

2019–2020
ANNUAL
REPORT



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Letter of compliance

18 September 2020

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

Dear Minister

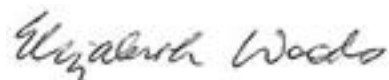
I am pleased to submit for presentation to Parliament the *Annual report 2019–20* and financial statements for the Department of Agriculture and Fisheries.

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 6, page 144 of this annual report.

Yours sincerely



Dr Elizabeth Woods

Director-General
Department of Agriculture and Fisheries

Message from the Director-General

The past year has been one of unparalleled events and challenges. A year of disruption. It has been a difficult time for many—with global market instability, response to and continuing recovery from natural disasters including the devastating bushfires and ongoing drought, plus, more recently, the coronavirus (COVID-19) pandemic.

This period has seen tremendous dislocation but also the community coming together. The impacts of COVID-19 have demonstrated just how fundamental the agriculture, food and fibre sector—of both Queensland and Australia—is to the broader economy. It underpins our way of life. I am particularly proud of our efforts in supporting the enduring viability of the sector and the state's economic recovery as we face the challenges arising from COVID-19. The management of and recovery from the pandemic is a marathon, not a sprint, and we have shown our commitment to this. On 19 March 2020, we stood up the department's State Coordination Centre to manage the internal and external issues arising from the COVID-19 pandemic. The State Coordination Centre continues to work diligently to provide a coordinated and consistent approach to our response.

Regular and sustained dialogue with industry has been key to the department's response to these many challenges. To support local producers and jobs, we worked closely with industry to identify concerns, coordinate responses and rapidly address critical issues such as the availability of overseas labour and the seasonal workforce. The deployment of more than 100 agriculture coordination officers to provide vital support to producers, industry and local governments affected by COVID-19 has helped enormously. These officers have been helping producers and industry across Queensland access relevant information quickly. This focused engagement gave a voice to industry, agribusinesses, and the fishing and forestry sectors across their value chains. It created a direct link between government and industry to implement practical solutions quickly and strengthen Queensland communities.

In March, applications opened for the new Market Diversification and Resilience Grants Program, providing help to Queensland agribusiness exporters directly affected by the COVID-19 outbreak. In June, we initiated support under *Queensland's economic recovery strategy: unite and recover for Queensland jobs* for digital transformation in the agribusiness and food industry to reinvigorate trade relationships and diversification in a post-pandemic environment.

The dramatic, wide-ranging and rapid changes we face present both opportunities and challenges for Queensland and the sector. Much of the department's strategic direction has now been set through the ongoing work to implement the strategic policies for fisheries, biosecurity, and research and development.

Following an extensive industry engagement process, the Growing for Queensland strategy was developed for consideration by Cabinet. However, due to the impacts of and reprioritisation of resources associated with the government's COVID-19 response, the implementation of the strategy has been delayed.

The Growing for Queensland strategy is a whole-of-government strategy based around five opportunities for transformation: exploring frontiers, unlocking regional jobs, expanding value chains, harnessing people power, and building natural capital. It provides key focus areas for government to ready Queensland's agriculture sector for the future. The five opportunities for transformation will now inform the government's response to and recovery from COVID-19.

The department continues to provide assistance as the drought heads into its seventh year, with just over two-thirds of Queensland's land area drought-declared. We provided support through the multi-agency Drought Assistance Package and implementation of the Queensland drought reforms in support of the National Drought Agreement, as well as the Queensland Drought and Climate Adaptation Program.

In parallel with its response activities, the department continued to make significant progress against its other strategic priorities. Our major initiatives helped to strengthen the sector's value to the economy, the environment and communities, contributing to achievement of four of the six priorities under the Queensland Government's *Our Future State: Advancing Queensland's Priorities*—**Create jobs in a strong economy, Keep Queenslanders healthy, Protect the Great Barrier Reef** and **Be a responsive government**.

Earlier in 2019–20, I was proud to see great Queensland products succeeding in export markets during the trade mission to Indonesia and Singapore and inbound trade meetings and delegations from China, Taiwan, South Korea and Japan.

I am also pleased to report that the *Queensland agriculture and food research, development and extension 10-year roadmap and action plan* advanced, with a broad portfolio of programs across Queensland Government coming together and supporting the development and competitiveness of Queensland’s agriculture and food industries through research, innovation and adoption. Innovation and collaboration will be critical to the sector’s ability to navigate the changing operating environment it faces in coming years.

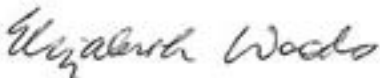
To ensure that Queensland is protected from biosecurity threats and invasive plants and animals, we continued implementing the *Queensland biosecurity strategy: our next five years 2018–2023* and the *Queensland invasive plants and animals strategy 2019–2024*, and established the new Biosecurity Queensland Ministerial Advisory Council. We also delivered the full treatment season for eradication of red imported fire ants, despite the many challenges.

Our support for agriculture industries in Great Barrier Reef catchments to improve Reef water quality is on track. We have continued progressing the service reforms in the *Queensland sustainable fisheries strategy 2017–2027* and are implementing the Native Timber Action Plan. The year also saw a number of changes to recreational, charter and commercial fishing rules to ensure our fish stocks remain available for future generations.

While we all face an uncertain future with COVID-19 impacting our plans and resources, it is more important than ever to deliver services efficiently, effectively and economically to meet community and consumer expectations and needs in a flexible, agile and responsive manner. DAF remains focused on transforming the way we do business, to create a contemporary and response-ready workforce and industry.

In closing, I would like to thank our partners and all our staff for their dedication and willingness to diversify and explore new methods of working during and in recovery from the COVID-19 pandemic. Extraordinary efforts were made to ensure that the department maintained its business operations across the state during the peak of the crisis. I am extremely appreciative and proud of the efforts of each and every one of the department’s officers. I would also like to thank the leadership team for their dedication and efforts and the Minister and his team for their strong support.

On behalf of the department, I am pleased to present the annual report for 2019–20, which provides a complete overview of our highlights and achievements. The sector played a vital role during the coronavirus pandemic; it will also play a critical part on the road to economic recovery. I am very optimistic about the future of Queensland’s agrifood sector.



Dr Elizabeth Woods

Director-General
Department of Agriculture and Fisheries

Performance snapshot

This snapshot shows how the Department of Agriculture and Fisheries (DAF) supported the Queensland Government’s objectives for the community under *Our Future State: Advancing Queensland’s Priorities* in 2019–20.



Create jobs in a strong economy

<p>Gross value of agriculture, fisheries and forestry production \$16.99 billion</p>	<ul style="list-style-type: none"> • \$599.7 million spent on providing agriculture, fisheries and forestry services
<p>Rural exports \$9.97 billion (excluding sugar exports)</p>	<ul style="list-style-type: none"> • 2 international investment briefings and 25 international delegations supported to promote agricultural trade and investment opportunities • 9826 plant health certificates issued and 3532 inspections undertaken to provide market access for Queensland commodities • 466 live animal export certificates issued to facilitate international market access for Queensland animals • \$1.3 million allocated for Growing Queensland’s Food Exports, helping 15 companies to export agrifood products to Asia and the Middle East
<p>Jobs and employment</p>	<ul style="list-style-type: none"> • 41 000 agriculture, forestry and fishing businesses supported across Queensland • 80 226 Queenslanders directly employed in agriculture, forestry and fishing jobs (about 3.2% of Queensland’s workforce) • Up to 652 potential new jobs created by 14 business enterprises under round 2 of the Rural Economic Development Grants Scheme



Keep Queenslanders healthy

<p>Safe and ethical food production</p>	<ul style="list-style-type: none"> • 301 audits or investigations completed to ensure the safe use of chemicals in food production and reduce contaminant risks • 6 new licences issued under the <i>Drugs Misuse Act 1986</i> for the commercial production of industrial cannabis (hemp) in Queensland
<p>Animal welfare</p>	<ul style="list-style-type: none"> • 1395 animal welfare investigations undertaken to ensure high standards of animal welfare and support the ethical production of food products
<p>Fresh food availability</p>	<ul style="list-style-type: none"> • Queensland’s #eatqld campaign launched in March 2019, encouraging Queenslanders to eat local, stay healthy and support jobs in the state’s agriculture sector—reaching 2.3 million potential consumers through social media and supporting agricultural and fisheries industries to develop new consumer interest in June 2020 to minimise adverse impacts of the COVID-19 pandemic • The targeted ‘Strawesome’ campaign launched as part of the overall #eatqld campaign • \$32.2 million provided for freight subsidies and emergency water rebates for 7513 claims by drought-affected producers under the Drought Relief Assistance Scheme

DAF directly contributes to four priorities—**Create jobs in a strong economy, Keep Queenslanders healthy, Protect the Great Barrier Reef** and **Be a responsive government**.



Protect the Great Barrier Reef

<p>Reduced impact</p>	<ul style="list-style-type: none"> • 75% of primary producers in Reef catchments adopting improved management practices after participating in DAF extension programs • 5233 agricultural chemical user licences issued to ensure environmentally responsible production
<p>Fish stocks</p>	<ul style="list-style-type: none"> • 85% of key Queensland fish stocks assessed as showing no sustainability concerns • 769 penalty infringement notices and 1267 caution infringement notices issued under the <i>Fisheries Act 1994</i> • 55 prosecutions for offences under the <i>Fisheries Act 1994</i> finalised • 25 surface fish-aggregating devices deployed in South East Queensland, providing fishers with access to alternative species while taking pressure off traditional species that are currently overfished • More than 1.7 million juvenile fish or fingerlings released into 100 waterways across Queensland by 67 active community stocking groups • Improved recreational fishing from fish-attracting structures deployed in Kinchant and Cressbrook dams



Be a responsive government

<p>Responsive and easy-to-use services</p>	<ul style="list-style-type: none"> • 126 exotic and established animal and plant pest and disease incidents effectively managed • 8 nationally cost-shared eradication programs led by Biosecurity Queensland • 86 698 biosecurity entities with livestock or poultry or bees registered, ensuring up-to-date information is available in the event of an emergency disease or pest incursion • 1700 commercial fishing licences and 330 charter fishing licences managed under the <i>Fisheries Act 1994</i> • About 2500 Queensland commercial fishing vessels with vessel-tracking units registered in Trackwell (the vessel-monitoring platform managed by the Australian Fisheries Management Authority) • 87% of 86 287 customer enquiries resolved at the first point of contact by the Customer Service Centre • 75% of 7513 claims for business assistance as a result of drought or natural disaster processed within 21 days; 83% processed within 25 days, and 91% processed within 30 days (additional resources deployed to process claims) • 6 343 464 web page views • 253 254 Facebook and 10 490 Twitter followers
<p>Rapid support to manage COVID-19</p>	<ul style="list-style-type: none"> • More than 100 agriculture coordination officers deployed to support producers, the agriculture industry and local governments across Queensland to ensure agriculture supply chains could continue to deliver for Queensland communities

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 2019 to 30 June 2020.

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 7–8) 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 66.

The statements include a comparison of actual financial results with the budget estimates published in the 2019–20 State Budget Papers and provide explanations of major variances.

Table 1 Summary of DAF's financial statements (controlled funds) for the period 1 July 2019 to 30 June 2020

Statement of comprehensive income	2019–20 actual (\$m)	2019–20 budget (\$m)
Total income	599.7	525.0
Less: total expenses	599.7	525.0
Operating result for 2019–20	—	—

The increase in income and expenses is largely due to additional funding released in 2019–20 from the funds held centrally by government for the continuation of the Drought Assistance Package and higher than expected information technology project revenue through the Business and Corporate Partnership arrangements. There was also a realignment of existing Queensland Government funding for the 10-year National Red Imported Fire Ant Eradication Program from 2021–22 to 2026–27 to accelerate treatments in 2019–20.

The operating result for 2019–20 is a balanced budget position.

Statement of cash flows	2019–20 actual (\$m)	2019–20 budget (\$m)
Balance of cash at 1 July 2019	48.5	34.1
Operating activities	16.7	40.1
Investing activities	(14.7)	(16.5)
Financing activities	(9.8)	(18.5)
Net increase/(decrease) in cash held	(7.8)	5.1
Cash received from administered changes	0.5	0
Cash at 30 June 2020	41.2	39.2

The decrease in cash balances at the end of the financial year is largely due to expended appropriation revenue to be recovered from the Consolidated Fund and prepayments to The University of Queensland for the quarterly Queensland Alliance for Agriculture and Food Innovation instalment, as well as 3 days of employee expenses within the last pay period at the end of June. This is offset by an increase due to Queensland Agricultural Training Colleges' cash balance being transferred to DAF on their cessation (effective 1 March 2020).

(continued)

Table 1 continued

Statement of financial position	2019–20 actual (\$m)	2019–20 budget (\$m)
Current assets (including cash balances)	94.1	86.1
Non-current assets (including property, plant and equipment)	524.9	639.3
Total assets	619.0	725.4
Current liabilities	60.8	51.8
Non-current liabilities	117.6	284.5
Total liabilities	178.4	336.3
Net assets	440.6	389.1
Total equity at 30 June 2020	440.6	389.1

The increase in current assets is mainly due to increased appropriation receivable to the Consolidated Fund for end-of-year appropriation adjustments and higher than expected prepayments for the quarterly Queensland Alliance for Agriculture and Food Innovation instalment, as well as 3 days of employee expenses within the last pay period at the end of June.

The decrease in non-current assets and liabilities mainly represents the right-of-use assets and lease liabilities recognised under the new leasing accounting standard (effective 1 July 2019). Subsequent to the budget being published, treatment of the Ecosciences Precinct under the Queensland Government Accommodation Office framework has been reclassified as a non-lease arrangement with the Department of Housing and Public Works. In addition, the decrease in non-current assets is offset by an increase due to Queensland Agricultural Training Colleges' property, plant and equipment being transferred to DAF on their cessation (effective 1 March 2020).

The increase in current liabilities is largely due to increased funding received in advance for research and development projects and the Reef water quality science projects and unexpended disaster relief funding received for the North West Queensland Beef Recovery Package.

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 2019–20 is a balanced budget position.

Income—where the dollars came from

Total operating revenues were \$599.7 million, including:

- \$366.8 million (61.2%) through funding provided as appropriation revenue by Parliament
- \$148.0 million (24.7%) 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)
- \$44.9 million (7.4%) from grants and other contributions (including national cost-sharing revenue from the Australian Government for biosecurity pest and disease programs)
- \$37.8 million (6.3%) from other income sources (including royalty revenues on forest products removed from state land)
- \$2.2 million (0.4%) from the disposal and re-measurement of assets.

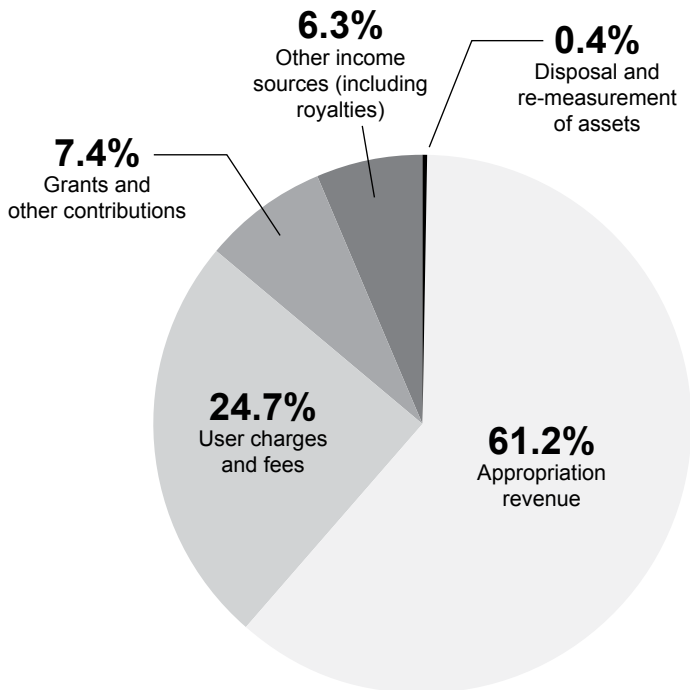


Figure 1 Operating revenues, 1 July 2019 to 30 June 2020

Expenses—where the dollars were spent

Total operating expenses were \$599.7 million, including:

- \$237.5 million (39.6%) in employee expenses
- \$274.9 million (45.8%) 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)
- \$54.4 million (9.1%) 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)
- \$26.8 million (4.5%) in depreciation and amortisation expenses
- \$3.6 million (0.6%) in other expenses (including asset write-downs, special payments, Queensland Government Insurance Fund premiums and audit fees)
- \$2.5 million (0.4%) in finance/borrowing costs.

