

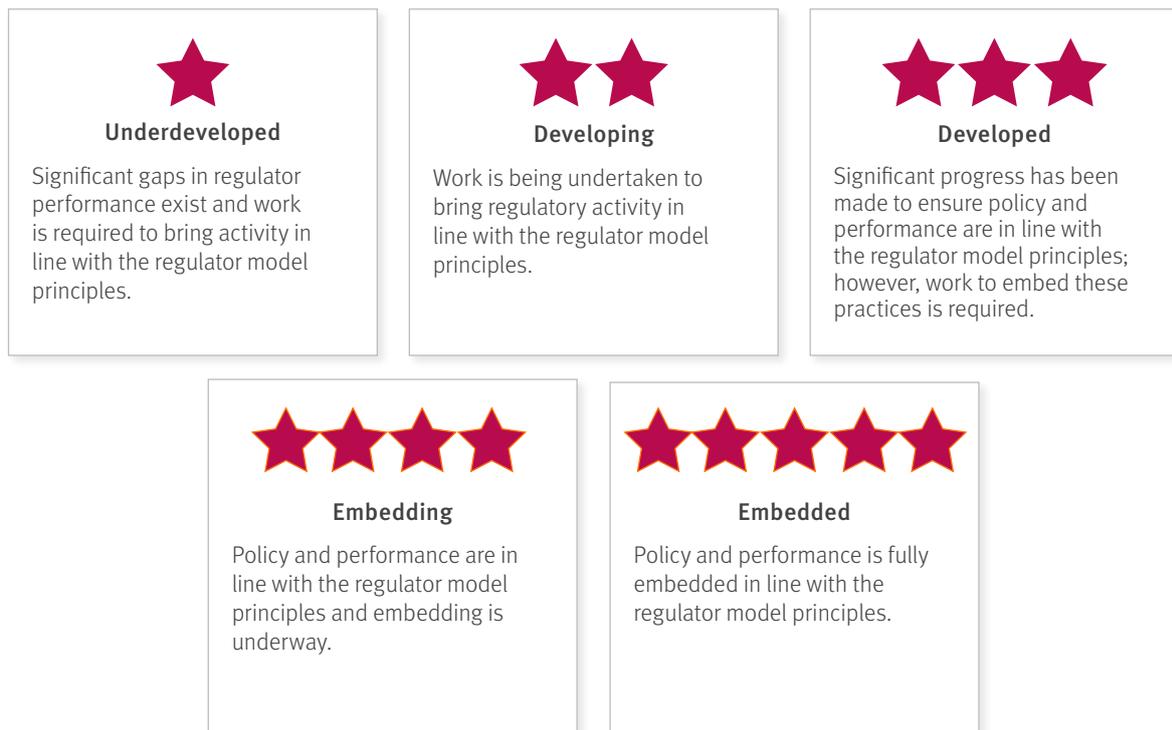
Appendixes including essential disclosures

Appendix 1

Regulator performance framework self-assessment

Business measure: self-audit against the Queensland Government Regulator Performance Framework.

In 2018–19, performance for each of the department’s five main regulatory activity areas has been assessed against each of the five model practices and supporting principles (shown in Table A1). These assessments are contained in Tables A2 to A8. DAF’s business groups also self-assessed their performance against the regulator model practices using the following star rating system:



Two case studies—one showing an area of success and the other an area for improvement—are also included for each main regulatory activity area.

Table A1 Regulator model practices and supporting principles

Regulator model practices	Supporting principles
<p>1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden</p>	<ul style="list-style-type: none"> • A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions. • Regulators do not unnecessarily impose on regulated entities. • Regulatory approaches are updated and informed by intelligence gathering so that effort is focused towards risk.
<p>2. Consult and engage meaningfully with stakeholders</p>	<ul style="list-style-type: none"> • Formal and informal consultation and engagement mechanisms are in place to allow full stakeholder input and government decision-making circumstances. • Engagement is undertaken in a way that helps regulators to develop a genuine understanding of the operating environment of regulated entities. • Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework.
<p>3. Provide appropriate information and support to assist compliance</p>	<ul style="list-style-type: none"> • Formal and informal consultation and engagement mechanisms are in place to allow full stakeholder input and government decision-making circumstances. • Engagement is undertaken in a way that helps regulators to develop a genuine understanding of the operating environment of regulated entities. • Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework.
<p>4. Commit to continuous improvement</p>	<ul style="list-style-type: none"> • Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk-based, leverages technological innovation, and remains the best approach to achieving policy outcomes. • To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community. • Staff have the necessary training and support to effectively, efficiently and consistently perform their duties.
<p>5. Be transparent and accountable in actions</p>	<ul style="list-style-type: none"> • Where appropriate, regulatory frameworks and time frames for making regulatory decisions are published to provide certainty to stakeholders. • Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions. • Indicators of regulator performance are publicly available.

Agricultural chemicals and veterinary medicines

Nature of regulation

Agricultural chemicals and veterinary medicines (agvet chemicals) include all chemical products registered by the Australian Pesticides and Veterinary Medicines Authority.

The use of agvet chemicals is regulated to minimise risks to agriculture, health, the environment and trade. Agvet chemical products must be used responsibly and safely. In general, only registered agvet chemical products are to be used and instructions on the product label must be followed. Appropriately choosing and using agvet chemicals protects against loss of markets due to chemical residues in produce, health and safety impacts, resistance in target pests and environmental impacts.

The *Chemical Usage (Agricultural and Veterinary) Control Act 1988* facilitates this by controlling the use of certain chemicals and the use of substances in or on which there is a chemical residue.

The *Agricultural Chemicals Distribution Control Act 1966* controls the distribution of agricultural chemicals from aircraft and ground equipment. This Act ensures that agvet chemicals are distributed responsibly and misuse is minimised.

Entities regulated

- All users of agvet chemicals and licensed operators of equipment used to distribute agvet chemicals
- Businesses of all sizes and the community in general

Legislation

- *Chemical Usage (Agricultural and Veterinary) Control Act 1988*
- *Agricultural Chemicals Distribution Control Act 1966*

Table A2 Assessment of the regulator performance for agvet chemicals

★★★★★	
1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden	
Evidence to support alignment with regulator model practices	Biosecurity Queensland ensures its regulatory approach to agvet chemicals both minimises the burden on regulated entities and is commensurate to risk.
Actions taken to improve regulatory activities and practices to reflect model practices	Risk-based decision-making principles are incorporated into policies and operating procedures.
Examples to highlight alignment, or indicate where business practices could be improved	Compliance strategies are being reviewed to better align with contemporary risk management principles.

