, to deliver increased efficiencies and impacts across the department.



Figure 5 DAF's impact and investment framework

## Our impacts

DAF is an agency that is all about making a difference. We deliver impacts across a wide range of areas and industries.

These impacts are documented in the department's impact map—a customer-centric visual tool that describes the work that is underway and the outcomes we seek to achieve over the short to medium term.

The impact map for 2018–19 comprised 13 individual business unit maps, which cover our main business groups—Agriculture had 7 impact maps, Biosecurity Queensland had 2, Fisheries and Forestry had 2 and Corporate had 2.

### Agriculture



**Strategic policy and planning**



**Rural economic development**



**Animal science**



**Crop and food science**



**Horticulture and forestry science**



**Agri-Science Queensland infrastructure, strategy and business**



**Customer and business services**

### Biosecurity



**Biosecurity external**



**Biosecurity internal**

### Fisheries and Forestry



**Fisheries**



**Forestry**

### Corporate



**Corporate**



**Information and technology partners**

## Our results

The impact map is supported by our performance measurement plan, which ensures that we can demonstrate the effectiveness and efficiency of our work. It outlines the performance measures that we use to ensure our work is on track. These measures complement the department's service delivery standards, making sure performance is tracked across the breadth of our work and fosters a culture of measurement and continuous improvement.

DAF seeks to evaluate our work to ensure that we are achieving the impacts that we planned. Evaluation helps us to assess how we have performed and to devise strategies for improvement when needed. In 2018–19, DAF undertook a number of strategic program evaluations to assess the delivery of impacts aligned to DAF's strategic objectives. DAF also continued to build a culture of evaluation, to ensure our decisions are based on best evidence.

## Our investment

DAF's investment is guided by five key principles in the framework:

1. **We deliver on government objectives**—DAF exists to serve the government of the day.
2. **We invest for impacts**—DAF ensures its work delivers economic, environmental and community outcomes.
3. **We deliver results**—DAF invests where it can achieve success.
4. **We deliver public value or benefits**—DAF utilises taxpayer dollars to deliver benefits to resource users and the community.
5. **We build capability, collaborations and infrastructure for the future**—DAF invests in people, skills, infrastructure and technologies to meet future needs.

## Reporting

The next section of this report details our achievements for the financial year 2018–19, measured against the three objectives outlined in the department's *Strategic plan 2017–2021 (reviewed and revised May 2018)*. The impact areas appear throughout the report, indicating the contributions our business units made in achieving these outcomes. Results for the strategic plan indicators, related service standards and other measures are identified. This provides a comprehensive view of how DAF implemented its strategy, how it created value in delivering services and how it used its budget.