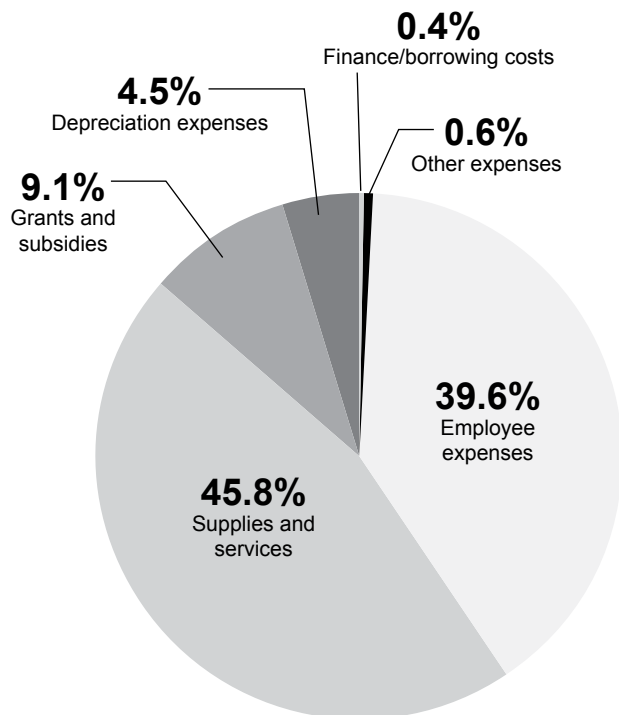


Figure 2 Operating expenses, 1 July 2019 to 30 June 2020

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

- Agriculture (\$277.3 million or 51.7%)
- Biosecurity Queensland (\$173.4 million or 32.3%)
- Fisheries and Forestry (\$85.0 million or 16.0%).

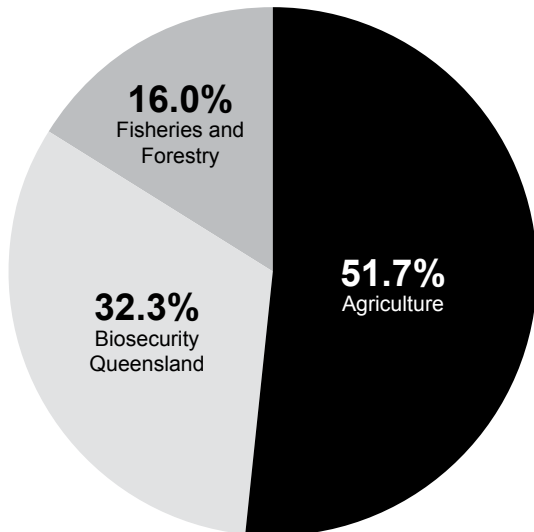


Figure 3 Operating expenses by service areas, 1 July 2019 to 30 June 2020

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 \$619.0 million) less ‘what we owe’ (total liabilities of \$178.4 million). At 30 June 2020, DAF’s equity was \$440.6 million.

Assets—what we own

At 30 June 2020, DAF had total assets of \$619.0 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 office accommodation), prepayments and receivables (including trade debtors).

Liabilities—what we owe

At 30 June 2020, DAF had total liabilities of \$178.4 million, which include 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 \$17.4 million in 2019–20 were focused on developing and upgrading research facilities and replacing plant and equipment to deliver outcomes for agriculture, biosecurity, fisheries and forestry. During 2019–20, the department also made a capital grant payment to Queensland Crop Research Ltd of \$0.250 million towards infrastructure improvements at the Tosari property near Millmerran to prepare the site for future field trial use by the department.

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 2019–20, DAF received administered revenue of \$127.4 million comprising administered appropriation revenue from Queensland Government, Racing Queensland's contribution to the Queensland Racing Integrity Commission (QRIC) 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 QRIC 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 revenue.

At 30 June 2020, DAF had net administered assets of \$50.8 million, which largely represents equity funding (\$50.0 million) that had not been paid to QRIDA at 30 June 2020 for the Queensland Government's \$1 billion COVID-19 Jobs Support Loan Scheme. DAF also manages surplus assets that were transferred back to the government prior to the sale of Forestry Plantations Queensland to the private sector.

Outlook for 2020–21

Operating budget

DAF's 2020–21 budget will focus on providing strong support to *Queensland's economic recovery strategy: unite and recover for Queensland jobs*, with measures to help Queensland businesses and industry rebuild and take advantage of new opportunities while they respond and adapt to existing and emerging challenges arising from the ongoing impacts of the COVID-19 pandemic. Doing this aligns with our vision for a productive and profitable agriculture, fisheries and forestry sector that operates on a sustainable basis and continues to create jobs for Queenslanders.

Significant funding adjustments have been approved since the 2019–20 budget was published. These include the following:

1. Additional funding of \$4.7 million over 5 years has been allocated to deliver on the response to the *Inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland*.
2. A range of COVID-19 economic recovery initiatives have been approved since March 2020 under *Queensland's economic recovery strategy: unite and recover for Queensland jobs*. Some of these are:
 - Additional funding of \$3.7 million over 2 years has been allocated to help industry recover from the negative impact on the economy. Initiatives include business counselling and the Market Diversification and Resilience Grants Program.
 - Approximately \$0.6 million is to be forgone in revenue through rent relief for tenant businesses of the department who are adversely impacted by COVID-19.

- Up to \$0.5 million is being redirected to the Emergency Animal Welfare COVID-19 Exhibited Animal Assistance Program.
- Additional funding of \$17.5 million over 4 years will strengthen Queensland’s cornerstone industries following the economic impacts of the COVID-19 pandemic. Initiatives include:
 - reinvigorated agricultural trade relationships (\$5 million over 4 years) to support ecommerce and virtual trade facilitation in key markets and assist coordination of demand for additional regular air freighter services, in conjunction with Trade and Investment Queensland
 - agribusiness diversification assistance (\$2 million over 3 years) to build capability and explore potential diversification opportunities in agricultural businesses, including for tourism
 - digital transformation in agribusiness (\$5.5 million over 3 years) to develop integrated supply chains that improve traceability, biosecurity and food safety
 - cluster fencing grants (\$5 million over 2 years) to continue to reinvigorate the sheep and wool industry in western Queensland through the Queensland Feral Pest Initiative.

Biosecurity and fighting pests remains a top priority for 2020–21. DAF will continue to progress biosecurity control and eradication programs, including those for red imported fire ants, red witchweed, *Varroa jacobsoni*, browsing ants, exotic fruit flies in the Torres Strait, four tropical weeds and electric ants.

Capital expenditure

DAF’s 2020–21 budget includes a capital expenditure program of \$19.8 million, focused on upgrading departmental facilities and replacing plant and equipment.

Agency role and main functions

Who we are

The Department of Agriculture and Fisheries (DAF) is established under the *Public Service Act 2008*.

The department has a long and proud history. A Department of Agriculture was first established in Queensland on 17 June 1887. Since then we have undergone a number of reorganisations and name changes before becoming the Department of Agriculture and Fisheries in 2015.

DAF forms part of the portfolio of the Minister for Agricultural Industry Development and Fisheries.

Our responsibilities are outlined in Administrative Arrangements Order (no. 1) 2020 of 11 May 2020. Details of the Acts we administer can be found in Appendix 1.

DAF's principal place of business is 1 William Street, Brisbane, with most central business district staff located in 41 George Street, Brisbane. Larger regional offices are located in Toowoomba, Rockhampton and Townsville.

In 2019–20, the department operated from 94 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.

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, develop rural businesses and add value to communities and the economy.

Our strategic objectives

Our focus is to deliver on the following 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

DAF's service delivery, decision-making and organisational management are governed by the following values:

- **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 our staff. Play to everyone's strengths. Develop yourself and those around you. Make health and safety everyone's priority.

With the introduction of the *Human Rights Act 2019*, a new value—**Respect human rights**—is being included, effective from 1 July 2020.

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 (see page 54).

Our service delivery is supported through implementation of our impact and investment framework. The framework describes our work and the impacts we seek to achieve, enabling us to measure and evaluate performance and identify where we should invest. It provides a consistent, organisation-wide approach to deliver services valued by the community and build long-term sustainability.

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 2.

Our strategic risks and opportunities

The department leverages opportunities and manages challenges by being risk-aware, not risk-averse.

Key strategic risks

Disruptive events—High-impact external threats (e.g. climatic events, pests, diseases, economic shocks and cyber attacks) will challenge the capacity of the department and the sector to respond rapidly, reform our processes and stretch resources across competing priorities.

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.

Climate change—Agriculture, forestry and fisheries production faces significant pressure from climate change, which may compromise operations in the longer term.

Organisational agility—Challenges in adapting and renewing business models, securing partnerships and resourcing may affect the department's ability to keep pace with change, innovate and meet expectations.

Key strategic opportunities

Economic shifts—Rapidly growing middle classes and a focus on food security in Asia, South America and Africa are driving increases in food demand, giving the department 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; it will be easier and cheaper to interact, transact and make better decisions.

Strategic partnerships—Strong 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 and ethical production of food and fibre will help to increase demand for Queensland's produce.

Responding to COVID-19

The impact of the COVID-19 pandemic response and recovery has seen the department significantly refocus its services in the second half of 2019–20. We provide strong support to *Queensland's economic recovery strategy: unite and recover for Queensland jobs* to help the state recover from COVID-19 by getting Queenslanders back to work and kickstarting our economy.

Looking to the coming year, the ongoing impact of COVID-19 and the overall economic outlook will see risks and opportunities continue to evolve. Resources may be stretched across competing priorities by high-impact or multiple external threats (COVID-19 or other pandemics, climatic events, pests, diseases, economic shocks and cyber attacks) while our identified opportunities, such as virtual connections, may expand.

Contribution to Queensland Government's priorities for the community

Our Future State: Advancing Queensland's Priorities are the Queensland Government's objectives for the community. The department contributes to the following objectives.



Create jobs in a strong economy

Helping rural communities and industry adapt promotes economic continuity, development and new investment. Boosting business competitiveness through research, innovation and adaptation across primary industries and regions creates jobs and exports to grow the economy. Managing sustainable use of resources supports long-term rural production and ongoing employment.



Protect the Great Barrier Reef

Supporting sustainable industries and resource management balances economic growth with environmental protection and improves Reef water quality.



Keep Queenslanders healthy

Managing risks to production ensures the continuous supply of nutritious, safe and fresh food—supporting Queenslanders' health and regional prosperity. Growing the resilience of agricultural producers helps them better manage uncertainties and change.



Be a responsive government

Providing easy-to-use services supports people to access assistance and meet regulatory requirements while reducing transaction costs.

Other whole-of-government plans and initiatives

In addition to the government's objectives for the community, whole-of-government plans and specific initiatives influence our service delivery. Details of these additional commitments are provided in Appendix 5.

Operating environment

The sector we serve

Everyone in Queensland is connected to food and agriculture. The sector is vital to Queensland’s future and underpins many rural communities by supporting regional economic development and jobs, community health and wellbeing, and the environment. Queensland has the highest proportion of agricultural land (84%) 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 one in seven, Queenslanders.

The sector is diverse and produces a wide variety of high-quality food and fibre products. Queensland grows 94% of the nation’s sugarcane, has 47% of the meat cattle herd, and produces 34% of the nation’s cotton, 33% of grains and 30% 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% of all agricultural output. By value, Japan is Queensland’s largest agricultural product export destination at 21%, followed by China (17%), South Korea (15%) and the United States (13%). Together, these destinations account for 66% of total exports.

The agriculture sector is key to the economic recovery and continued sustainability of our regions. In most rural and regional local government areas, over 25% of businesses are agriculture, fisheries and forestry businesses. In line with this, the agriculture, forestry and fishing sector is a major regional employer, accounting for up to 25% of total direct employment. Family members of business owners and other Australian workers make up the majority of the sector’s workforce, but overseas workers are used substantially in the horticulture sector.

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

Total	Horticulture	Livestock and livestock products	Cropping	Fisheries and forestry	Overseas exports
\$16.99 billion (approximately 7% of the state’s economic output)	\$4.4 billion	\$8.9 billion	\$2.5 billion	\$1.1 billion	\$11 billion (including sugar) 12% of state commodities

Source: Department of Agriculture and Fisheries 2020, *Agtrends update: April 2020*, Queensland Government, Brisbane.

Outlook

The agriculture, fisheries and forestry sector is expected to continue its performance as a resilient sector through the COVID-19 pandemic and is well placed to lead economic recovery for Queensland, including the regions. For 2019–20, it is estimated that the effect of the pandemic on the value of food production (at the farm gate plus first-stage processing) in Queensland will be a decrease of approximately \$300 million (only 2%).

In the recovery phase, impacts for the sector from COVID-19 will depend on the domestic recovery path and those of our key trading partners. Demand for most Queensland agricultural products is expected to remain strong, while seasonal conditions are expected to dominate the outlook. The agriculture, fisheries and forestry sector has the potential to support the Queensland economy to recover from the disruption and grow into the future. With the pandemic highlighting the need for greater transparency, resilience and flexibility, it is expected that COVID-19 will become a catalyst for agribusinesses to reassess their supply chains, diversify their markets, and accelerate the adoption of digital technology. Also, the sector will continue to have strong workforce demand and produce high-quality products for domestic and international consumers, stimulating the Queensland economy through exports, regional employment and domestic consumption.

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.

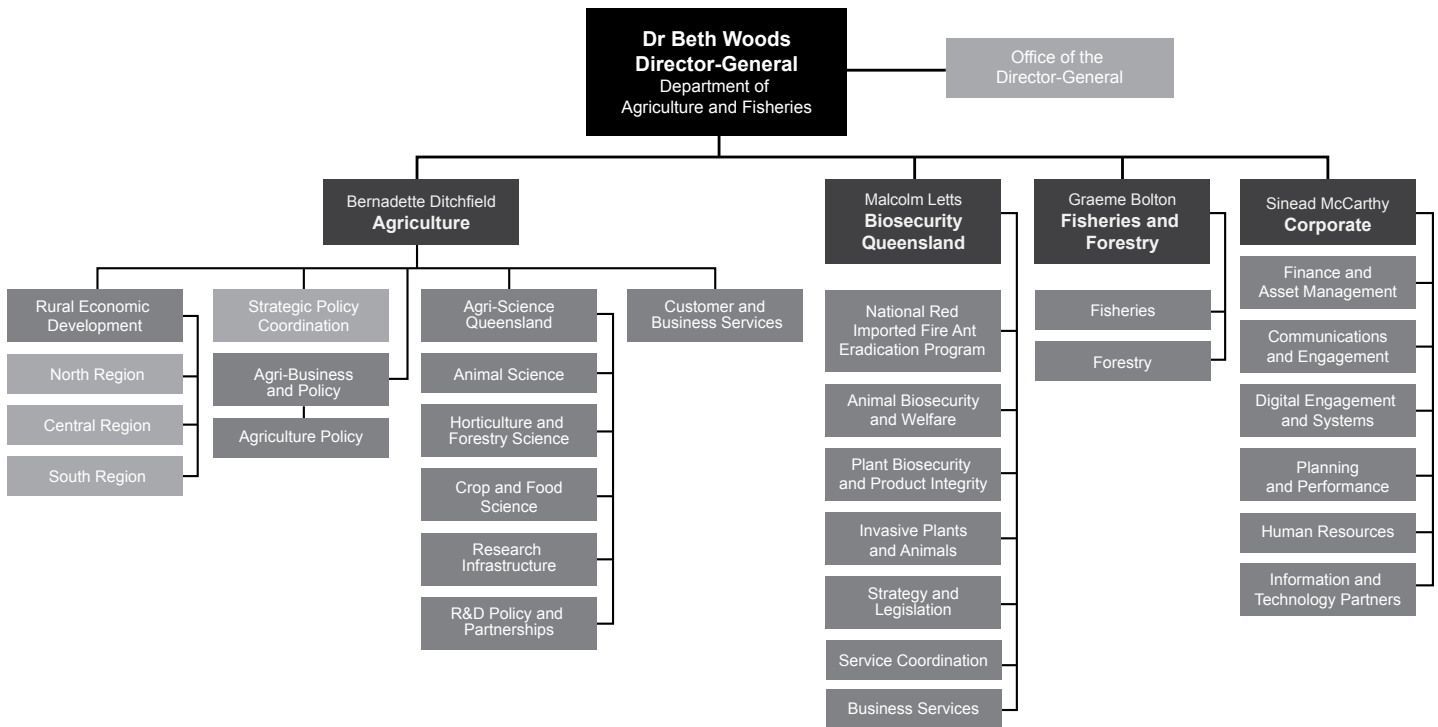


Figure 4 DAF’s organisational structure as at 30 June 2020

Executive leadership

Our leadership team

Dr Elizabeth (Beth) Woods

OAM, FTSE, 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. In 2019–20, Bernadette was also responsible for leading the department's *FutureDAF* initiative, which worked 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.