(continued)

Table A2 (continued)

★★★★

2. Consult and engage meaningfully with stakeholders

Evidence to support alignment with regulator model practices	Biosecurity Queensland regularly undertakes consultation with stakeholders to ensure legislative and policy decision-making best reflects the needs and expectations of regulated entities. Formal consultation mechanisms are put in place for legislative matters (i.e. creation or amendment). Biosecurity Queensland leads or provides membership to several national agvet chemical committees whose charter is to improve and harmonise national policy and management issues.
Actions taken to improve regulatory activities and practices to reflect model practices	Biosecurity Queensland conducts consultation with key stakeholders and agvet chemical users on a regular basis. Biosecurity Queensland is an active member of the national Harmonised Agvet Chemical Control of Use Task Group and through this committee is playing a key role in the national harmonisation agenda.
Examples to highlight alignment, or indicate where business practices could be improved	Biosecurity Queensland led the national process to harmonise training and licensing requirements for users of agvet chemicals.

★★★★

3. Provide appropriate information and support to assist compliance

Evidence to support alignment with regulator model practices	Biosecurity Queensland provides significant documentation on DAF's website to clarify the rules, requirements and obligations for all agvet chemical users in Queensland.
Actions taken to improve regulatory activities and practices to reflect model practices	Biosecurity Queensland consistently ensures timely decision-making and notification of decisions made within statutory time frames for permits, licences and other applications made by regulated entities.
Examples to highlight alignment, or indicate where business practices could be improved	Biosecurity Queensland will continue to increase the number of Facebook followers through digital targeting on a range of biosecurity matters including the responsible use of agvet chemicals.

★★★★

4. Commit to continuous improvement

Evidence to support alignment with regulator model practices	Biosecurity Queensland is continually improving the way it regulates. The current review of the agvet chemical legislation and its ongoing contribution to the Harmonised Agvet Chemicals Control of Use Task Group (established to oversee the implementation of the national agvet chemical reform agenda) has highlighted a range of matters for improvement.
Actions taken to improve regulatory activities and practices to reflect model practices	Biosecurity Queensland is committed to implementing all nationally agreed reforms for agvet chemical regulation within the agreed time frames. Further reform is also being progressed through consolidation of the agvet chemical legislation in Queensland. Biosecurity Queensland has recognised the need to update its training material for its authorised regulatory officers. Rather than have specific training for each piece of legislation, it was determined that high-level foundational training materials would be developed covering all of the biosecurity legislation. This provides greater clarity for authorised officers, in particular for new recruits.
Examples to highlight alignment, or indicate where business practices could be improved	Targeted training packages are being developed to upskill authorised officers who work in agvet chemical compliance. The recent development of a training module for field officers investigating misuse of agvet chemicals in animal industries is a good example of this work.

(continued)

Table A2 (continued)

★★★★★	
5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	Indicators of regulatory performance for agvet chemical legislation administered by Biosecurity Queensland are communicated on an annual basis to the public.
Actions taken to improve regulatory activities and practices to reflect model practices	Biosecurity Queensland regularly reviews the information on the DAF website to ensure it continues to clarify the rules, requirements and obligations for all agvet chemical users in Queensland.
Examples to highlight alignment, or indicate where business practices could be improved	Biosecurity Queensland investigates complaints made by the public involving the alleged misuse of agvet chemicals and provides investigation reports to relevant parties.

Case study: An area of success**Single national regulatory framework for the regulation of agvet chemicals**

Queensland Government is a signatory to an intergovernmental agreement for a single national regulatory framework—driven by the Council of Australian Governments (COAG)—for the regulation of agvet chemicals. Under this arrangement, the Australian Government is responsible for the registration of agvet chemicals and Queensland Government, through Biosecurity Queensland, is responsible for controlling the use of these chemicals. Biosecurity Queensland continues to contribute to the national Harmonised Agvet Chemicals Control of Use Task Group, established to oversee the implementation of COAG’s regulatory framework. Biosecurity Queensland also continues to contribute to national working groups that report to this task group to develop implementation plans for the elements of the COAG regulatory model. Some of these reforms have now been endorsed by AGMIN and are being enacted into current Queensland legislation.

**Case study: An area for improvement****Amendments to the Chemical Usage (Agricultural and Veterinary) Control Regulation 2017**

DAF is progressing a range of amendments to the Chemical Usage (Agricultural and Veterinary) Control Regulation 2017 to give effect to the latest reforms resulting from the intergovernmental agreement for the single national regulatory framework for agvet chemicals. These help to provide consistency with nationally agreed harmonised record-keeping and training requirements for the use of restricted chemicals and schedule 7 registered chemical products, which are being implemented as part of reforms agreed at AGMIN in April 2018. Further reform is being progressed through consolidation of the agvet chemical legislation, namely the *Chemical Usage (Agricultural and Veterinary) Control Act 1988* and the *Agricultural Chemicals Distribution Control Act 1966*.



Animal welfare and management

Nature of regulation

Animal welfare and management is an important issue for the community both locally and internationally. Queensland Government is committed to ensuring:

- the welfare of all animals in Queensland and the reputation of Queensland's animal industries
- the management of cats and dogs meets public safety and community expectations.

Animal welfare—Queensland's animal welfare laws include the *Animal Care and Protection Act 2001* and the Animal Care and Protection Regulation 2012. Biosecurity Queensland, a part of DAF, is the lead agency for the administration of the Act and Regulation and works in partnership with RSPCA Queensland to provide animal welfare services.

Animal management—Queensland's current cat and dog management laws include the *Animal Management (Cats and Dogs) Act 2008* and the Animal Management (Cats and Dogs) Regulation 2009. Biosecurity Queensland is the lead agency for the administration of the Act and Regulation. However, the majority of the Act is enforced by local governments within their local areas.

Brands—Biosecurity Queensland administers the *Brands Act 1915*, which provides the statutory basis for livestock owners to permanently identify their livestock as their property.

Entities regulated

Animal Care and Protection Act 2001—In Queensland, all persons and organisations that own, care for and use animals for a variety of purposes (including food, fibre, work, education, recreation, companionship, entertainment and scientific purposes) are subject to the provisions of this legislation.