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

With more than 20 years executive experience, 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 major reforms to Queensland's planning legislation. Graeme then 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.

Since returning to Australia in 2014, Graeme has held senior executive roles in state and local government. Graeme was appointed Deputy Director-General, Fisheries and Forestry in May 2020 after being in the role for 12 months as part of the Senior Executive Service Mobility Program.

Sinead McCarthy

Deputy Director-General, Corporate

Sinead was appointed Deputy Director-General, Corporate in May 2019 after a period of acting in the role from May 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 Queensland Government departments: the Department of Agriculture and Fisheries, the Department of Natural Resources, Mines and Energy, the Department of Environment and Science, and the former 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.

Agency objectives and performance

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

Theme 1: Innovative

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

The global agricultural landscape is transforming; coming years will see enormous change in the way we grow, produce, harvest, distribute and consume food and fibre. Boosting business competitiveness through research, innovation and adaptation across primary industries and regions creates jobs and exports to grow the economy. Emerging industries will also be a key driver. Coordinated and connected efforts across the agtech community will help producers to keep pace with rapid change and build collective capability in an increasingly digital world. Opportunities to work and learn together are needed to ensure the success of existing investment and initiatives.

Strategy

Inspire talent, investment and ideas to drive industry development.

Outcomes sought

- Increased private sector investment in agricultural supply chains
- Increased exports and job opportunities from businesses entering new and high-value markets
- Stronger regional economies
- Productivity improvements and innovation through our research, development and extension services and the rural jobs initiative

Key performance indicators

Indicator	Results				
	2015–16	2016–17	2017–18	2018–19	2019–20
Increase in value of Queensland's food and fibre exports ¹	\$9.153 billion	\$9.762 billion	\$9.449 billion	\$9.578 billion	\$9.971 billion
Increase in total value of primary industry commodities ²	\$19.26 billion	\$20.06 billion	\$19.52 billion	\$18.78 billion	\$16.99 billion

Notes

1. Queensland's rural overseas merchandise exports, 2020. (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 GDP for Queensland's primary industry commodities. The figure for 2019–20 is a forecast. It is a drop of 5% from the October 2019 estimate, and 11% 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 2020, *AgTrends update: April 2020*, Queensland Government, Brisbane.)

Performance

OUTCOME **Increased private sector investment in agricultural supply chains**

Increasing the value of export products is key to future growth. Increasing our global competitiveness will rely on our ability to attract necessary investment and to develop markets that extract maximum value from what we produce, supported by efficient supply chains throughout regional Queensland.

»» Key action

Develop a strategy for agribusiness and food industry development to encourage employment growth and private sector investment

The *Growing for Queensland discussion paper* was released on 26 June 2019 and consultation concluded on 31 August 2019. During the extensive engagement process, the department:

- received 30 written submissions and conducted 25 interviews
- conducted 20 regional workshops that were attended by 348 participants from 115 organisations, culminating in the identification of 75 ideas
- ran a social media campaign that reached more than 73 000 people and attracted more than 15 000 e-hub views.

Following the engagement process, the Growing for Queensland strategy was developed for consideration by Cabinet in March 2020. However, due to the impacts of the COVID-19 pandemic, and reprioritisation of resources associated with the government's response, the strategy was delayed.

The strategy is based around five opportunities for transformation—exploring frontiers, unlocking regional jobs, expanding value chains, harnessing people power and building natural capital—to ready Queensland's sector for the future. It will inform the government's response to the COVID-19 pandemic, which will be released in 2020–21 for implementation.

OUTCOME **Increased exports and job opportunities from businesses entering new and high-value markets**

Exports are key to increasing growth, particularly for products where there is limited opportunity for increased domestic demand. Processing and manufacturing can add value and overcome export market biosecurity barriers for fresh produce. Export support programs, including Growing Queensland's Food Exports and Rural Economic Development Grants, provide support for businesses to access their target markets.

»» Key action

Promote Queensland agricultural products and innovations internationally to grow exports and attract investment

Trade missions and inbound trade delegations

Targeted trade missions and inbound trade delegations provide practical opportunities to strengthen existing international trading relationships and establish new business in support of Queensland's future economic growth.

DAF supported a successful ministerial trade and investment mission to Indonesia and Singapore (3–9 November 2019), focusing on investment attraction and increasing trade in live cattle, beef, horticulture and premium value-added food and beverages.

However, in March 2020, all trade and investment missions, inbound delegations and outbound delegations were suspended due to the COVID-19 pandemic. One trade delegation was cancelled due to the introduction of COVID-19 precautionary measures.

Before this, we supported a range of inbound trade delegations and associated events with officials from a number of countries, including South Korea, China, Taiwan and Japan.

Grants to grow exports and develop industry

The \$1.3 million Growing Queensland's Food Exports program helps food companies build their business capability to take advantage of opportunities to grow exports. The program continued to support 15 grant recipients undertaking export market development projects in diverse markets including Japan, China, Taiwan and the Philippines.

The program has already provided positive outcomes for some Queensland growers. One ongoing project is evaluating the potential to sea freight Lockyer Valley vegetables to Japan, while five strawberry export trials to Macau, Hong Kong and Jakarta provided a detailed analysis of the supply chains. The intelligence gained will be vital to growing new export markets.

Market diversification and resilience

To support agribusinesses whose export markets are affected by COVID-19, DAF led the delivery of the new Market Diversification and Resilience Grants Program in partnership with QRIDA. Funding of \$500 000 was initially allocated for two grant components—a project grant of up to \$50 000 and a smaller equipment purchase grant of up to \$7500. Round 1 closed on 20 April 2020.

The program was heavily subscribed, particularly by fishing businesses, reflecting the significant impact of COVID-19 on the Queensland seafood sector. A total of 40 applications (35 for equipment and 5 for projects) have been approved for funding. The funding will enable many Queensland enterprises to diversify into new markets and recover from the early impacts of COVID-19.

Following the strong interest in round 1, a further \$300 000 has been allocated for a second round of the program, which is scheduled to be launched in August 2020 and will be led by DAF Fisheries.

OUTCOME

Stronger regional economies

Businesses across the sector are a key component of rural and regional Queensland, contributing significantly to local economies. By exploring place-based industry development opportunities, we can create the right conditions for growth in regional jobs.

»» Key action

Provide grants of up to \$250 000 matched with co-contributions from grant applicants for projects under the Rural Economic Development Grants Scheme to promote industry development and jobs in rural communities

More than 600 jobs are anticipated in regional Queensland after 14 businesses representing a wide range of industries (including horticulture, aquaculture and meat processing) secured a share of \$3.3 million in funding under round 2 of the Rural Economic Development Grants Scheme in March 2020. These jobs are expected to comprise 182 direct short-term jobs, 166 long-term jobs and 304 indirect jobs.

The round 2 grants went to agribusiness enterprises located in North Burnett, Goondiwindi, Southern Downs, Balonne, Lockyer Valley, Longreach, the Cassowary Coast, Whitsunday, Banana, Murweh, the Sunshine Coast, the Scenic Rim, Toowoomba and North Queensland. They allow for new developments in citrus, grain supply, strawberry processing, vegetable processing, advanced package sheds, banana processing, cattle hide processing, mango grading, kangaroo meat processing, nursery production, feedlots and pre-cut vegetable processing.

The program, administered by QRIDA, is a \$10 million grant program over 3 years, ending in 2021. In June 2020, businesses with a primary production background in regional and rural Queensland were invited to submit an expression of interest for round 3 of the program. Across rounds 1 and 2 (round 1 offered in 2018–19), 28 businesses received Rural Economic Development Grants that are expected to create 1200 jobs across the agriculture sector in regional Queensland.

»» Key action

Support producers, the agriculture industry and local governments to manage COVID-19

Agriculture coordination officers

In April 2020, more than 100 agriculture coordination officers (drawn from existing DAF regional economic development, extension, research and biosecurity staff) were made available to provide rapid assistance to support producers, the agriculture industry and local governments to manage the complexities of the COVID-19 pandemic. Officers helped with quick access to relevant information through websites and other means (in locations with limited or no internet connectivity). They undertook proactive checks to understand the issues impacting agribusinesses and to ensure people had the information they needed to manage their situation. Staff with suitable regional and technical knowledge were also available to respond to enquiries from local governments.

Air freight of high-value agriculture and fisheries exports

DAF, Trade and Investment Queensland and Austrade worked together on getting access to cargo space on flights from airports for Queensland producers. The first flight to Singapore from Toowoomba (Wellcamp) was in June 2020, taking top-class Queensland beef and vegetables to a new international market. The flight was undertaken through the federal International Freight Assistance Mechanism, which subsidises air freight to accelerate the return of Australia's high-value agriculture and fisheries exports to key international export markets.

A network of nine airlines and six freight forwarders are involved in these flights, which will continue from Queensland and include new routes of Toowoomba–Singapore and Brisbane – Los Angeles.

OUTCOME

Productivity improvements and innovation through our research, development and extension services and the rural jobs initiative

Queensland continues to make progress in the development of new products and services that our consumers want. Queensland is home to many facilities—including manufacturing hubs, the Far North Queensland Food Incubator, the Coopers Plains Health and Food Sciences Precinct (including the BrewLab), the Ecosciences Precinct, and Salisbury Research Facility (forest products)—where innovators are prototyping new and improved products.

Our research, development and extension (RD&E) focus is on utilising science to deliver real benefits to Queensland. We do this by actively engaging with industry to better understand their business challenges and opportunities and developing RD&E programs that address these. DAF maintains a network of 36 research facilities and field sites across the state, has formal research investment partnerships with 4 universities, and collaborates with a large number of farmers, universities, commercial companies, state and federal agencies, research and development (R&D) corporations and overseas groups to ensure our research is both world-class and effective.

»» Key action

Continue to implement the *Queensland agriculture and food research, development and extension 10-year roadmap and action plan*

Aligned to the Advance Queensland agenda, the roadmap is focused on increasing innovation and commercialisation, identifying and promoting agriculture and food RD&E opportunities, and supporting the sector to grow and develop new businesses.

Significant progress has been made in implementing the action plan since the roadmap's launch in May 2018. Of the 168 milestones against the 14 major actions:

- 90 are complete
- 16 have transitioned to ongoing programs
- 53 are underway and more than 60% complete.

DAF researchers and extension staff work across an extensive range of industries with a large number of funding and research partners to deliver benefits to Queensland farmers and the broader economy. Some examples are:

- **Precision horticulture**—More than 900 growers, agronomists and commercial technology providers were engaged in the 'Adoption of precision systems technology in vegetable production (VG16009)' project, supporting the uptake of agtech in the vegetable industry.
- **Bioreactors for the Great Barrier Reef**—Denitrifying woodchip bioreactors were able to achieve up to 100% removal of the incoming nitrate, proving a cost-effective treatment option for nitrate removal from agricultural systems.
- **Veneer-based bridge girders**—Veneer-based girders that are 22% lighter, 35% stronger and 5% stiffer than the traditional hardwood girders were developed with our industry partner, who installed 150 new girders at a value exceeding \$600 000 in the first 12 months of the project.
- **High-santalol oil Australian sandalwood in the Cape**—DAF and the University of the Sunshine Coast identified and cloned five native Australian sandalwood trees that could lead to the development of a new industry for Aboriginal and Torres Strait Islander communities in Cape York.
- **Opal-AU**—This new, disease-resistant variety of mung bean has yields 28% higher than the average. It was launched to help the Queensland mung bean industry—which is worth about \$100 million—increase high-value exports of our shiny green beans globally.
- **Sorghum pre-breeding**—Vital pre-breeding and scientific outcomes for sorghum were delivered. These included 156 elite lines licensed to sorghum seed companies to develop new hybrids that will be essential for sustainable growth in our sorghum industry, which has a value of about \$295 million.
- **Drought and Climate Adaption Program (DCAP) Building Drought Resilience (GrazingFutures) project**—An independent cost-benefit analysis of GrazingFutures found that over the period 2017–20 the project provided a benefit-cost ratio of 4.7 to 1 and an internal rate of return of 21.4%.
- **DAF grazing extension support and the Grazing Resilience and Sustainable Solutions (GRASS) project**—This extension influenced management decisions on approximately 6 million hectares of extensive grazing land during the 2019–20 financial year in the Burdekin, Mackay–Whitsunday, Fitzroy and Burnett–Mary catchments.
- **FutureBeef eExtension**—The FutureBeef website had over 199 000 visitors with over 360 000 pages viewed in 2019–20. Ten FutureBeef webinars were delivered with a total of 1282 people registered and 4574 views of the webinar recordings.
- **Protecting feedlot cattle**—DAF and Zoetis recently renewed the commercial licence for the Rhinogard® vaccine against bovine herpesvirus 1 to control bovine respiratory disease complex in feedlot cattle. It is estimated that this disease costs the industry \$50 million each year.

- **Sport fishing to improve**—DAF deployed 904 fish-attracting structures in three impoundments across Queensland, with survey results demonstrating that fish are using the structures at levels similar to existing natural structures. Installation of the fish attractors will help grow regional economies by providing improved opportunities for freshwater sport fishing.

»» Key action

Set directions to accelerate innovation

- DAF supported the Agricultural Ministerial Advisory Council (AgMAC), which met once during the year to discuss a range of strategic issues including preparedness for responses to the fall armyworm outbreak in the Torres Strait and Far North Queensland, a possible outbreak of African swine fever, and the COVID-19 pandemic. AgMAC provided strong leadership in response to these strategic issues.
- DAF continued to grow its innovation culture through the *FutureDAF* program, which gave staff opportunities to attend a range of innovation-focused webinars, to be part of DAF's Innovation Champions Network, and to kickstart their bright ideas through the *FutureDAF* Innovation Fund. During 2020, the program moved to full online delivery, taking into account the disruptions from COVID-19 and associated risks.

»» Key action

Gain returns from commercialised new horticultural varieties

DAF contributes significantly to agricultural product innovations through our breeding programs and other initiatives that grow the market share and value of these products. DAF operates a range of industry-supported fruit, nut and vegetable breeding programs that develop new varieties adapted to Queensland conditions. These new varieties help producers meet changing consumer demands, increase productivity, grow regional economies and boost exports. Some examples of these are:

- **New mandarin**—A new low-seeded mandarin variety developed by DAF at its Bundaberg Research Facility was released for commercialisation in conjunction with Hort Innovation and the local North Burnett grower associations. Currently known as '11CO17', the variety will be provided a marketing name during 2020–21.
- **Calypso® mango**—This is DAF's most successful horticultural variety, achieving sales of \$64 million during 2019–20 in a very competitive category. DAF has a 50% equity share in the variety, which is currently grown by 14 producers across tropical and subtropical Australia. The total domestic estate has now surpassed 400 000 trees and produced almost 15 million kilograms of fresh fruit last season.
- **Strawberries**—DAF leads the Australian Strawberry Breeding Program and the commercial subtropical varieties released from the Maroochy Research Facility now comprise 85% of the Queensland winter planting population. Last season, over 43.5 million plants were sold to Queensland and Western Australian growers. In addition to promoting the varieties to growers, the master licensee continues to focus on attracting new propagators to produce plants to ensure supply meets demand. The breeding program is currently focused on new varieties suitable for temperate and Mediterranean growing regions.