Animal Management (Cats and Dogs) Act 2008—In Queensland, all persons and organisations who own or are responsible for a cat or dog, provide microchip registry services, implant a microchip in a cat or dog, spay a cat or dog or supply a cat or dog to another person are subject to the provisions of this legislation.

Brands Act 1915—Livestock owners are responsible for registering brands and earmarks and obtaining branding irons and earmarking pliers. Owners must ensure that branding irons are made to the exact shape shown on the certificate of registration and that only approved paints or pastes are used (for pigs, sheep and goats). Brands and earmarks are registered to an entity. Earmarks are registered for use only within a particular district and registration is not automatically transferred with a change of property ownership.

Legislation

Animal welfare—The *Animal Care and Protection Act 2001* provides the regulatory framework to ensure the welfare of animals in Queensland. The purpose of the Act is to:

- promote the responsible care and use of animals
- provide standards for the care and use of animals that
 - achieve a reasonable balance between the welfare of animals and the interests of persons whose livelihood is dependent upon animals
 - allow for the effect of advancements in scientific knowledge about animal biology and changes in community expectations about practices involving animals
- protect animals from unjustifiable, unnecessary or unreasonable pain
- ensure the use of animals for scientific purposes is accountable, open and responsible.

The Act imposes a duty of care obligation on persons in charge of animals, prohibits and regulates certain conduct, regulates certain surgical procedures and provides for the registration of certain users of animals for scientific purposes and compliance with the scientific use code.

The Regulation details the standards for the care and use of different animal species in Queensland. These are based on nationally accepted animal welfare codes of practice and standards and guidelines.

Animal management—The *Animal Management (Cats and Dogs) Act 2008* provides the regulatory framework for cats and dogs in Queensland to be managed to ensure public safety and to meet community expectations. The purpose of the Act is to:

- provide for the identification of cats and dogs
- provide for the registration of dogs
- provide for the effective management of regulated dogs
- promote the responsible ownership of cats and dogs
- promote the responsible breeding of dogs.

Brands—The *Brands Act 1915* makes branding compulsory for cattle and pigs when they are offered for sale in Queensland. Exemptions apply for approved stud cattle sales and calves under 100 kg live weight. Cattle bred, raised, fattened and slaughtered and ‘sold over the hook’ within one ownership are exempt from branding. There is also exemption for cattle taken directly to slaughter from another state or territory if they have been purchased ‘over the scales’ at a feedlot in Queensland and are kept at a registered feedlot in Queensland until slaughter. Interstate cattle sold in Queensland must still be branded.

The Brands Regulation 2012 prescribes the types of brands that can be registered and the fees payable for registration of these brands.

Table A3 Assessment of the regulator performance for animal welfare



1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland proactively monitors and reviews its animal welfare regulatory activities to ensure they are proportionate and reasonable, and address the level of risk associated with the care and use of animals in Queensland.</p> <p>The Act minimises the unnecessary burden on regulated parties by not affecting the application of certain other Acts including the <i>Nature Conservation Act 1992</i>, the <i>Fisheries Act 1994</i>, the <i>Racing Act 2002</i> and the <i>Racing Integrity Act 2016</i>.</p> <p>The Act aims to align with nationally endorsed standards in animal welfare through adoption of nationally agreed standards and guidelines for livestock species.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>The Animal Welfare Advisory Board has been established to provide informed advice on animal welfare matters, balancing scientific intelligence and community expectations in decision-making on regulatory matters.</p> <p>Biosecurity Queensland continues to support the ongoing process of converting existing animal welfare codes of practice into regulatory-ready animal welfare standards and guidelines following adoption by the agricultural ministers.</p> <p>Biosecurity Queensland developed its own compliance and enforcement guidelines. The document outlines its strategic objectives, guiding principles, roles and responsibilities and considerations for achieving compliance.</p> <p>The <i>Animal welfare investigations operational procedures and guidelines manual</i> provides appointed inspectors and authorised persons with specific guidance around their powers under the Act.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>Following the finalisation of the Australian Animal Welfare Standards and Guidelines for Cattle and Sheep (2016) and Australian Animal Welfare Standards and Guidelines for Saleyards and Depots (2018), Biosecurity Queensland is finalising the drafting of these standards to be included in the Regulation.</p> <p>The Australian Animal Welfare Standards and Guidelines for Land Transport of Animals were adopted into regulation in 2014 and are being enforced by animal welfare inspectors appointed under the Act.</p> <p>Biosecurity Queensland is a member of the Standards Writing Group and the Stakeholder Advisory Group for the development of the Australian Animal Welfare Standards and Guidelines for Poultry.</p>

(continued)

Table A3 (continued)

 2. Consult and engage meaningfully with stakeholders	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland undertakes both formal and informal consultation and engagement processes with animal industries and their advocacy groups, animal welfare groups and the general community on animal welfare issues. Animal welfare attracts a significant amount of ministerial correspondence annually.</p> <p>With nationally agreed animal welfare standards, Biosecurity Queensland recognises the importance of playing an active role in engaging with other state and territory governments and the federal Department of Agriculture to ensure the harmonisation of animal welfare outcomes nationally.</p> <p>It also holds regular meetings with its regulatory partner, RSPCA Queensland, to discuss animal welfare policy and enforcement issues and holds ongoing training workshops for inspectors.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland communicates with stakeholders and the general community through a number of methods including social media, web content, face-to-face workshops, teleconferences/Skype meetings, written format and one-on-one meetings.</p> <p>It utilises existing government platforms for conducting public consultation processes.</p> <p>Biosecurity Queensland also makes amendments to the Act and Regulation to ensure the legislation remains contemporary and agile to meet community and industry expectations.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>Biosecurity Queensland is represented on a range of animal welfare-related groups, for example:</p> <ul style="list-style-type: none"> • Animal Welfare Task Group • Animal Welfare Research, Development and Extension Group • poultry animal welfare standards and guidelines writing and stakeholder groups • National Health and Medical Research Council's Ban on Cosmetic Testing on Animals Committee. <p>Biosecurity Queensland is progressing the development of Queensland standards for animals used in rodeos in consultation with key stakeholders and community groups in response to community concerns regarding certain events (calf roping and chute dogging) and animal welfare considerations generally in rodeos.</p>

(continued)

Table A3 (continued)

★★★★★	
3. Provide appropriate information and support to assist compliance	
Evidence to support alignment with regulator model practices	Biosecurity Queensland assists stakeholders to comply with the Act by providing appropriate information such as policy positions and other relevant documentation including forms, templates and fact sheets on its various websites. Stakeholders can also contact relevant DAF officers via the DAF Customer Service Centre by email or telephone and through various extension activities to make enquiries. Social media and targeted educational campaigns are used to communicate messages to ensure compliance with specific aspects of the Act.
Actions taken to improve regulatory activities and practices to reflect model practices	Biosecurity Queensland regularly reviews existing information to ensure its currency, determines whether additional information is required, assesses the accessibility of this information and explores other avenues of communication such as social media and apps.
Examples to highlight alignment, or indicate where business practices could be improved	Biosecurity Queensland provides novel extension activities (such as webinars) to disseminate information to key stakeholders about significant changes to the legislation. Web-based information is provided on key compliance requirements and targeted and informative social media posts are regularly posted on topical subjects.

★★★★★	
4. Commit to continuous improvement	
Evidence to support alignment with regulator model practices	Biosecurity Queensland is committed to continually improving the way it regulates animal welfare in Queensland. It holds regular meetings with its regulatory partner, RSPCA Queensland, to discuss animal welfare policy and enforcement issues and holds ongoing training workshops for inspectors.
Actions taken to improve regulatory activities and practices to reflect model practices	In 2016, the animal welfare functions of Biosecurity Queensland were subject to review by the QAO. The ongoing development and implementation of the Biosecurity Online Resources and Information System and supporting policies and procedures has enabled Biosecurity Queensland to effectively and efficiently track and report on its animal welfare-related responsibilities under the Act.
Examples to highlight alignment, or indicate where business practices could be improved	Following the QAO report, Biosecurity Queensland implemented: <ul style="list-style-type: none"> • defined mandatory training requirements for inspectors • a structured program of training over key minimum mandatory requirements including investigative and legislative requirements • a centralised training register that captures key dates and attendance of inspectors. Biosecurity Queensland is currently reviewing and redeveloping the training package for animal welfare inspectors to ensure contemporary training and regulatory practices for inspectors appointed under the Act.

(continued)

Table A3 (continued)

 5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland is transparent and accountable in its actions by reporting regularly to the public on a range of issues, both specific and general. To ensure regulatory decisions are made in a timely manner, the Act provides for legislated time lines in which a decision must be made. Decisions made under the Act are subject to both internal and external review.</p> <p>Resources such as standard operating procedures, templates and training have been developed for use by the delegated decision-makers in Biosecurity Queensland. These include examples of the type and level of information that decision-makers should provide in their decisions and the requirements for a review.</p> <p>Indicators of regulatory performance in relation to animal welfare are published in DAF's annual report.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland and RSPCA Queensland have a 3-year activity agreement in place. The agreement sets out the financial support provided to RSPCA Queensland for its inspectorate as well as conditions under which both parties operate, including the requirement for an annual report.</p> <p>In 2017, Biosecurity Queensland established a memorandum of understanding with RSPCA Queensland and QRIC to ensure the appropriate sharing of information relating to animal welfare incidents and the referral of animal welfare matters that lie within their jurisdiction.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>All internal reviews were completed within the required time frames. Information notices (where required) were provided, outlining the decision-making process, matters taken into consideration and findings of fact.</p>

Nationally endorsed animal welfare standards

Biosecurity Queensland is committed to the development of nationally consistent standards and guidelines for livestock species.

Biosecurity Queensland provides input to the redevelopment of standards through participation in the writing and stakeholder advisory group stages.

Biosecurity Queensland also participates in the national Animal Welfare Task Group, which drives the development of the standards and reports on outcomes to the Agriculture Senior Officials Committee and to AGMIN.

DAF is committed to supporting the national process and to adopting new endorsed standards as mandatory requirements under regulation.



Case study: An area for improvement

Development of the rodeo standards

Biosecurity Queensland is progressing the development of the Queensland animal welfare standards and guidelines for animals used at rodeos, in consultation with key stakeholders and community groups.

The welfare of animals in rodeos is a contentious issue and generates significant correspondence to the Minister from the community and animal welfare advocacy groups about certain events (calf roping and chute dogging) and animal welfare considerations generally in rodeos.

Following advice from the Animal Welfare Advisory Board and the Minister, DAF established a working group (with an independent chair) to develop Queensland animal welfare standards and guidelines for animals used at rodeos.

Draft standards and guidelines have been developed and are being progressed through a stakeholder advisory group comprising rodeo industry members, animal welfare groups, the RSPCA, the Australian Veterinary Association and government officers.

Once finalised, the standards will be adopted as a compulsory requirement under the Act, providing further safeguards for the welfare of animals used at rodeos.



Table A4 Assessment of the regulator performance for animal management—cats and dogs

★★★★

1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland works with local governments to ensure cat and dog management regulatory activities are proportionate and reasonable, and address the level of risk associated with the care and use of these animals in Queensland.</p> <p>The Act minimises the unnecessary burden on regulated parties by allowing organisations that accredit dog breeders to apply to become approved entities and, if approved, exempting their members from the statewide dog breeder registration.</p> <p>The Act does not prescribe dog and cat registration fees or the number of cats or dogs that may be kept at a particular location. These are set by local governments under their local laws.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland continues to support local governments to introduce local laws that ensure animal management meets their community’s specific expectations.</p> <p>Biosecurity Queensland has developed regulatory policies outlining the areas of responsibility for local governments and Queensland Government under the Act.</p> <p>It has also developed its own compliance and enforcement guidelines. The document outlines its strategic objectives, guiding principles, roles and responsibilities and considerations for achieving compliance.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>The current Regulations are due to end in September 2019. Biosecurity Queensland is currently rewriting the Regulation. Local governments have been consulted throughout the process. This resulted in proposed changes to the Regulation aimed to achieve greater consistency for the management of regulated dogs, including more detailed specifications for regulated dog enclosures.</p> <p>Biosecurity Queensland engaged local governments and other key stakeholders during the development and implementation of the <i>Animal Management (Protecting Puppies) and Other Legislation Amendment Act 2016</i>. This has resulted in high levels of compliance with the new laws. Over 27 000 dog breeders have registered on the Queensland Dog Breeder Register since the new laws commenced on 26 May 2017.</p>