»» Key action

Increase horticulture exports

In 2018–19, Queensland exported more than \$300 million worth of fruit and vegetable produce, including mangoes, citrus and avocados, to Asian markets. To help build on this success, the 'Toward consistent export quality' workshop was held in Brisbane in October 2019, as an initiative of the Serviced Supply Chains export project led by DAF. The workshop attracted 80 horticulture fresh produce exporters and service providers from Queensland and interstate, along with RD&E professionals from Australia, Cambodia, China, Indonesia, Pakistan, the Philippines and Vietnam.

The workshop focused on how to make Queensland's fresh produce exports the first choice of importers and retailers in Asian markets through better understanding the challenges faced by horticulture exporters and outlining potential solutions. The project is driving practice change along export chains by demonstrating the benefits of a 'monitoring to improve' approach. For example, Queensland mango exporter Manbulloo Ltd has increased by 45% the number of shipments in which they monitor handling conditions. Through the monitoring, Manbulloo identified and implemented improved handling practices that have led to average shipment temperatures decreasing from 16.0 °C to 13.2 °C. This means that fruit arrives with an additional 3.9 days of shelf life. DAF's expertise in horticultural supply chain management will help improve exported food quality and safety, enhance Queensland's export performance, and ultimately translate these into more job opportunities throughout Queensland.

Theme 2: Responsive

Objective: Build capacity of agribusinesses and communities to meet sector challenges

Increased travel and trade, geographical proximity and changing climatic conditions are increasing risks of diseases, invasive plants and animals, food fraud and diminished food safety. Mitigating the impacts of biosecurity and climatic events supports the wellbeing and resilience of rural communities and ensures Queenslanders can market and access healthy, affordable food and enjoy safe, sustainable recreation. We promote shared ownership in developing more effective, accessible and regionally based services that the community values. Collaboration with stakeholders is central to protecting Queensland's reputation for safe, quality food and fibre products, market access, ecosystems, industries and way of life.

Strategy

Anticipate and respond to the emerging needs of our environment, economy and people.

Outcomes sought

- Collaborative place-based solutions addressing critical challenges and opportunities (e.g. drought, Murray–Darling water management and northern and western Queensland recovery)
- Increased industry and community participation in biosecurity prevention and response
- Greater consumer and market confidence in the quality and supply of Queensland's agricultural products
- Easier business transactions with the department

Key performance indicators

Indicator	Results				
	2015–16	2016–17	2017–18	2018–19	2019–20
Increase in gross value of production (at the farm gate) ¹	\$15.18 billion	\$15.67 billion	\$15.46 billion	\$14.75 billion	\$13.23 billion
Cost of managing significant biosecurity responses relative to the value of agricultural industry production ²	--	--	--	1:696	1:603
Level of satisfaction with biosecurity partnership performance ³	--	--	--	3.06	3.54

Notes

1. Figures are total GVP. The forecast value for 2019–20 is 6% less than in 2018–19 and 12% less than the 5-year average. In the final two quarters of 2019–20, COVID-19 has had a significant impact on production. Ongoing drought and other seasonal conditions have also significantly impacted trend performance. Sources: Department of Agriculture and Fisheries 2020, *Queensland AgTrends* dashboard, Queensland Government, Brisbane; Department of Agriculture and Fisheries 2020, *AgTrends update: April 2020*, Queensland Government, Brisbane.
2. This indicator flags the efficiency of significant biosecurity responses in maintaining and protecting the value of animal and plant production output to the Queensland economy. Expenditure on biosecurity incident responses can vary significantly between years, depending on factors such as the number, size and location of incursions detected during the year. For additional information, see Appendix 3, note 12 (page 139).
3. This measure assesses the effectiveness of the intended partnership arrangements. 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.

Performance

OUTCOME

Collaborative place-based solutions addressing critical challenges and opportunities (e.g. drought, Murray–Darling water management and northern and western Queensland recovery)

The risks of decision-making in uncertain environments can be reduced through providing trusted and independent information. Collaborative place-based solutions help with this. The Queensland Climate Adaptation Strategy and the Agriculture Sector Adaptation Plan provide a framework and direction for adaptation, with further tools available to provide practical support. Valuable climate change research, information, programs and tools to better inform decision-making and investment include Long Paddock, the Queensland Future Climate online resource and DCAP.

Drought places a significant burden on affected communities. Support available during drought and disasters includes the Drought Relief Assistance Scheme (DRAS), the Emergency Water Infrastructure Rebate, sustainability loans, financial counselling, drought rebates and fee relief.

»» Key action

Support the rebuilding of rural communities and industries by providing assistance to northern and western Queensland recovery operations and by maintaining assistance under the existing Drought Relief Assistance Scheme

Drought reform remains a priority to ensure primary producers are better equipped for a changing climate. Assistance to producers under DRAS remained at an elevated level due to worsening of the drought and expansion of the drought-declared area to include South East Queensland. A total of \$32.2 million was spent on DRAS in 2019–20, a record expenditure for this program.

Eligibility for assistance under Category C recovery grants for those impacted by the 2019 monsoonal flooding was extended to 30 June 2020. Category C recovery grants were also activated for primary producers impacted by the bushfires of 2019. The Australian Government approved that these grants would be increased to \$75 000. Also, forums have also been established to provide extension advice on animal nutrition and welfare to producers and small landholders impacted by drought in areas not normally drought-declared.

»» Key action

Continue to build strong partnerships to grow the effectiveness of the Drought and Climate Adaptation Program

Providing better information and tools boosts the capability of agribusinesses to adapt and helps businesses manage emerging risks. The key to success is collaborating with partners, industry and businesses to take the sector into the future.

The DCAP projects are on track to deliver project milestones. They were monitored closely to minimise the impacts of COVID-19 on implementation. Although face-to-face engagement activities were affected, project staff successfully modified delivery strategies to virtual methods, including webinars, Microsoft Teams and Zoom meetings, and teleconferences.

Program governance processes through the DCAP steering committee and technical reference panel continue to provide oversight of the program. These processes have been strengthened through a review of the steering committee terms of reference, and introduction of a new committee decision register.

Five new DCAP innovation projects were funded and commenced in early 2020. External monitoring and evaluation indicate the program is on track and is an exemplar in the delivery of applied RD&E processes in Queensland agriculture.

Cost–benefit analyses for DCAP projects commenced in February 2020 and are on track to report at the end of July 2020. Interim results indicate that the benefit–cost ratios are exceeding expectations with almost all projects at a ratio of 4:1 or better.

»» Key action

Implement the Intergovernmental Agreement on National Drought Program Reform

On 12 December 2018, the Council of Australian Governments (COAG) signed a new National Drought Agreement, which replaced the Intergovernmental Agreement on National Drought Program Reform. The new agreement sets out a joint approach to drought preparedness, responses and recovery, with a focus on accountability and transparency. It recognises the need to support farming businesses and communities as they manage and prepare for climate change and variability. It focuses measures on bolstering risk management practices and enhancing long-term preparedness and resilience.

A report on the implementation of the agreement prepared by agriculture ministers was endorsed by COAG on 13 March 2020. This report provides an overview of the actions of all governments against their roles and responsibilities as set out in the agreement.

Queensland and other jurisdictions continue to have meetings with the Australian Government regarding the drought and drought programs for primary producers. The most recent ministerial national drought meeting was held in Moree on 10 December 2019.

An independent drought program review provided 20 recommendations to the Minister for Agricultural Industry Development and Fisheries on 31 January 2019. The Queensland Government supported 13 recommendations fully and another 6 in-principle, and in 2019–20 set aside \$74.6 million over 4 years (ending in 2022–23) to continue the multi-agency Drought Assistance Package.

Up until March 2020, drought program reform was on track to be implemented by 1 July 2020. However, the impact of COVID-19 delayed the reform and consequently pushed back implementation. In May 2020, the Minister stated that due to COVID-19, implementation of the recommendations of the program review would be postponed to July 2021.

»» Key action

Reshape vocational education and training in the state’s central west by implementing a modern, cost-effective training solution, working closely with the Department of Employment, Small Business and Training

A shifting and dynamic agriculture sector will require a workforce that is able to adapt to new ways of working. Upskilling and further training will become critical for businesses and industry to remain competitive.

Agriculture has an ageing workforce with an average age of 57, and many young people have no awareness of the opportunities that the sector offers. Programs that promote diverse career options and provide students with experiences in agriculture can help to attract young jobseekers, who inject new ideas into the sector and support the social fabric of rural Queensland. Our focus is on attracting and connecting the next generation to the sector by:

- supporting school-based agricultural programs, agriculture science tours and agricultural units as part of the national curriculum, all helping to link school students with career opportunities in agriculture
- increasing recognition of the sector as a professional, exciting and rewarding career path
- repurposing, managing and maintaining the former Queensland Agricultural Training Colleges (QATC) sites at Longreach and Emerald to suit activities that meet community needs.

QATC ceased operations on 6 December 2019, after arrangements were made for student and staff transition. Legislation repealing the *Queensland Agricultural Training Colleges Act 2005* was passed and QATC ceased to exist on 29 February 2020. DAF has had all previous QATC assets transferred to its operations and has now assumed responsibility for managing the former QATC facilities at Emerald, Blackwater (Berrigurra) and Longreach.

A short-term occupancy agreement was negotiated with the Central Western Remote Area Planning and Development Board (RAPAD) for future use of the Longreach facilities, and a business case for a longer term arrangement has been submitted and will be considered by government. The short-term arrangement provides RAPAD with the ability to facilitate accommodation of community events, training and commercial interests and, importantly, retention of the former college's memorabilia and other historical elements. DAF has also entered into a 2-year agreement with local Longreach butchers to utilise the site's abattoir facilities and holding yards.

A strategic occupancy review for the Emerald facilities will be undertaken in partnership with the Central Highlands Development Corporation. The review will consider all possibilities that would best utilise the facility and include training, research and development, innovation and technology, and commercial opportunities.

»» Key action

Work with industry to investigate the feasibility of abolishing stamp duty on agricultural insurance products and removing the reliance of primary producers on government assistance during natural disaster

KPMG was engaged to produce a report on the feasibility of abolishing stamp duty on agricultural insurance products. The Queensland Government is considering this report.

»» Key action

Improve swimmer safety through:

- continuing the Shark Control Program
- undertaking research and trialling the application of new technologies (including drones to mitigate risk)
- delivering education and awareness programs in partnership with the Department of Innovation and Tourism Industry Development and Queensland Fire and Emergency Services.

The Queensland Shark Control Program commenced in 1962 using a combination of shark nets and drum lines to reduce the likelihood of shark attacks in Queensland. The program operates at 86 of Queensland's most popular beaches, 27 of which are located within the Great Barrier Reef Marine Park.

During 2019–20, the program removed 487 sharks. Catch statistics for the program are available at daf.qld.gov.au. There were two shark-related fatalities in Queensland in 2019–2020; however, they were outside of program locations (North West Island and Fraser Island).

Releasing entangled whales is a program priority. Fully trained marine animal release teams located at Mackay, the Sunshine Coast and the Gold Coast are experts in the safe release techniques used with these animals. Since 2006, the teams have ensured the successful release of all but two whales as they migrated along Queensland's coast.

The Shark Control Program was suspended within the Great Barrier Reef Marine Park in September 2019 due to a Federal Court ruling confirming an earlier decision by the Administrative Appeals Tribunal that imposed additional conditions on the permit to operate in the marine park. DAF worked with the Australian Government to find a way to reinstall the program's equipment in the marine park while complying with the new permit conditions.

Drum lines were returned to the water following significant operational changes on 17 February 2020. This was made possible after the Great Barrier Reef Marine Park Authority issued an amended permit that took workplace health and safety issues into account when tagging and releasing sharks. Since the drum lines have been returned, 74 sharks have been caught (including 20 tiger sharks and 27 bull sharks); also, 8 sharks have been tagged and released alive.

A report on alternative shark mitigation measures suitable for Queensland, undertaken by Cardno, was released in October 2019. The Shark Control Program Scientific Working Group reviewed the report and discussions are underway on appropriate trials, including the use of drones. The Whitsundays subgroup of the working group, formed in response to the 2018 and 2019 shark attacks, will continue to investigate new technologies, monitor existing plans and formulate ideas on how best to approach shark control in the Whitsunday region. The subgroup comprises stakeholders from the region as well as scientists and representatives from DAF.

A working group established with the former Department of Innovation and Tourism Industry Development and Queensland Fire and Emergency Services in mid-2019 continued to meet fortnightly to plan the delivery of swimmer safety education and awareness programs. DAF led the development of a refreshed SharkSmart campaign, which commenced rollout in 2020. The Government Advertising and Communication Committee approved the stage 1 campaign submission in November 2019; however, the launch of the campaign was postponed in March 2020 due to COVID-19. The campaign is expected to be released in September 2020 and will run through to late January 2021.

OUTCOME

Increased industry and community participation in biosecurity prevention and response

Invasive species present a distinct threat to primary producers. Community and industry participation strengthens Queensland's biosecurity.

»» Key action

Continue to position Queensland as a leader in preparedness and enhance Queensland's biosecurity prevention and response capability through the Queensland Biosecurity Capability Implementation Program

Ongoing market access is underpinned by food safety regulations and systems. Queensland enjoys a clean and green reputation, and our products are highly sought after by interstate and international consumers. To preserve the integrity of our products, we have key strategies in place. The *Queensland biosecurity strategy: our next five years 2018–2023*, the *Torres Strait and Northern Peninsula area regional biosecurity strategy* and the *Queensland invasive plants and animals strategy 2019–2024* reinforce shared responsibility in managing pest weeds and animals, while the Queensland Feral Pest Initiative provides pest management funding.

A 4-year program of work to improve biosecurity capability in Queensland was substantially completed on 30 June 2020. During this time, 7 key projects and over 20 smaller projects were delivered to improve the capability and capacity of Biosecurity Queensland and partner organisations. The Biosecurity Capability Implementation Program Board, comprising staff from DAF and other government agencies plus non-government representatives, oversaw the program.

The board met for the last time on 30 June 2020 and noted that the majority of the key projects' objectives had been met. Due to COVID-19, the accreditation of several plant laboratory tests will be completed beyond 30 June 2020. Activity will also continue to maintain capability in biosecurity emergency operations, marine preparedness and plant diagnostics.

The independent evaluation of the program's performance found that the program has closed much of the capability gap but concluded that ever-increasing biosecurity risks will require an ongoing capability enhancement program.

»» Key action

Implement the *Queensland biosecurity strategy: our next five years 2018–2023* and develop action plans in collaboration with key stakeholders for each of the themes

The Biosecurity Queensland Ministerial Advisory Council (BQMAC), the nominated entity for monitoring and evaluating progress under the strategy, considered all draft plans on 29 January 2020. BQMAC members reviewed action plans for all six themes of the strategy. Some notable action plans captured for this round are:

- **Theme 1: Collaborative governance and leadership**—This involves partnering with local Aboriginal and Torres Strait Islander bodies to implement the *Torres Strait Island and Northern Peninsula area biosecurity strategy* for locally owned biosecurity solutions.
- **Theme 2: Every Queenslander plays a part**—The Mission Biosecurity project is a partnership with New South Wales and other governments to appoint a spokesperson for biosecurity (Costa Georgiadis) to help mainstream the concept of biosecurity. Behaviour change programs have been designed for red imported fire ants, African swine fever, Panama disease tropical race 4 and recreational fishers using prawns as bait. Another notable milestone for Queensland has been the achievement of over 100 000 social media followers—our channels reach more people than all other biosecurity channels in Australia and New Zealand combined.
- **Theme 3: Empowered to act**—Biosecurity Queensland has partnered with Animal Health Australia and Plant Health Australia to deliver training for our key industry liaison officers so that industry can better respond alongside government in a biosecurity incident. A dedicated bee biosecurity officer was also appointed this year to help build the capacity of beekeepers to identify and manage exotic and endemic pests and diseases of bees.
- **Theme 4: Bright ideas and better ways**—The Wet Tropics Management Authority and QuestaGame have worked together to facilitate citizen science approaches to data collection via the BonANTza app, which helps to track ants.
- **Theme 5: Valuing and building on our investments**—Projects undertaken include the development of investment principles, meta-reviews for the return on biosecurity investments, and a capability health pulse check to establish that we are moving in the right direction.
- **Theme 6: Better intelligence systems**—Queensland has led a nationally significant project to promote the increased uptake of high-throughput sequencing for biosecurity diagnostics and environmental monitoring and surveillance.