(continued)

Table A4 (continued)

 2. Consult and engage meaningfully with stakeholders	
<p>Evidence to support alignment with regulator model practices</p>	<p>Biosecurity Queensland undertakes both formal and informal consultation and engagement processes with local governments, cat and dog enthusiast groups, animal welfare groups and the general community about cat and dog management issues. Cat and dog management attracts a significant amount of ministerial correspondence annually.</p> <p>Biosecurity Queensland recognises the importance of local governments in cat and dog management. It plays an active role in engaging local governments to build networks and ensure the Act continues to meet the needs of the Queensland community. Biosecurity Queensland also attends regular meetings with local governments to discuss animal management policy and enforcement issues.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>Biosecurity Queensland communicates with stakeholders and the general community via a number of methods, including social media, web content, face-to-face workshops, teleconferences/Skype meetings, in writing and one-on-one meetings. It uses existing government platforms for conducting public consultation processes.</p> <p>Biosecurity Queensland makes amendments to the Act and Regulation to ensure the legislation remains contemporary and agile to meet community and local government expectations.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>Representatives from Biosecurity Queensland sit on a range of animal management-related groups, including the:</p> <ul style="list-style-type: none"> • South East Queensland Regional Animal Management Group • Dog Breeder Governance Group • Animal Registries Working Group. <p>Biosecurity Queensland regularly consults with key stakeholders to identify and prioritise amendments to the Act and Regulation.</p>

 3. Provide appropriate information and support to assist compliance	
<p>Evidence to support alignment with regulator model practices</p>	<p>Biosecurity Queensland assists stakeholders with compliance with the Act by providing appropriate information, including policy positions and other relevant documentation (such as forms, templates and fact sheets) on its various websites.</p> <p>Local government officers and other stakeholders can also contact relevant DAF officers via the DAF Customer Service Centre by email or telephone and through various extension activities to make enquiries.</p> <p>Social media and targeted educational campaigns are used to communicate specific messages to ensure compliance with specific aspects of the Act.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>Biosecurity Queensland regularly reviews existing information to ensure its currency, determines whether additional information is required, assesses the accessibility of this information and explores other avenues of communication such as social media and apps.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>Web-based information is provided on key compliance requirements. Targeted and informative social media posts are regularly posted on varied and topical subjects.</p> <p>Biosecurity Queensland also provides local government officers and PPID (microchip) registries with the opportunity for one-on-one discussions to help address specific issues that arise during enforcement of the Act and in achieving compliance with the Act and Regulation.</p>

(continued)

Table A4 (continued)

★★★★	
4. Commit to continuous improvement	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland is committed to continually improving cat and dog management in Queensland.</p> <p>Biosecurity Queensland holds regular meetings with local governments and other key stakeholders to discuss cat and dog management issues. It encourages local governments to provide written submissions for legislative amendments that aim to achieve greater efficiencies for cat and dog management in Queensland.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>In 2016, Biosecurity Queensland ensured that the Queensland Dog Breeder Register enabled dog breeders to register and renew their registration online, but also allowed for manual registrations and renewals for people without internet access.</p> <p>Biosecurity Queensland continues to monitor the performance of the register and consult with stakeholders about its efficiency through the Dog Breeder Governance Group and South East Queensland Regional Animal Management Group.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>The Queensland Dog Breeder Register portal allows dog breeders to register and manage their registration details online. It has been extremely successful, with over 90% of the registered 27 000-plus dog breeders doing so through the portal, without DAF's direct involvement.</p> <p>Biosecurity Queensland is committed to continually improving the register.</p>

★★★★	
5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland is transparent and accountable in its actions by reporting regularly to the public on a range of issues, both specific and general.</p> <p>To ensure regulatory decisions are made in a timely manner, the Act provides for legislated time lines in which a decision must be made. Decisions made under the Act are subject to both internal and external review.</p> <p>Biosecurity Queensland has assisted local governments in their responsibilities by providing resources such as standard operating procedures and templates. Biosecurity Queensland has input into training packages for local governments.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland ensures transparency and accountability in all its actions under the Act and Regulation. This is achieved through the development of standard operating procedures and policies for compliance.</p> <p>Biosecurity Queensland ensures local governments receive concerns about dog breeders that are entered in the Queensland Dog Breeder Register through direct referral to enhance efficiencies in regulatory action.</p> <p>Biosecurity Queensland assists local governments in being responsible for ensuring transparency and accountability in all their actions under the Act and Regulation by providing assistance in interpretation of the Act and Regulations.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>Concerns regarding dog breeders that are entered in the Queensland Dog Breeder Register are automatically referred to the relevant local government for consideration. The register maintains a record of when the concern was received and by whom.</p>

Case study: An area of success

Queensland Dog Breeder Register

Biosecurity Queensland developed the Queensland Dog Breeder Register as a tool to implement amendments to the Act that were introduced by the *Animal Management (Protecting Puppies) and Other Legislation Amendment Act 2016*.

The register allows dog breeders to register and manage their details online without DAF input. It is supported by manual registration for people without internet access. However, the vast majority (more than 90%) of breeders choose to register and renew online.

The register issues a breeder identification number (BIN) to the breeder when they register. The BIN must be used when advertising or supplying a dog to another person.

The register enables prospective dog owners to confirm the BIN for the dog and contact the person who bred it. This provides a level of assurance for a potential owner to be able to ask questions about the dog or pup, its parentage and how it was bred.

The register also allows members of the public to enter concerns about a dog or dog breeder. Concerns regarding breaches to the Act are automatically referred to the relevant local government for consideration. Animal welfare concerns about a dog breeder are automatically referred to either the RSPCA or DAF for action.

The register has empowered the community to ensure that dogs are bred responsibly and dog breeders who are doing the wrong thing are identified to allow regulatory action to be taken in a timely manner.



Case study: An area for improvement

Approved entity under the Act

The amendments to the Act that were introduced by the *Animal Management (Protecting Puppies) and Other Legislation Amendment Act 2016* provide for an organisation that accredits dog breeders and meets other requirements to be prescribed as an approved entity under the Regulation. Accredited members of an approved entity are exempt from the statewide breeder registration.

The intent of the approved entity provision was to reduce the regulatory burden on dog breeders who are accredited by organisations with large numbers of breeders or are permitted or licensed as dog breeders under a local law.

Biosecurity Queensland did not anticipate organisations with few breeders (less than 10) applying to become approved entities to gain 'recognition' of their 'breed' similar to that of pedigree dogs.

DAF must consider the resource requirements to maintain the approved entity in proportion with the benefit to the organisation's members.

DAF is currently undertaking a cost-benefit analysis for approved entities. This will help to ensure DAF achieves the correct balance for resources required and regulatory burden when assessing approved entity applications.



Table A5 Assessment of the regulator performance for brands

★★★★★	
1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden	
Evidence to support alignment with regulator model practices	<p>The legislation provides a statutory basis for livestock owners to permanently identify their livestock as their property. However, the legislation takes a proportionate approach by mandating owners to brand cattle over 100 kg and pigs over 30 kg only, and only if they are offered for sale. The branding of horses, sheep, goats, llamas, alpacas and camels is also voluntary.</p> <p>The legislation provides a basis for owners to identify their stock and protect their livestock from theft, rather than impose unnecessary restrictions or burden on them.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	
Examples to highlight alignment, or indicate where business practices could be improved	
★★★★★	
2. Consult and engage meaningfully with stakeholders	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland has consulted with the key stakeholders on the efficacy and efficiency of the legislation. The legislation has been in place since 1915. Industry has advised that it continues to provide owners with a meaningful methodology for identifying their stock and reducing theft. Industry has also indicated that the brands they currently have sometimes date back over 100 years and they provide family legacies as well as a trademark for the family products.</p> <p>Biosecurity Queensland has also consulted with the Queensland Police Service to clarify that they refer to brands as a method for building a case for stock theft.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	
Examples to highlight alignment, or indicate where business practices could be improved	

(continued)

Table A5 (continued)



3. Provide appropriate information and support to assist compliance

Evidence to support alignment with regulator model practices	<p>DAF's website provides clear information about who needs a brand, how to apply for a brand, the position on the animals where branding should be applied, how to insert earmarks and the penalties associated with non-compliance.</p> <p>In recognition that purchased cattle are often cross-branded incorrectly, leaving the purchaser open to prosecution or having no legal claim to the purchased stock, DAF's website explains how to cross-brand correctly.</p> <p>Consistent advice is provided to manufacturers and suppliers of branding irons and earmarking pliers to ensure they produce the relevant tools to correct specifications.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	
Examples to highlight alignment, or indicate where business practices could be improved	



4. Commit to continuous improvement

Evidence to support alignment with regulator model practices	<p>An experienced and dedicated team in Biosecurity Queensland receives and processes up to 1500 brands applications annually. This includes brands for cattle, horse, sheep and pig earmarks and also applications where clients can transfer the ownership of a brand to another person.</p> <p>Performance of the application processing team is monitored and, where necessary, improved business processes are implemented to provide the best possible service to the client.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>A person wishing to register a brand can search on DAF's iBrands database to determine whether the brand they want to register is already registered. The iBrands database has been enhanced to make it more user-friendly for customers.</p> <p>Improvements have also been made to the current Animal Identification System database to make it more compatible with Windows 10 (DAF's new operating system).</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>Further adjustments will be made to the iBrands database to improve data transfer between the Animal Identification System and iBrands.</p>



5. Be transparent and accountable in actions

Evidence to support alignment with regulator model practices	<p>DAF's iBrands database allows clients to access current brands before deciding on the brand they want to register. DAF's website shows the period of time it is currently taking to process a brands application. Staff work closely with applicants to ensure they are fully informed about the brands they want to register, including feasibility of registration.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Clients were informed via DAF's website that the processing time for a brand application was up to 100 working days. DAF acknowledged that 100 days was unacceptable and, through concentrated efforts and new processes, significantly reduced the backlog and decreased the number of processing days to less than 50.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>DAF will continue to monitor the application processing time and ensure it is maintained at acceptable levels.</p>

Biosecurity

Nature of regulation

Biosecurity Queensland (DAF) leads Queensland Government's efforts to prevent, respond to and recover from pests and diseases threatening agricultural prosperity, the environment, social amenity and human health. This is achieved by maintaining market access, dealing with pests and diseases and reducing the risk of contamination from agricultural chemicals.

Biosecurity Queensland operates in a diverse environment comprised of many different industries and enterprises in the primary and secondary production sectors. The key piece of legislation administered by Biosecurity Queensland is the *Biosecurity Act 2014*.

Entities regulated

The Act imposes obligations on everyone to take all reasonable and practical measures to deal with biosecurity risks. Biosecurity Queensland deals with this requirement through appropriate communication, education, surveillance, compliance and enforcement commensurate to the level of risk posed by the issue.

While the Act applies to everyone, stakeholders who are most likely to be regulated are farmers, industries associated with farming of livestock and plant produce, and rural landowners. However, people who enter farms, rural properties and places where farm animals are kept are also regulated. Further, there are specific obligations on people who deal with prohibited matter, restricted matter or biosecurity matter identified under the Act. The communication with stakeholders and government actions taken relating to these matters are proportionate to the risks posed by the matters.

Other obligations and offences under the Act include animal tracing requirements, restrictions on feeding animals and reporting notifiable incidents such as cattle with certain clinical signs or high numbers of livestock deaths.

The legislation applies to businesses of all sizes and to the community in general.

Legislation

- *Biosecurity Act 2014*
 - Provides a framework for an effective biosecurity system for Queensland that helps to minimise biosecurity risks.
 - Facilitates response to biosecurity events in a timely and effective way and ensures the safety and quality of animal feed, fertilisers and other agricultural inputs.
 - Ensures biosecurity matters align with national and international obligations and requirements for accessing markets for animal and plant produce.
- Biosecurity Regulation 2016
 - Operationalises the Act, particularly around methods to meet a person's general biosecurity obligation.