Our ‘partnership health metric’, which helps measure the health of the biosecurity partnership, is now in its third year. The 2019 results (for 2018–19) show a significant increase in the scores from previous years.

An annual report about progress under the strategy is also provided to BQMAC to help with continuous improvement. BQMAC will continue to work with the department to provide advice around future strategic directions and action plans.

OUTCOME**Greater consumer and market confidence in the quality and supply of Queensland's agricultural products**

Queensland faces unique and rising challenges in tackling biosecurity threats to our agricultural industries. Queensland leads the world in the design and implementation of complex non-human biosecurity responses.

»» Key action**Deliver Queensland's obligations under the national biosecurity system (including strengthening of Australia's fruit fly system)**

Queensland leads national policy initiatives including:

- developing a national framework for the management of near-border incursions
- planning African swine fever preparedness and prevention
- chairing the National Biosecurity Communication and Engagement Network
- improving livestock traceability
- leading and participating in national Animal Health Committee task groups to enhance industry and government capacity and capability
- scoping of an industry and government cost-sharing agreement for exotic production weeds
- delivering the National Bee Pest Surveillance Program with the assistance of the apiary industry.

»» Key action**Provide grant funding through the Queensland Feral Pest Initiative to assist producers to construct wild dog exclusion fencing**

The Queensland Feral Pest Initiative provided funding to assist producers to construct wild dog exclusion fencing in 2019–20. All except one of the round 2 cluster fencing projects are completed and fully acquitted. Round 3 fencing projects are in the early stages of implementation, with progress reports due in July 2020, but these projects have been delayed by COVID-19. The overall impact will not be known until the economic impacts and material delays are fully realised, in 6–12 months. DAF is working directly with each proponent, addressing region-specific issues as they become apparent.

Round 4 funding applications closed on 31 May 2020 and are currently being considered. Funding for round 5 has recently been announced.

»» Key action**Continue eradication programs for red imported fire ants, electric ants, exotic fruit flies in the Torres Strait, varroa mite and four tropical weeds****Red imported fire ants**

The National Red Imported Fire Ant Eradication Program is on track to deliver on the commitments made under the 10-year eradication plan (for 2017–18 to 2026–27). After 3 years of intensive eradication treatment in the Lockyer Valley, the Scenic Rim and parts of the Ipswich local government area (the program's Eradication Area 1), program monitoring indicates the absence of fire ants.

In response to COVID-19, as an essential service, the program implemented its business continuity plan to allow treatment and eradication activities to continue as scheduled. At 30 June 2020, the program had completed:

- 98% (85 891 out of 87 589 hectares) of the planned eradication treatment in Area 1
- 93% (241 363 out of 257 847 hectares) of the planned eradication treatment in the western boundary area
- 96% (51 291 out of 53 245 hectares) of the planned treatment activities in the western suppression area.

On 27 May 2020, the Biosecurity Regulation 2016 was amended to further reduce the chance of fire ants spreading through human-assisted movement. This included changes to fire ant biosecurity zones to provide greater protection for areas that have already received eradication treatment and recognition of the 10-year plan's west-to-east eradication strategy in South East Queensland.

The program continues to develop initiatives that complement the 2019 efficiency and effectiveness review recommendations. This includes the development of digital data-capture capabilities for operational field staff to increase efficiency, the development of remote-sensing technologies to improve surveillance capabilities and the development and promotion of self-management initiatives to allow individuals and businesses to manage fire ants independently of the program.

Electric ants

The 2018–19 quarterly progress reports and annual report were endorsed by the National Biosecurity Management Consultative Committee.

There were no triggers for review of the response plan activated during 2019–20. A preliminary analysis of the new time frame for eradication was conducted in June 2020, and this estimates that eradication will be completed in July 2021. New infestations in 2019–20 amounted to approximately 17.7 hectares. Clearance processes were completed on 34 hectares of infestation (177 hectares of operational area). Eradication activities were conducted on approximately 1400 hectares.

Exotic fruit flies in the Torres Strait

The Exotic Fruit Fly in the Torres Strait Eradication Program is a key component of Australia's defence against these pests and has undoubtedly prevented outbreaks on the Australian mainland.

Exotic fruit flies blow into the Torres Strait each summer and have successfully been eradicated from the region each year since 1996. Biosecurity Queensland works with the Australian Government Department of Agriculture, Water and Environment to deliver the eradication effort. The program is nationally cost-shared by the Australian Government and all state and territory governments, along with a range of horticultural industry groups.

Biosecurity Queensland staff usually travel to the region from the mainland to deliver a male fruit fly annihilation 'blocking' activity, but because of the COVID-19 pandemic travel to remote communities had to be minimised. Biosecurity Queensland had been working with the Torres Strait Regional Authority over the previous year under the Far Northern Biosecurity Initiative, and joint blocking operations commenced in November 2019. This included training the authority's local rangers on some islands. This meant that when COVID-19 travel restrictions commenced in April, Biosecurity Queensland was able to facilitate a rapid handover of the full operational delivery of the program to the rangers. They successfully installed the fruit fly blocks on behalf of Biosecurity Queensland on six Torres Strait islands, and the latest trapping results show a huge decrease in fruit fly numbers.

We expect that the response plan operations will still be delivered and completed within the indicative budget. Eradication remains technically feasible.

Varroa mites

The proof-of-freedom report for the 2016 incident of *Varroa jacobsoni* (varroa mites) in Townsville, which provides the details necessary to demonstrate that the incident has been eradicated, was submitted to the Consultative Committee on Emergency Plant Pests and then to the National Management Group (NMG). On 1 July 2020, the NMG agreed that the 2016 incident of varroa mites has been eradicated.

The National Varroa Mite Eradication Program is currently responding to two separate detections of varroa mites on Asian honey bees that were collected from the Port of Townsville in May 2019 and April 2020. Genetic analysis has confirmed the 2020 incursion is a new incursion and not related to any previous detection of Asian honey bees in Australia. A revised response plan has been developed, and approval by the NMG is pending.

Based on the current information, Biosecurity Queensland is confident that the 2019 and 2020 incursions of varroa mites can also be successfully eradicated. The consultative committee has agreed with this, and that the eradication is cost-beneficial.

Four tropical weeds

The eradication program is on track, although wet weather caused delays in surveillance activities. This meant that the program could not meet annual surveillance targets for some species, but the coordination of surveillance activities was informed by biological time frames, to restrict reproduction.

Constraints associated with the response to COVID-19 also affected availability of seasonal staff, and restrictions on vehicles have limited surveillance opportunities.

Red witchweed

Red witchweed detections declined during all quarters of 2019–20 from those of the previous 4 years. This demonstrates the efficacy of the program's surveillance program and integrated treatments. The prolonged wet season led to extensive weed and grass growth, but aerial herbicides have proven effective in addressing this issue. Affected landholders continue to be supportive of the eradication program.

The National Red Witchweed Response Plan received the NMG's in-principle endorsement in January 2020. The response plan and associated \$5.2 million budget were approved by the NMG in June 2020, with all national cost-share partners committing to fund the program to 2025.

White spot disease

In March–April 2020, surveillance sampling was undertaken in Moreton Bay as part of the national proof of freedom for white spot syndrome virus, the causative agent for white spot disease. A number of positive detections of white spot syndrome virus were recorded from the samples collected within the northern areas of Moreton Bay in March–April 2020. This followed three previous surveillance rounds with negative test results. The positive detections and future management options are being discussed at a national level through the Aquatic Consultative Committee on Emergency Animal Disease. Movement restrictions remain in place for certain carrier species from the restricted area (between Caloundra and the New South Wales border and west to Ipswich).

»» Key action

Continue collaborative monitoring and management of Panama disease tropical race 4 in bananas

The Panama TR4 Program achieved a historic milestone in 2019–20, with industry and the Queensland Government reaching an agreement to jointly fund and manage the program until 2023. This is a major step forward in building industry's capacity to manage the long-term risks and impacts of the disease.

Protecting the \$580 million banana industry remains the key focus for the program. Surveillance continued across the banana-growing regions, as early detection is critical to containment. A major review of the surveillance program was undertaken and new measures were introduced to strengthen its objectives while achieving efficiencies. Communication and education programs continue to raise awareness in the community and build stakeholders' capacity to limit the spread of the disease.

March 2020 marked 5 years since the first detection of Panama disease tropical race 4 in Far North Queensland. The program's strategies have successfully contained the disease to just four farms in the Tully Valley. Also, the program has built the capacities of three of these farms to self-manage their biosecurity requirements, with regular audits verifying their compliance. The program is working with the fourth farm (where the disease was only detected in February 2020) to self-manage its biosecurity requirements.

The Panama TR4 Program Management Board will oversee the strategic direction of the program for 2020–21.

»» Key action

Continue responding to fall armyworm

Fall armyworm is a recent threat to Queensland industry. The pest was first detected in the Torres Strait in January 2020 and has since spread to the Queensland mainland, reaching as far south as Bundaberg. DAF initially responded to the incursion as a biosecurity incident and engaged with industry and government stakeholders via national emergency response arrangements.

Once it was determined that it was not feasible to eradicate the pest from Australia, DAF engaged with industry and other stakeholders via ministerial roundtable meetings to brief them on the situation and better understand their issues and concerns. An internal DAF taskforce was established to coordinate activities, which included establishing a statewide network of traps to monitor the spread of the pest and engaging with R&D corporations, research providers and industry bodies to identify research priorities. DAF also established a joint government–industry communications group. Monitoring of the pest's presence across the state, priority research and ongoing assistance and advice to industry will continue in 2020–21.

»» Key action

Commission the Animal Welfare Advisory Board to conduct a review into the welfare of companion animals

The Animal Welfare Advisory Board Review into the welfare of companion animals was completed in 2018–19. DAF will implement any recommendations that are approved by the Minister.

»» Key action

Conduct an independent inquiry into the management of retired racehorses

The Queensland Government conducted an independent inquiry (the Martin Inquiry) into the management of retired racehorses, including the regulatory oversight arrangements for abattoirs and knackerries and the transport of horses to those facilities. The inquiry followed a report on 7.30 (ABC television) in October 2019 about the 'wastage' of retired racehorses and the treatment of horses at a Queensland abattoir.

The Queensland Government fully supported, supported in part, or supported in-principle all 55 recommendations made by the Martin Inquiry. DAF, QRIC and Racing Queensland are collaborating to implement the government's response to the recommendations.

The Animal Welfare Project was established in February 2020 to respond to the DAF-led recommendations from the Martin Inquiry and will continue for the next 3 years. Early work has focused on progressing the Australian Animal Welfare Standards and Guidelines for Livestock Processing Establishments and the review of the Australian Animal Welfare Standards and Guidelines for the Land Transport of Livestock in relation to horse welfare, and on a learning and development program for inspectors appointed under the *Animal Care and Protection Act 2001*.

OUTCOME**Easier business transactions with the department**

DAF remains focused on transforming the way we do business, to provide services economically and efficiently and meet community and consumer expectations and needs in a flexible, agile and responsive manner.

»» Key action

Begin to transform our operations and improve the ability to work and access services from anywhere through the priority actions of the *DAF digital strategy 2018–22*

The DAF Digital Strategy Implementation Plan 2019–20 focused on delivering foundation activities to enable the department to simplify and streamline business processes using contemporary and innovative technology solutions.

The role and scope of the department's information and communication technology (ICT) governance committees has been reviewed to strengthen project governance and increase the focus on benefits realised for ICT projects and initiatives.

Microsoft Office 365 was rolled out to all staff, and adoption of Office 365 across the department has been accelerated due to the need for increased communication, collaboration and connectivity while working remotely during the COVID-19 response. Corresponding to this, efforts for digital strategy change management have shifted to support digital capability uplift for staff, particularly with Microsoft Teams.

»» Key action

Implement our stakeholder engagement strategy and promote use of the toolkit to clarify expectations on ways of engaging and influencing the department's policies and services

Our stakeholder engagement charter is now published on the DAF website. Our stakeholder engagement learning and development plan has been approved and will be implemented in 2020–21.

Almost 120 staff in Brisbane, Berrinba, Toowoomba, Cairns and Dutton Park undertook training on engaging customers in stressful situations. In 2020, the response to COVID-19 interrupted some activities, including implementation of changes to our stakeholder engagement strategy and toolkit and training workshops with regional staff. These activities will resume in 2020–21.

Theme 3: Sustainable

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

Managing sustainable use of resources supports long-term rural production, ongoing employment and the continued health of natural assets like the Great Barrier Reef, providing benefits for current and future generations. Similarly, managing risk effectively helps to ensure the continuous supply of safe and fresh food, keeping Queenslanders healthy and regions prosperous. Increasing the uptake of improved management practices, modernising fisheries management and facilitating enhanced compliance activity supports and enables the sector in its responsible use of natural resources.

Strategy

Support agricultural, fishing and forestry industries to be sustainable and responsible.

Outcomes sought

- Reduced impact of agriculture, fishing and forestry on the environment, the Great Barrier Reef and climate change
- Maximum economic yield achieved from fisheries resources
- Responsible management of state-owned forestry resources
- Increased transparency and traceability across the supply chain
- New business opportunities for rural economies

Key performance indicators

Indicator	Results				
	2015–16	2016–17	2017–18	2018–19	2019–20
Queensland’s fish stocks with no sustainability concerns ¹	93%	91%	82%	85%	85%
Improvement in water quality in the Great Barrier Reef catchments as a result of improved agricultural practices (hectares under improved management) ²	--	--	--	--	129 874

Notes

1. For an explanation of this key performance indicator, see Appendix 3, note 14 (page 139).
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*. The 2019–20 result is based on preliminary data and may change as analysis continues. 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. Reporting on the impacts of all Reef 2050 investments is available online in the Reef report cards. See also page 41.

Performance

OUTCOME

Reduced impact of agriculture, fishing and forestry on the environment, the Great Barrier Reef and climate change

Responsible management of natural resources is critical for the future sustainability and enjoyment of Queensland's renowned natural assets.

Programs such as the Grazing Resilience and Sustainable Solutions (GRASS) program, the Natural Resources Investment Program, Sustainability Loans, and multiple projects under the *Reef 2050 water quality improvement plan 2017–2022* provide support for activities that improve the sustainability of the sector. At a business level, tools such as Breedcow and Dynama, the Farm Economic Analysis Tool and Agbiz enable businesses to assess the economic benefits of technology and make more informed decisions.

Queensland is a leader in collaborative research, development, extension and adoption, and we promote and share our expertise through programs including FutureBeef, Leading Sheep and the enhanced extension coordination program under the *Reef 2050 water quality improvement plan 2017–2022*.

The *Queensland agriculture and food research, development and extension 10-year roadmap and action plan* articulates a vision for how RD&E can support industry productivity and sustainability. Additional digital tools such as the Rookwood Weir Irrigated Crop Suitability Tool, AgMargins (an agricultural gross margin calculator), AgTrends Spatial and the Water Entitlement Viewer help businesses and industry make smart investment decisions based on information specific to their local and regional circumstances.

»» Key action

Support agricultural industries in Great Barrier Reef catchments to improve Reef water quality outcomes through practice change

The delivery of project milestones for DAF's \$11.6 million investment in Reef water quality activities was tracking well until restrictions relating to COVID-19 came into effect in late March 2020. These restrictions will most likely impact on project targets to effect practice change to improve Reef water quality. Until March, other issues (such as drought and low commodity prices) had impacted delivery, but DAF addressed these issues by increasing communication and engagement efforts and by delaying or modifying trials.

While COVID-19 restrictions curtailed most planned face-to-face extension and training events, and activities during late March 2020, DAF extension teams overcame this by making greater use of online tools to engage with producers. In addition, DAF regional staff helped producers navigate through the COVID-19 health management protocols to develop health management plans for managing their seasonal and permanent workers.

During 2019–20, some significant achievements were made. These include the following:

- The International Bioreactor Forum in March 2020 in Cairns was the first dedicated bioreactor forum in Australia. Organised by DAF and involving contributions from bioreactor network members, specifically Terrain NRM, James Cook University and Jaragun NRM, the forum brought together over 50 attendees, including extension officers, researchers, landholders, policy officers and consultants. The forum was used to draw out opportunities, barriers, innovative ideas and actions to progress bioreactor technology for water quality improvement. Discussion from the forum is contributing to bioreactor guidelines.
- The online Farm Economic Analysis Tool was released. It helps sugarcane producers assess opportunities and costs of changing management practices.
- Workshops on profitable decision-making were undertaken in 6 regions and attended by 38 graziers. Surveys indicate that 74% of participants found the information covered by the speakers to be very or extremely useful.

- The Land Condition Assessment Tool app is now used by a number of organisations for Paddock to Reef and Reef 2050 water quality improvement plan 2017–2022 projects. Training was delivered at five events from late February to early March.

The sugar industry celebrated 500 cane farming businesses accredited for best management practices. Through independent audits, the Smartcane BMP program provides a way for growers to verify their practices and confirm their reputations as responsible land stewards. Together, these 500 growers, individuals and families manage 30% of the state's sugarcane land at or above industry best practice.

»» Key action

Negotiate with industry to determine a 10-year roadmap to create a pathway towards zero net emissions in the agriculture sector by 2050

Work towards the roadmap commenced in early 2019–20. The first steps were engagement with select industry representative bodies and the development of a marginal abatement cost curve for Queensland agriculture to 2030.

However, significant delays in the release of the Queensland Climate Transition Options Paper led to delays in further engagement with industry and so with development of the roadmap.

In 2020, contract negotiations commenced with the Queensland Farmers' Federation to partner in the development of the roadmap, using the marginal abatement cost curve as a base for workshop discussions. However, due to the COVID-19 response, both partners have agreed to delay this work until later in 2020. The scope of work will also be revisited at this time.

OUTCOME

Maximum economic yield achieved from fisheries resources

In recent years, investment in aquaculture has increased, reflecting a growing consumer preference for sustainably produced seafood. The Queensland Government is at the forefront of aquaculture development and has identified six land-based aquaculture development areas along the Queensland coast. We facilitate the aquaculture industry development network and support industry through the Bribie Island Research Centre, the *Great Sandy regional marine aquaculture plan* and the *Oyster industry plan for Moreton Bay Marine Park*.

»» Key action

Continue to implement the *Queensland sustainable fisheries strategy 2017–2027* to support fisheries reform

Implementation of the *Queensland sustainable fisheries strategy 2017–2027* continues, with all actions scheduled in 2019–20 now completed and ready for government consideration. Since the release of the year 2 progress report on 24 July 2019, the consultation report on the discussion paper about proposed changes to the Fisheries Regulation 2008 has been published, the first stage of fisheries reforms has been implemented (on 1 September 2019), 14 harvest strategies have been drafted, 2 harvest strategies have been implemented (for the reef line and spanner crab fisheries), and 9 stock assessments have been delivered to inform sustainable catch limits for key species.

Full details of actions and progress can be found in the *Queensland sustainable fisheries strategy 2017–2027: progress report year 3*, available at daf.qld.gov.au.

Some key areas of progress under the strategy are discussed in the following paragraphs.

Fisheries economics

Fisheries Queensland commenced the first statewide comprehensive analysis of the economic contribution made by Queensland's commercial and charter fishing businesses to the state's economy. The economic research was undertaken by BDO EconSearch, who have over 20 years experience in analysing the economics of Australian fisheries. BDO EconSearch is preparing a set of draft reports to analyse the economic contribution of 15 fisheries plus a consolidated statewide analysis for each of the 2017–18 and 2018–19 financial years.

The analysis will consider the direct contributions of fishing businesses and the contributions generated by flow-on effects through the economy. This will provide real data on the number of jobs provided by commercial and charter fishing, the capital invested, the profits made and the contributions to regional areas. This data is valuable to both Fisheries Queensland and the businesses themselves, to inform better decision-making on the management of fisheries and investment in the industry. The collection of similar information for the 2019–20 financial year is underway and the analysis is expected in early 2021.

The Queensland commercial and charter fishing industries generated gross value of production of approximately \$236.5 million and \$176 million respectively, with total gross state product (direct and indirect) of approximately \$442.1 million and \$60 million. There are nearly 1100 active commercial fishing businesses that provide 1775 direct full-time equivalent jobs and a further 2499 indirect full-time equivalent jobs. There are 330 charter fishing licences and a number of operations that are not required to be licensed with approximately 200 direct full-time equivalent jobs. The majority of these jobs are located in regional coastal communities.

Expert panels and working groups

Following the close of expressions of interest on 13 January 2020, new appointments to the Spanner Crab Working Group and the Reef Line Working Group have been finalised. Gulf Working Group appointments have been deferred pending government consideration of the remaining fisheries reforms.

In total, 12 fishery-specific working groups are in place and meet regularly (6 times during 2019–20) to provide operational advice on respective fisheries. Membership of a number of working groups has now expired. An expression-of-interest process for membership of these is expected to commence when resources are available during the COVID-19 recovery. The Sustainable Fisheries Expert Panel is in place and meets regularly to provide advice on best practice fisheries management and implementation of the *Queensland sustainable fisheries strategy 2017–2027*. The panel met twice in 2019–20.

Vessel tracking

The rollout of vessel tracking to the remaining fisheries, including harvest and beam trawl fisheries, commenced on 1 January 2020. Further consideration is being given as to whether offshore charter operators should also be required to use vessel tracking.

Authority holders that have their units professionally installed can apply for an installation rebate (up to a maximum of \$220 per unit) through QRIDA.

Fisheries management

In July 2019, a discussion paper outlining 102 proposed amendments to the Fisheries Regulation 2008 was released. On 1 September 2019, the Fisheries Regulation 2008 was replaced with the Fisheries (Commercial Fisheries) Regulation 2019 and the Fisheries (General) Regulation 2019. This represented the first of two proposed packages of regulatory amendments and implemented 36 out of the 102 proposed reforms including a number of changes for recreational fishing rules and urgent changes to address sustainability issues for scallop, snapper and pearl perch. The remaining 66 proposed amendments to the commercial, charter and recreational fishing sectors are yet to be considered.

Earlier amendments to the *Fisheries Act 1994* to allow more responsive decision-making enabled harvest strategies to be approved for the reef line and spanner crab fisheries. Catch limits for the 2020–21 reef line and spanner crab fishing seasons were based on these new harvest strategies and have been implemented. A further 12 draft harvest strategies have been prepared in consultation with the relevant fishery working groups. However, further regulatory amendments are required before these draft harvest strategies can be released for consultation and implemented.

Fisheries assessment and monitoring

All targets for 2019–20 deliverables across the portfolio were met on time and within budget. Parts of the catch-monitoring programs were paused due to the COVID-19 response and the need to comply with health directives. Affected staff were redeployed to support other priorities across DAF and the wider Queensland Government. All monitoring of recreational and commercial catch was recommenced in line with relaxation of COVID-19 restrictions.

Fisheries Queensland determines the sustainability of fish stocks every 2 years using a nationally agreed ‘weight of evidence’ approach. The last of these stock status assessments occurred in 2018 (based on 2017 data) and showed that 10% of fish stocks were considered unsustainable or in need of management intervention. Of these, 4 stocks were determined to be overfished (with biomass levels below 20% of unfished levels) and 4 stocks were considered depleted or recovering.

The *Queensland sustainable fisheries strategy 2017–2027* included a commitment to develop a streamlined process for delivery of quantitative stock assessment for key target species. In 2019–20, new stock assessments were completed for 5 species and 9 stocks. Since 2017, Fisheries Queensland has completed 26 new stock assessments, showing that 42% of key target fish stocks were considered unsustainable or in need of management intervention. Of these, 3 stocks were determined to be overfished (with biomass levels below 20% of unfished levels), and 8 stocks were considered in urgent need of management intervention (with biomass levels below 40% of unfished levels). These results include iconic fish stocks like scallops—historically Queensland’s single most valuable species—which have been overfished for several years and are showing no signs of recovery.

Fisheries Queensland plays a key role in managing the impacts of development on fisheries habitat, which is important to support the natural systems on which fisheries rely. In 2019–20, Fisheries Queensland provided technical advice on 210 applications for development under the *Planning Act 2016* to avoid or manage a range of impacts on marine plants, waterways providing for fish passage and fish habitat areas. In addition to these, Fisheries Queensland approved a further 1221 developments in accordance with accepted development requirements. Over 1000 other assessment tasks were also completed—these related to pre-lodgement advice, planning, impact assessment, tenure, resource allocation and compliance matters under a range of other Queensland legislation. The Queensland Government’s environmental offset framework provides for rehabilitation of unavoidable impacts to these matters of state environmental significance. In 2019–20, 112 727 square metres of marine plant disturbance was authorised under 88 development approvals. Also, 17 development approval amendments triggered operational works (i.e. the removal, destruction or damage of a marine plant), of which 24 900 square metres was temporary and 87 827 square metres was permanent.

Recreational fishing surveys

Fisheries Queensland completed the 2019–20 statewide recreational fishing survey, with support from the Social Research Centre. This was the eighth Queensland recreational fishing survey undertaken by the department since 1997; the previous one was completed in 2014. Also, it was the first statewide survey since 2000 that estimates how much money Queenslanders spend to go fishing.

More than 2000 fishing households across Queensland took part in a 12-month diary program where they logged their recreational fishing activities and expenditure. Data was collected from more than 6600 fishing events, and this will provide estimates of how often people went fishing, what species they caught, how many they caught, where they went fishing and how much they spent on fishing gear and other items.

The data is currently being analysed and will provide input into stock assessments and fisheries management for decades to come. Queensland is one of only two states to have a substantial time series of statewide recreational fishing activity—this gives our scientists a better understanding of the sustainability of Queensland’s fish stocks and allows management to make more informed decisions.

Fisheries Queensland interviews recreational fishers at boat ramps when they are returning from fishing to collect valuable data on their trips and catches. In 2019–20, our staff completed 2708 survey shifts, which included 14 524 interviews and measurement of 13 135 fish. The number of interviews and number of fish measured were significantly less than those in 2018–19 because of COVID-19 travel restrictions between March and June 2020.

In November and December 2019, Fisheries Queensland surveyed stakeholders about their satisfaction with our engagement. This survey has been compared with results from the initial 2017 survey. Response rates across stakeholder groups were low, and similar to the 2017 survey benchmarks. The overall engagement satisfaction metric has declined from 56.1 in 2017 to 49.8 in 2019. Data analysis and publishing of results will occur in 2020–21.

»» Key action

Review the Fisheries Regulation 2008 to create a legislative framework for recreational fishers that is contemporary, simple to understand and reflective of community expectations

Following a number of consultation processes in 2019, fisheries legislation underwent major structural reforms in September 2019 to allow responsive decision-making:

- The *Fisheries Act 1994* now sets out Fisheries Queensland's responsibilities for the economically viable, socially acceptable and ecologically sustainable development of Queensland's fisheries resources.
- The Fisheries Regulation 2008 was remade into the Fisheries (General) Regulation 2019, which outlines general regulatory requirements relevant to the management and use of Queensland's fisheries resources.
- The new Fisheries (Commercial Fisheries) Regulation 2019 outlines the regulatory requirements that apply to Queensland’s commercial fisheries, including how activities are to be carried out.
- The new Fisheries Declaration 2019 outlines restrictions on particular fishing activities across all sectors.
- The new Fisheries Quota Declaration 2019 outlines the quota entitlements for particular commercial fisheries, including the commercial catch limits.

Along with the changes to the structure of the legislation, a number of changes were made to fishing rules across all sectors—including management action to rebuild depleted snapper, pearl perch and scallop stocks. A number of proposals, particularly in relation to the more complex commercial fishing reforms and charter fishing rules, remain subject to consideration in 2020–21.

»» Key action

Establish fish-aggregating devices in South East Queensland to promote recreational fishing

Fisheries Queensland has deployed 25 surface fish-aggregating devices (FADs) in South East Queensland to alleviate the pressure on snapper and pearl perch stocks, which are currently considered overfished. These FADs have demonstrated the ability to attract pelagic fish and are very popular with recreational fishers and charter fishing businesses. Future plans for additional FADs include subsurface FADs in South East Queensland and surface FADs along the northern Queensland coastline and off Weipa.

➤➤ Key action

Upgrade the fisheries compliance system

The Queensland Boating and Fisheries Patrol (QBFP) monitors compliance of nearly 942 000 recreational fishers and 1700 commercial fishing licence holders annually. During 2019–20, the QBFP undertook 19 300 recreational and 2500 commercial fishing inspections. An effective fisheries compliance activity system is required to support QBFP’s operations.

A proof of concept for a new compliance activity system was successfully delivered in June 2020. A minimum viable product delivering the majority of the identified business needs will now be developed using the technologies identified through the proof of concept.

OUTCOME

Responsible management of state-owned forestry resources

DAF is responsible for managing state-owned forest products in a way that optimises benefits for Queenslanders, while ensuring future generations continue to profit from these community resources. State-owned native timber helps support Queensland’s regionally based timber processing industry. DAF allocates and sells state-owned native timber through sales permits issued under the *Forestry Act 1959*.

A range of short-term and long-term sales permits are in place across Queensland. In South East Queensland, long-term sales permits for native hardwood sawlogs will expire on 31 December 2024. The future supply of native timber resources is a key issue facing the industry in Queensland.

➤➤ Key action

Develop a Queensland Government policy on the future of timber production in state-owned native forests

Following consultation with the forest and timber industry and other stakeholders, on 4 November 2019 the Queensland Government announced the Native Timber Action Plan, which outlines a revised native forestry policy agenda for Queensland. It is focused on the long-term sustainable supply of native timber, the protection of biodiversity and the support of Queensland’s regionally based native timber industry.

Implementation of a range of actions under the Native Timber Action Plan has commenced and will continue in 2020–21. This includes the establishment of the Native Timber Advisory Panel, which will be responsible for making and overseeing plans with industry that support its long-term sustainable future. However, establishing the Native Timber Advisory Panel was delayed due to the government’s focus on managing and responding to the COVID-19 pandemic.

➤➤ Key action

Supply state-owned forest products and quarry material on a commercial and environmentally responsible basis

DAF continued to authorise access to state-owned forest products and quarry material in accordance with defined supply commitments and contractual requirements.

A high degree of business continuity was maintained during the COVID-19 pandemic, including managing forest product sales agreements and maintaining field operations to support the forest and timber industry.

OUTCOME Increased transparency and traceability across the supply chain

Australian and international consumers have long sought premium Queensland products, and consumers are now seeking a stronger connection with where their food and products come from.

»» Key action

Promote supply chain innovation

To help build on the success of Queensland's multimillion-dollar fruit and vegetable export markets, including those for mangoes, the 'Toward consistent export quality' workshop was held in Brisbane in October 2019. An initiative of the Serviced Supply Chains export project led by DAF, the workshop attracted 80 horticulture fresh produce exporters and service providers from Queensland and interstate, along with RD&E professionals from Australia, Cambodia, China, Indonesia, Pakistan, the Philippines and Vietnam. The workshop focused on how to make Queensland's fresh produce exports the first choice of importers and retailers in Asian markets through better understanding the challenges faced by horticulture exporters and outlining potential solutions.

DAF's expertise in horticultural supply chain management will help improve exported horticulture food quality and safety, enhance Queensland's export performance, and ultimately translate into more job opportunities throughout Queensland.