Table A6 Assessment of the regulator performance for biosecurity



1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

<p>Evidence to support alignment with regulator model practices</p>	<p>Biosecurity Queensland ensures its regulatory approach both minimises the burden on regulated entities and is commensurate to risk. The commencement of the <i>Biosecurity Act 2014</i> in 2016 has helped Biosecurity Queensland align its activities to the supporting principles of proportionate and informed regulatory approach and reduction of burden.</p> <p>The Act streamlines eight previous Acts and consolidates the requirements for issues across plant and animal biosecurity and invasive species. The most stringent requirements are applied to biosecurity emergencies, given the impact that a high-risk biosecurity matter can cause to the economy, social amenity and the environment. Matters of moderate to high risk have clear obligations and restrictions applied to them, while those of low to medium risk are dealt with through other proportionate measures.</p> <p>This risk-based nature of the Act and the general biosecurity obligation underpinning the legislation mean that no particular group of stakeholders is unnecessarily burdened. Everyone has an obligation to appropriately deal with biosecurity risks they know or ought to know about. The Act, Regulation and codes of practice provide ways in which a person must meet their obligation for specific risks.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practice</p>	<p>The Biosecurity Regulation 2016 was rapidly amended in April 2019 following an increase in unauthorised access to animal production and processing facilities. This amendment clarified that anyone entering a property with a designated animal on it must follow the requirements outlined in the property’s biosecurity management plan to meet their general biosecurity obligation.</p> <p>Penalty infringement notices (on-the-spot fines) were introduced for a range of offences under the Act and Regulation. This reduces the regulatory burden on government and stakeholders by reducing the resourcing of court time and costs.</p> <p>Provisions for third-party accreditation schemes exist under the Act. Since 2008, Biosecurity Queensland has worked with Nursery and Garden Industry Australia to assist in the development of the industry’s own biosecurity accreditation scheme, BioSecure HACCP, for interstate market access. In September 2018, BioSecure HACCP became the first approved third-party biosecurity accreditation scheme under the Act and is expected to prompt the development of other industry-led schemes. Third-party accreditation reduces the burden on biosecurity officers in dealing with government-managed accreditations and allows greater flexibility and reduced costs to those accredited.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>In its third year of operation (2018–19), the Act was reviewed to assess its efficiency and efficacy. The review indicated that the Act is performing well. However, some improvements are needed moving forward:</p> <ul style="list-style-type: none"> • Further clarify requirements under biosecurity emergency provisions. • Move some Act provisions into the Regulation to provide greater flexibility. • Improve stakeholder communications on the general biosecurity obligation, particularly focusing on the needs of certain stakeholder groups. • Improve the authorised officer training, particularly risk-based decision-making methodology and risk assessment practice.

(continued)

Table A6 (continued)

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2. Consult and engage meaningfully with stakeholders	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland regularly undertakes consultation with stakeholders to ensure legislative and policy decision-making best reflects the needs and expectations of regulated entities. Formal consultation mechanisms are put in place for legislative matters (i.e. creation or amendment). For other issues, including discussion of particular matters, Biosecurity Queensland leads or provides membership to a multitude of committees for a range of activities in biosecurity, animal and plant health, agvet chemical management and management of invasive species. Biosecurity Queensland also employs or supports three industry liaison officers who communicate and coordinate a range of activities with plant and animal biosecurity industries and local governments.</p> <p>Biosecurity Queensland has cooperative and collaborative relationships with industry, community and other government agency groups. This is reflected in the range of shared activities including cost-sharing of biosecurity responses, collaborative initiatives, and research and development projects to boost biosecurity capability and preparedness. For example, a project is currently being delivered by Biosecurity Queensland and the state's sea ports to boost marine pest preparedness in Queensland. Similarly, collaborative research into optimising pest detection and understanding pest spread is furthering biosecurity outcomes.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland has consulted with the key stakeholders (industry groups and local governments) to seek feedback on a review of the Act in its third year of operation (2018–19).</p> <p>Biosecurity Queensland consults with key biosecurity partners at annual Biosecurity Partners forums. The forums provide a platform for biosecurity partners to collaborate on the development of action plans under the <i>Queensland biosecurity strategy: our next five years 2018–2023</i> and importantly help to further partnerships between government, industry, universities and other key groups in the biosecurity system.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>The new Biosecurity Queensland Ministerial Advisory Council (BQMAC), with membership comprising leaders in the biosecurity system and industry, will enhance a partnership role and provide leadership, development, implementation and monitoring of action plans under the <i>Queensland biosecurity strategy: our next five years 2018–2023</i>. The BQMAC will be appointed in the second half of 2019.</p>

(continued)

Table A6 (continued)



3. Provide appropriate information and support to assist compliance

<p>Evidence to support alignment with regulator model practices</p>	<p>Biosecurity Queensland provides significant documentation on the DAF website to clarify the rules, requirements and obligations under the Act.</p> <p>DAF is committed to ensuring that all Queenslanders have fair access to programs and services regardless of cultural, language and religious backgrounds, and physical ability. A range of materials in a variety of languages have been produced to ensure biosecurity rules and regulations can be understood by all. DAF also has a language services policy and process for engaging accredited interpreters.</p> <p>Contestability and flexibility for the private sector has been fostered through compliance agreements and industry accreditation schemes, which leverage industry knowledge about best practice risk management for its particular circumstances. Compliance agreements enable a person to self-manage risks associated with their business activities.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>The most cost-beneficial method of communicating to the general public is through social media. In 2018–19, Biosecurity Queensland increased the number of Facebook followers to approximately 57 000. Also, targeted social media campaigns are ongoing to share biosecurity news, helpful information and activities led by Biosecurity Queensland and its collaborators (see case study on page 168).</p> <p>In September 2018, BioSecure HACCP (owned and operated by Nursery and Garden Industry Australia) became the first approved third-party biosecurity accreditation scheme under the Act. This shows that industry is supporting self-compliance and recognising its key role in shared biosecurity.</p> <p>Biosecurity Queensland consistently ensures timely decision-making and notification of decisions made within statutory time frames for permits, licences and other applications made by regulated entities.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>Biosecurity Queensland will continue to increase the number of Facebook followers through digital targeting on a range of biosecurity matters, including how individuals can meet their general biosecurity obligation under the Act. The goal is over 100 000 followers by 2020.</p> <p>A third-party auditing system will reduce the burden on government and provide an alternative option for industry for auditing services.</p>

(continued)

Table A6 (continued)