OUTCOME New business opportunities for rural economies

We seek to facilitate collaborative partnerships across rural and regional Queensland to unlock the potential for more profitable and productive agribusinesses and value chains that will drive opportunities for sustainable development, diversification and growth into the future.

»» Key action

Support workforce skilling

DAF supports the Queensland Agricultural Workforce Network, an industry-led network of workforce advisors who can assist any producer in Queensland. The network's value was highlighted by the contribution it made to industry, government and communities during the COVID-19 response as both a communication vehicle and the provider of vital local and regional intelligence on workforce needs, issues and opportunities. Its activities included:

- providing rapid and accurate intelligence on emerging local and regional impacts of COVID-19 in agriculture workforces
- communicating information and advice on the management of COVID-19 in agriculture workplaces and labour supply chains
- supporting producers in the initial phases of the COVID-19 pandemic (April 2020)
- producing maps and data to predict scenarios that help industry, government and other stakeholders develop policy and actions to address potential labour supply issues arising from COVID-19 restrictions.

»» Key action

Implement the one-stop service

The one-stop service has been fully implemented statewide. It is designed to facilitate sustainable agricultural development by the private sector in Queensland by helping proponents better navigate government processes, including those on development assessment. The development may be for expansion, diversification, new businesses, investment in the industry or related supply chain projects.

The service comprises a web information portal and a client management service. It operates within existing government legislative frameworks and does not aim to replace existing systems, but rather links clients with the appropriate information, agencies and services.

In 2019, a new web portal was built within the Business Queensland portal to provide access to a wide range of up-to-date and relevant information such as for planning and development, trade and investment, and business support. Data shows a high level of client interaction and usage, with 1000 site entrances recorded in May 2020 alone.

The client management service is designed to help clients through the various stages of a project and may include referrals to other agencies or linking people with government services. It is a tailored service that has been developed around case management principles to respond to the specific nuances of any given project.

Client and stakeholder consultation and targeted promotion of the one-stop service have been conducted across the state through local governments and key industry bodies. The service website now also provides links to relevant information about COVID-19. The client management service has been adopted statewide by agriculture coordination officers, who are using the system to assist businesses during the COVID-19 crisis and recovery.

»» Key action

Increase agricultural diversification in the north-west

DAF's rural economic development service has been active in increasing agricultural development, diversification and jobs in north-western Queensland. It links to *A strategic blueprint for Queensland's North West Minerals Province* and the associated *North West Queensland economic diversification strategy 2019*, which has allocated \$1.28 million in funding to drive catalytic agricultural and associated supply chain projects across the region in 2020–21. On-ground project activities commenced in 2019 in the Cloncurry, McKinlay, Richmond and Etheridge shires and include:

- fodder production trials
- dryland and irrigated cropping trials
- creation of common-user infrastructure, with the focus on the development of an integrated cattle handling and processing centre in McKinlay Shire
- the development of a targeted program for investment attraction, both domestic and international.

»» Key action

Assist aquaculture industry development

DAF's rural economic development service piloted a highly successful concept project to target aquaculture investment, help proponents through due diligence processes and realise growth in aquaculture in Queensland. The Aquaculture Industry Development Network has been actively working with proponents and regulators to realise the successful expansion of Queensland's aquaculture sector while maintaining legislative robustness and integrity.

New investment has been realised and jobs have been created. Investors from Tasmania are now operating facilities in North Queensland, and Victorian investors have now entered the Queensland aquaculture sector.

It is expected that production volumes, employment numbers and gross value of production figures, as reported through aquaculture licensing requirements at the end of 2020, will show increases of up to 40%. With more investment commitments in the pipeline, it is expected this growth will continue for a further 3–5 years.

Priorities for 2020–21

The key actions planned for each of our service areas in 2020–21 are given below.

Agriculture

- Implement *Growing for Queensland: an agribusiness and food industry development strategy 2020–2025*.
- Support digital transformation in the agribusiness and food industry, reinvigorating trade relationships and diversification in a post-COVID-19 environment through Stage 2 of *Queensland’s economic recovery strategy: unite and recover for Queensland jobs*.
- Promote Queensland’s agricultural products and innovations internationally to grow exports and attract investment.
- Provide grants of up to \$250 000 matched with co-contributions from grant applicants for projects under round 3 of the Rural Economic Development Grants Scheme to promote industry development and jobs in rural communities.
- Support the Queensland Government’s priority to **Protect the Great Barrier Reef** with RD&E on land management practices that improve Reef water quality as well as productivity.
- Support the Queensland Government’s recovery efforts in response to business disruptions and natural disasters, continue drought assistance programs while this drought lasts and deliver reforms to drought programs through DCAP.

Biosecurity Queensland

- Continue to position Queensland as a leader in biosecurity preparedness and enhance Queensland’s biosecurity prevention and response capability.
- 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*.
- Deliver Queensland’s obligations under the national biosecurity system.
- Continue to implement the *Queensland invasive plants and animals strategy 2019–2024*.
- Provide grant funding to landholders to build wild dog fencing and tackle other pests.
- Assist the Biosecurity Queensland Ministerial Advisory Council.
- Continue eradication and containment programs for red imported fire ants, electric ants, browsing ants, exotic fruit flies in the Torres Strait, red witchweed, Panama disease tropical race 4, varroa mites and four tropical weeds.
- Continue to build the Queensland Government’s response preparedness for African swine fever and work with the pork industry to build their preparedness for African swine fever.
- Commit to meeting national standards for livestock welfare and continue to contribute to national processes to develop and review appropriate animal welfare standards and guidelines.
- Work collaboratively with QRIC and Racing Queensland to implement the 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).
- Contribute to the national program to harmonise the regulation and use of agricultural chemicals and veterinary medicines.

Fisheries and Forestry

- Continue to implement the *Queensland sustainable fisheries strategy 2017–2027* to support fisheries reform.
- Implement final regulatory reforms to major Queensland fisheries (including trawl, crab and East Coast inshore fisheries).
- Finalise the upgrade to the fisheries compliance system and the delivery of commercial and recreational fishing apps.
- Continue to improve swimmer safety through:
 - making changes to the Shark Control Program, including within the Great Barrier Reef Marine Park, to meet new permit conditions
 - undertaking research and trialling the application of new technologies (including drones in swimmer risk mitigation)
 - running education and awareness programs in partnership with the Department of State Development, Innovation and Tourism and Queensland Fire and Emergency Services.
- Increase the number of fish-aggregating devices in South East Queensland and extend these to other areas to attract alternative species for fishers to target while decreasing pressure on traditionally overfished species.
- Implement the Native Timber Action Plan and engage with stakeholders to support regional jobs and build an economic and environmentally sustainable future for the native timber industry.
- Establish the Native Timber Advisory Panel to oversee and make recommendations to government about the industry's future.
- Supply state-owned forest products and quarry material on a commercial and environmentally responsible basis.

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.

Governance committees

The DAF governance structure (see Figure 5) aligns strategy to performance and accountability. Departmental governance committees advise and assist the Director-General in fulfilling her role to manage the department in a way that promotes the effective, efficient and appropriate management of public resources. Further details on each of the committees are provided in Table 3. DAF is also part of the Business and Corporate Partnership and participates in those governance arrangements.

The DAF impact and investment framework (see also page 15) 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.

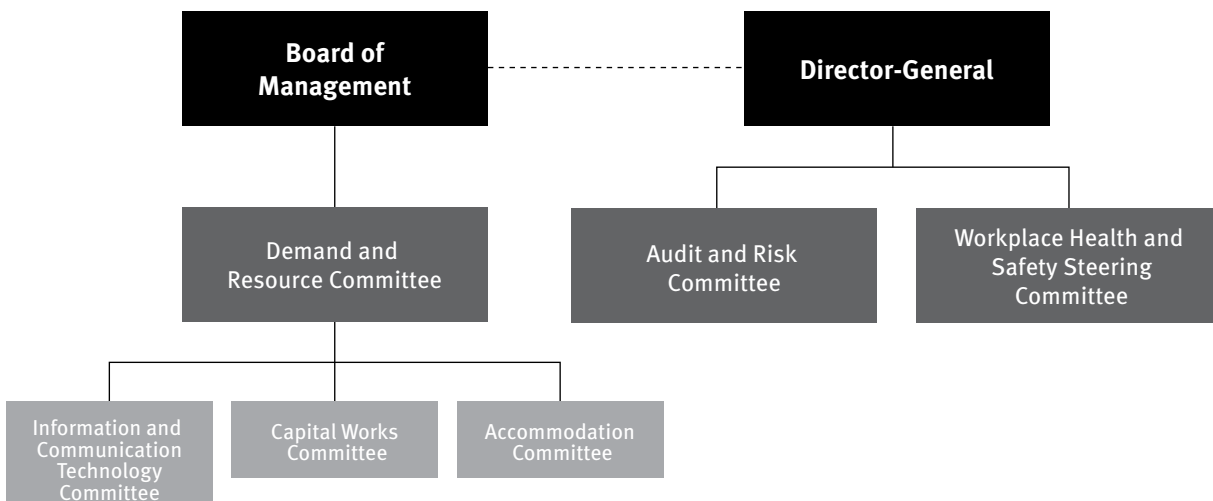


Figure 5 DAF’s governance committee structure as at 30 June 2020

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>Takes responsibility 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 the 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, internal and financial control processes 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 support four Queensland Government departments—DAF, the Department of Environment and Science (DES), the Department of Natural Resources, Mines and Energy (DNRME) and the Department of State Development, Tourism and Innovation (DSDTI), formerly the Department of Innovation and Tourism Industry Development—to deliver their priorities.

The partnership operates through three corporate hubs embedded in DAF, DES and DNRME. 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 information technology (IT), online learning and fleet services and receives legal, internal audit, procurement, 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 (chair), the Heads of Corporate for DNRME and DES, and a representative of DSDTI and the Department of Housing and Public Works.

Ethics and integrity

Our employees are expected to demonstrate high ethical standards and values in accordance with the *Code of conduct for the Queensland public service*. All employees undertake code of conduct and ethical decision-making training upon commencement and then annually. At 30 June 2020, 94% of staff had completed this training.

The department has a zero tolerance for fraudulent or corrupt behaviour. In 2019–20, 99% of staff completed fraud awareness and corruption prevention training. This training is mandatory upon commencement and must be completed again every 2 years. Our Fraud Awareness and Corruption Prevention Week ran from 17 to 23 November 2019. Initiatives for the week included presentations to staff on information security and conflicts of interest by the Crime and Corruption Commission and an eminent expert in cybercrime and financial crimes. Staff also attended a number of webinars on conflicts of interest, with a focus on how to identify and manage such conflicts in line with the department's Declaration of Interests and Managing Conflicts of Interest Policy and Procedure.

Review of our complaints management framework was completed and our Customer Complaint Policy and Procedure was developed. Training sessions on these were provided to those DAF staff who could be involved in dealing with complaints. The fact sheet 'Mythbusting—gifts and benefits' was also developed and published.

Human rights

Section 97 of the *Human Rights Act 2019* requires relevant agencies to report on certain matters, including:

- details of actions to further the objects of the Act
- human rights complaints received by the agency, including number and outcome of complaints and other information prescribed by regulation
- details of reviews of policies, programs, procedures, practices or services undertaken for compatibility with human rights.

Please see Appendix 4 for these details.

Governance—accountability and risk management

Risk management

The department manages its risks through our enterprise risk management framework, accompanying guidelines and a strategic risk profile that captures the department's top 13 risks, including a risk relating to COVID-19. The approach continues to support the department's strategic and operational environment—it helps to manage opportunities and risks and prioritise resources in line with our risk appetite.

The framework is based on the AS/NZS ISO 31000:2018 risk management guidelines and accompanying principles. By managing risk, we improve organisational performance and are enabled to achieve the objectives stated in the *DAF strategic plan 2019–2023*. The framework ensures that we effectively identify, monitor and manage significant business and financial risks, including fraud, and that major risks are managed at executive level as part of DAF's planning, monitoring and reporting activities.

The department's enterprise risk profile was reviewed to ensure the top 13 risk statements reflected the priorities to be managed across the year and beyond. The department also updated its risk register and reporting templates. Each business group, in turn, updated their corresponding operational risk registers, ensuring a line of sight in the management of risks at all levels of the department.

DAF's approach to risk management continued to include feedback on and improvements to the framework and its operations by two key governing committees, including the Demand and Resource Committee, which is responsible for leading risk management. This included ensuring systems for monitoring, decision-making on and management of risks; policy implementation; and engendering commitment for risk management ownership across the department. The Audit and Risk Committee continued its role of assuring the establishment and implementation of the framework and that it remained suitable to the needs of the department, and ensuring that risks are owned by senior management. This saw the inclusion of risk treatments and their alignment to DAF's objectives and associated key performance indicators.

Throughout 2019–20, a range of enterprise-wide risk assessments were conducted. These included the following:

- We reviewed and updated the strategic and corresponding operational risk registers to ensure line of sight from risks and associated treatments to strategic outcomes sought, and to ensure risks were assigned an owner and managed for escalation to the Board of Management or relocated into the operations of the department for local level management.
- With the onset of COVID-19, the department undertook significant work in preparedness and response activities. These risks are appropriately monitored and managed at both the strategic and operational levels.
- The department assessed information security risk in its critical information assets, which supported our implementation of the new Information Security Management System.
- We completed quarterly reviews and reporting on treatment progress and control effectiveness against the enterprise risk profile.
- We ensured the establishment and implementation of a crisis management, disaster recovery and business continuity management framework suitable to the needs of DAF, including its internal and external responsibilities.

Ongoing activities for risk management within DAF include continuing to embed the guidelines to ensure risks are identified, assigned ownership and managed in the new normal business operations.

Information Security Management System

In line with the Queensland Government Information Security Policy (IS18), we have implemented our Information Security Management System (ISMS). This was achieved during 2018–19, and our focus throughout 2019–20 was on continuing to improve the scope, governance, risk management and performance management of and within the system.

During the year, the ISMS Working Group met monthly with the project team, and also reported monthly to the Information and Communication Technology Committee. The project experienced a two-month hiatus during March and April 2020 at the height of the department's COVID-19 response while project resources were reprioritised to the DAF response. This pause resulted in core project activities being rescheduled, with completion of risk assessments extended out into the 2020–21 financial year.

Key achievements in 2019–20 include:

- completion of the 2018–19 annual return
- the expansion and updating of the ISMS scope to include all DAF information assets, applications and systems
- implementation of most improvement activities identified through audit or risk assessment, leading to a reduction in the overall information risk profile.

Work also continued on our information security performance system. The department was able to implement our Information System Security Assurance Plan, with reporting to commence in July 2020. During 2019–20, a series of communication and awareness activities were also released, focusing on improving the department's awareness and practice of cyber hygiene.

Business continuity management

DAF's business continuity management system, which is outlined in our *Business continuity management manual*, aligns with the relevant international standards: *ISO 22301:2012 Societal security—business continuity management systems—requirements* and *ISO 31000:2009 Risk management—principles and guidelines*.

In December 2019, all DAF business groups tested their business continuity plans. Recommendations from the exercise outcomes report have been implemented or progressed.

In February 2020, preparation for potential disruption from COVID-19 led to the activation of various business continuity structures. The activation of these structures ramped up into the DAF COVID-19 response before the declaration of a global pandemic by the World Health Organization on 11 March 2020.

Our response accelerated the implementation of many recommendations from the 2019 business continuity testing, including:

- remote working approvals and uplift of technological capability
- identification of critical business functions and their dependencies
- increased staff communications regarding business continuity.

DAF's Business Continuity Reference Group met quarterly throughout 2019–20 to oversee and progress initiatives to improve the maturity of DAF's business continuity management.

Audit committee

Audit and Risk Committee

The Audit and Risk Committee helps the Director-General improve the organisation's accountability and performance in accordance with its charter and Queensland Treasury's *Audit committee guidelines: improving accountability and performance* (June 2012). 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 2019–20. 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 61 internal audit recommendations and closure of 38 internal audit recommendations. Committee members were also provided with recommendations from Queensland Audit Office (QAO) reports to Parliament related to the department. During 2019–20, 11 recommendations were actioned and closed. See pages 58 and 59 for the internal and external audits of the department's operations.

Table 4 Audit and Risk Committee membership between 1 July 2019 and 30 June 2020

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Sue Ryan	Consultant	Chair External member	5	5	\$12 000
Virendra Dua	Consultant	External member	5	5	\$9 300
Dr Wayne Hall	Executive Director, Agri-Science Queensland	Internal member	5	5	--
Claire Andersen	Executive Director, Fisheries	Internal member	4	4	--
Graeme Bolton	Deputy Director- General, Fisheries and Forestry	Internal member	1	1	--

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 \$1860 per meeting (excluding GST) to a maximum of \$9300 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 reviews under the DAF 2019–20 Strategic Internal Audit Plan:

- Vessel Monitoring System Approved Unit Providers Review
- Processes and Controls for Registered Biosecurity Entities
- National Red Imported Fire Ant (Phase 1): Identify Program KPIs
- Statement of Assurance Review
- Regional Office Administrative Processes Review
- Complaints Management Review
- Preparedness for Amendments to the *Biosecurity Act 2014*
- Reef Program Governance Review
- DAF State Coordination Centre (SCC) (COVID-19 response) Review
- Market Diversification and Resilience Grants (MDRG) Program—Phase 2 Review
- Biosecurity Qld COVID-19 Response and Continuity Review—Plant Biosecurity Laboratory (PBL).

The following reviews have commenced under the plan:

- Governance and Oversight of Drought Programs
- Crisis Management and Planning Review
- Contractor Engagement and Labour Hire Review
- National Red Imported Fire Ant Phase 2: Program KPIs Review.

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
- reviewing the department's annual financial statements and Chief Finance Officer's assurance statement prior to them being presented to the Audit and Risk Committee.

External scrutiny

DAF's operations were subject to scrutiny from a range of external sources that help us improve and meet government and community expectations of accountability. Table 5 outlines the reviews, external audits and legal actions where the department has been required to respond in 2019–20.

Table 5 Reviews, external audits and legal actions requiring response from DAF

Organisation	Report and findings	DAF response
Auditor-General/QAO	<p><i>Managing cyber security risks—report 3: 2019–20</i></p> <ul style="list-style-type: none"> Examined whether entities effectively managed their cyber security risks, by assessing whether entities: <ol style="list-style-type: none"> understood and assessed the extent to which their information assets and organisational processes were exposed to cyber security risks designed and implemented effective information controls to mitigate identified cyber security risks 17 recommendations were suggested for consideration by all departments 	<ul style="list-style-type: none"> Recommendations 2, 3, 4, 5 and 17 were completed and closed in December 2019 At the last Audit and Risk Committee meeting (16 June 2020), recommendation 1 was considered to be approximately 95% complete and on track for completion by the expected implementation date of 30 June 2020 Also at that time, recommendations 6 to 16 were considered to be approximately 80% complete and on track for completion by the expected implementation date of 1 December 2020
Ombudsman Decision 10, December 2019	<p><i>Investigation into complaint associated with fisheries investment warnings</i></p> <ul style="list-style-type: none"> The department's relevant administrative actions and decision-making were reasonable in the circumstances 	<ul style="list-style-type: none"> No further action was required DAF has voluntarily updated its web information on how to request an internal review under the <i>Fisheries Act 1994</i>
Bernard Wonder Consultant	<p><i>Efficiency and effectiveness review of the National Red Imported Fire Ant Eradication Program</i></p> <ul style="list-style-type: none"> Provided feedback to the Steering Committee for the National Red Imported Fire Ant Eradication Program about whether the 10-year plan is being correctly implemented There were 37 recommendations for the committee and the program to consider 	<ul style="list-style-type: none"> 19 recommendations have been completed since the report was finalised in December 2019 The remaining 18 recommendations are on track to be completed as soon as possible with quarterly updates being provided to the committee

Information systems and recordkeeping

Information systems

Contemporary, 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:

- implementation of RANGER—a new customer relationship system that provides a single point of truth for data capture and processes for forestry and quarry management undertaken by the department's Forestry business group
- continued development of CALS (Chemical Application Licensing System)—to digitise existing manual processes that cause delays in issuing licences to agriculture and service businesses
- continued development of Remote Sensing Surveillance—which will be used for broadscale monitoring of fire ants and to clear priority areas following the intensive treatment phase
- implementation of PaRIS (Project and Reporting Information System)—which provides project and performance management business functions with the management of approval processes and project life cycles for RD&E projects
- implementation of D.A.V.E (a digital asset management system)—a centralised and secure digital library giving the department controlled access to its digital imagery and audiovisual assets
- 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.

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 Records Governance Policy.

The framework includes:

- appraisal and disposal programs
- recordkeeping policies
- management of legacy paper records, both internal and offsite
- digital delivery of legacy records
- electronic document and records management systems
- records training and support
- records appraisal of business systems
- an active program of transfers to Queensland State Archives.

eDOCS is the corporate document and records management system for all DAF functions. All documents are held in file structures with appropriate security access according to the Information Security Policy. There have been no serious security breaches of this system.

Our Digital Recordkeeping Futures Plan outlines the key strategic directions for recordkeeping in the department. Our approach continues to support business areas applying new technologies to maximise the use of digital records in business processes.

The department identifies and captures high-value records from business systems and new desktop technologies into the corporate recordkeeping system. We develop and apply technology to automate the capture of records to ensure their security, integrity and preservation where possible.

The number of records transferred to offsite storage continues to decline as the transition to digital recordkeeping increases. A proactive appraisal and disposal program is in place. Departmental records are covered by the following approved retention and disposal schedules:

- Agriculture—QDAN 719
- Fisheries—QDAN 724
- Forestry—QDAN 725.

The department has taken responsibility for the records from the former QATC.

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*.

Also reported through the portal are:

- government committees and remuneration
- regulatory performance framework self-assessment.

Governance—human resources

At 30 June 2020, DAF had 2123.78 active full-time equivalent (FTE) staff and a permanent separation rate of 4.82%.

The FTE total included 223 Business and Corporate Partnership staff providing services to other agencies.

Strategic workforce planning and performance

A workforce for now and the future

We have continued our strategy to empower our people and to maintain a focus on key workforce initiatives built around talent acquisition, leadership, capability, new ways of working and culture. In 2019–20, we delivered blended leadership and capability learning and development initiatives to future-proof our leadership. Initiatives to support this approach to enabling included:

- finalising our Learning and Development Strategy, which includes a map of internal and external development opportunities for all leadership levels based on a 70:20:10 model of real-world problem-solving, practice and theory
- delivering highly interactive ‘Leader as coach’ workshops to help leaders use conversational frameworks to build capability and resilience in their teams
- promoting modules of micro-learning activities on everyday coaching skills for better conversations (sponsored by the Queensland University of Technology and the Public Service Commission, hosted via our internal LearnWorX system)
- delivering ‘Confident people management’, an action-learning program, to high-performing team leaders and emerging leaders (including a pre-course 360° feedback report based on *Leadership competencies for Queensland*)
- streamlining performance and development agreement templates, guidelines and supporting resources, including training, to integrate the sector-wide *Leadership competencies for Queensland* capability framework
- updating our internal resources and improving accessibility to new self-assessment tools and the competency compass to identify skills and areas for development
- providing online learning via staff access to LinkedIn Learning’s more than 10 000 courses teaching managerial, business, software and creative skills
- supporting internal talent development through the Study and Research Assistance Scheme
- recognising and rewarding outstanding performance and exceptional achievement by progressing the careers of 40 professional officers to the next level under the Professional and Technical Officers Progression Scheme.

Following our achievement of White Ribbon Australia accreditation in May 2019, we have continued to implement actions identified in the *2019–2022 White ribbon workplace accreditation operational plan*. Important activities included:

- the ongoing coordination of departmental efforts led by our White Ribbon Working Group and Champion
- the delivery of domestic and family violence and anti-discrimination training programs across the state
- participation in multiple awareness-raising and fundraising events and activities
- continued partnership with a regional Save the Children refuge.

A diverse and inclusive workplace helps us understand and serve the needs of all Queenslanders. Key initiatives supported in 2019–20 to improve our diversity profile and raise awareness of DAF as a place to work included:

- funding two employees to participate in a mentorship program advancing the careers of Aboriginal and Torres Strait Islander people—the program seeks to increase awareness of difference, unconscious bias and privilege through pairing mentors and mentees to provide cultural coaching
- appointing three Aboriginal and Torres Strait Islander field officers within QBFP to assist, develop and maintain relationships between communities and QBFP officers
- hosting an International Women’s Day event, celebrating achievements of women and providing an opportunity to reflect on progress made, with a particular focus on the year’s theme, ‘Each for equal’—a call to action for accelerating gender parity
- joining with 20 other Queensland Government agencies in the Musgrave Park Family Fun Day, as a part of NAIDOC week celebrations—we promoted DAF’s drone technology and provided opportunities to view the Queensland Recreational Fishing App and to speak with QBFP officers.

Early retirement, retrenchment and redundancy

During 2019–20, two employees received redundancy packages at a cost of \$410 260.68.

Healthy and safe people and workplaces

The health and safety of all employees, contractors and visitors is a key value for the department and our commitment to the prevention of workplace injuries and illness is a strategic priority.

Our efforts have focused intensely on ensuring the work health and safety of our people during the department’s response to the COVID-19 pandemic in 2020. Strong campaigns to safeguard the health of our workforce—while working in the field, laboratory, facility or virtual environment—have been sustained throughout this period in accordance with the directions from Queensland’s Chief Health Officer.

In 2019–20, we released the *DAF 2020 strategic plan for workplace health, safety and wellbeing* as part of our commitment to continuous improvement in the health, safety and wellbeing of our people. The strategy is framed around four focus areas:

- engagement—engaging with safety, health and wellbeing in everything we do, every day
- systems—reshaping our systems for clarity and greater understanding of our WHS obligations and requirements
- leadership—increasing leaders’ capabilities to foster a safer and healthier workplace culture
- assurance—implementing an improved quality assurance framework for safety, health and wellbeing.

The Workplace Health and Safety Steering Committee (led by the Director-General), the Deputy Directors-General and champions from respective business groups have led key initiatives as part of the strategy in 2019–20, including:

- redefining the department’s WHS roles and responsibilities at all levels of the organisation
- building a digital integrated incident reporting and case management system
- designing a new user-centred health and safety management system
- establishing and refreshing our WHS consultative committees
- uplifting our risk management capability to focus on the department’s risk profile and safe operating procedures.

In 2019–20, the department also continued to deliver existing workplace health and wellbeing initiatives such as the annual influenza vaccination program, rehabilitation and return-to-work management, a mentally healthy workplaces pilot, the Fitness Passport, the WHS Leadership Awards, our Employee Assistance Program, and Lifeblood (Australia’s blood donation challenge).

As a result of the department’s successful WHS program, we continued to see positive results and favourable financial outcomes in our WorkCover Queensland premium. The claims costs for the 2019–20 period were just over \$170 000 less than for the previous year.

In 2020–21, we will continue to progress our health and safety objectives by releasing an online WHS induction module, embedding our digital integrated incident reporting and case management system, implementing strategic audit protocols, and strengthening safety leadership and safety culture programs.

Table 6 DAF’s WHS governance committees at 30 June 2020

Committee name/level	Chair and key responsibilities
Workplace Health and Safety Steering Committee	<p>Chair: Director-General</p> <p>Ensures statutory and organisational requirements for the management of WHS matters are met</p> <p>Meets bimonthly</p> <p>Supported by the Workplace Health and Safety Reference Group and the WHS governance groups</p>
Workplace Health and Safety Reference Group	<p>Chair: Manager, Work Health and Safety</p> <p>Advises the Workplace Health and Safety Steering Committee on operational performance and strategy effectiveness</p> <p>Drives actions and implements the WHS strategy</p> <p>Reviews trends and emerging issues across business areas</p> <p>Meets monthly</p> <p>Supported by the WHS governance groups</p>
WHS governance groups	<p>Chair: General manager or director level within the relevant business groups</p> <p>Oversee the management of health and safety matters and resources within the business areas</p> <p>Meet monthly</p> <p>Supported by the WHS network groups</p>
WHS business groups (business group/program/project level)	<p>Chair: As identified by the relevant business groups</p> <p>Ensure commitment in achieving WHS goals and manage operational WHS risks/issues</p> <p>Meet at least bimonthly or as needed</p>
WHS site committees	<p>Chair: Facility manager or site coordinator (or the most senior officer on site)</p> <p>Identify and report WHS issues and opportunities within the site/centre/facility/region</p> <p>Escalate issues beyond local resolutions</p> <p>Meet at least once per quarter</p>

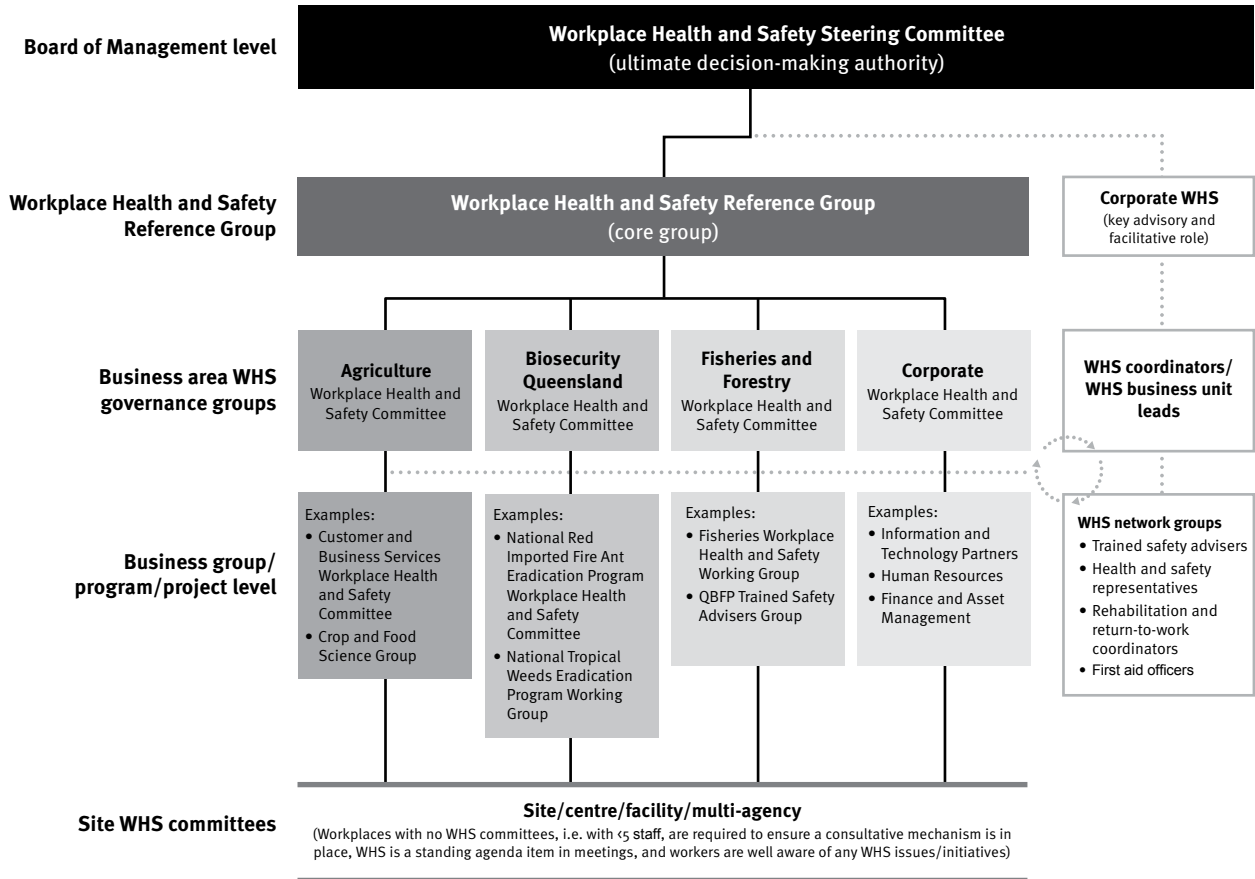


Figure 6 Relationships between DAF’s WHS committees