 4. Commit to continuous improvement	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland is continually improving the way it regulates. The Act's review in 2018–19 highlighted a range of matters for improvement, including training, communications and administration.</p> <p>Commitment to continual improvement of the state's biosecurity system is also demonstrated through a collaborative governance approach under the biosecurity strategy.</p> <p>In 2014, a review of biosecurity capability was undertaken for the entire system (including internally). Biosecurity Queensland is incorporating the learnings from that review and continues to implement recommendations through a variety of capability projects to enhance internal and external capability and preparedness. Further, hosting of the strategy and action planning at annual partner forums facilitates collaboration, discussion and shared decision-making for prioritisation of improvements to stakeholder experience and the reduction of burden.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Biosecurity Queensland recognised the need to update its training material for authorised officers. As a result, instead of having specific training for each piece of legislation, high-level foundational training materials will be developed covering all biosecurity legislation. This will provide greater clarity for authorised officers, and in particular for new recruits.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>A significant package of 10 training modules was developed as part of the Act implementation program 3 years ago. However, review of the Act in 2018–19 identified the need to update the training package to address issues relating to understanding of the general biosecurity obligation and risk-based decision-making.</p>

 5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	<p>Biosecurity Queensland is transparent in its actions by reporting regularly to the public on a range of issues, both specific and more general.</p> <p>Biosecurity maps published by the Director-General define the areas of biosecurity zones identified under the Act. Similarly, the creation and updating of biosecurity programs is communicated to the public by notification within statutory time frames.</p> <p>Decisions made under the Act are subject to both internal and external review. Templates and training have been developed for use by all decision-makers in Biosecurity Queensland. These include examples of the type and level of information that decision-makers should provide in their decisions and what is needed for a review. All internal reviews were completed within the required time frames. Indicators of regulatory performance by Biosecurity Queensland are communicated annually to the public.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>A system for the issuance of biosecurity penalty infringement notices (on-the-spot fines) was implemented in 2018–19. Information on this system was published on the DAF website to assist stakeholder awareness of the new enforcement tool.</p>
Examples to highlight alignment, or indicate where business practices could be improved	

Case study: An area of success

Registered biosecurity entity system for notification of biosecurity emergencies



In early 2019, Biosecurity Queensland delivered the new, online Biosecurity Entity Registration Portal to manage the registration and renewal of biosecurity entities who keep livestock, bees, horses and poultry. More than 26 000 animal owners and beekeepers were registered as at 30 June 2019.

Over 5000 Queensland beekeepers were notified when varroa mites (on Asian honeybees) were detected at the Port of Townsville in May 2019. This was the first notification to be sent to registered biosecurity entities using the portal to inform them of a biosecurity threat and to encourage monitoring of their hives. Varroa mite is a significant threat to the bee industry and early detection is essential to make containment of the mite possible.

The portal was again used to notify cattle owners of a cattle tick infestation in the tick-free zone. The system allowed Biosecurity Queensland to rapidly identify owners of properties at risk, inform them of the potential risk and advise them on how to manage the risk.

The portal makes it easier for entities to register and update their details and in turn helps Biosecurity Queensland communicate directly with them and act quickly in a biosecurity response.

Case study: An area for improvement

Better e-engagement through digital targeting



In an age where social media is becoming the key communication platform, Biosecurity Queensland has been working to transform its social media presence and sentiment to ensure effective engagement, education and awareness. Content design and delivery have been tailored to suit certain interest groups and geographic areas across a range of issues, allowing targeted material to reach relevant stakeholders.

Campaigns in 2018–19 included miconia, white spot disease, fire ants, electric ants, citrus canker, brown marmorated stink bug, registered biosecurity entities and Panama disease tropical race 4.

The successful application of digital targeting is reflected in the strong continual increase in followers of Biosecurity Queensland's social media channels, particularly Facebook. The Facebook following has almost tripled since the campaign commenced in January 2018, with almost 60 000 followers at 30 June 2019.

Biosecurity Queensland is continuing to invest in digital targeting with the goal to reach 100 000 followers by 2020. With increased influence through this engagement, Biosecurity Queensland can build other capacities within the community, including passive surveillance and increased uptake of preparedness activities.

Fisheries management

Nature of regulation

DAF administers the *Fisheries Act 1994*, which governs the use of Queensland's fisheries resources and protection of fisheries habitats, and sets out the department's responsibilities for the ecologically sustainable development of the state's fisheries.

Fisheries Queensland leads the development of the policy framework within DAF that supports the operation of the Act to protect and conserve fisheries resources, while maintaining profitable commercial and enjoyable recreational fishing sectors.

Entities regulated

The Act specifically provides for the:

- management of commercial, charter, recreational and Indigenous fishing
- management of aquaculture
- management and protection of fish habitats
- management of a shark control program.

Queensland's compliance is implemented and enforced by QBFP, an organisational unit within Fisheries Queensland.

Legislation

Access to Queensland's fisheries is managed through the Act and the Fisheries Regulation 2008, the Fisheries Declaration 2019 and the Fisheries Quota Declaration 2019.

Table A7 Assessment of the regulator performance for fisheries management

★★★★★

1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

<p>Evidence to support alignment with regulator model practices</p>	<p>Fisheries Queensland plans compliance activities to ensure resources are used effectively and efficiently. Resources are allocated to strategies that focus on addressing the highest compliance risks. QBFP ensures a high level of compliance with Queensland’s fishing rules and regulations.</p> <p>QBFP adopts a number of strategies for detecting and monitoring non-compliance:</p> <ul style="list-style-type: none"> • intelligence and information gathering through audit and field surveillance • patrols and inspections • partnering with agencies such as the Great Barrier Reef Marine Park Authority to enforce Queensland fisheries legislation and marine park legislation. <p>Fisheries Queensland ensures that the degree and type of compliance action taken to address an alleged offence is commensurate with the nature and severity of the non-compliance and represents value for money.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>The <i>Queensland sustainable fisheries strategy 2017–2027</i> identified a range of actions to strengthen the department’s fisheries compliance efforts.</p> <p>The Act was amended in early 2019 to provide the legislative foundations needed to reform Queensland’s fisheries in line with the strategy.</p> <p>The amendments included provisions that deliver stronger compliance powers and penalties for serious offences such as seafood black-marketing and failing to comply with vessel-tracking requirements.</p> <p>These amendments bring Queensland in line with other fisheries jurisdictions and the <i>Australian fisheries national compliance strategy 2016–2020</i>. The amendments do not provide powers beyond those granted to inspectors under other Queensland legislation.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>Combatting the illegal trade of seafood in Queensland is supported by changes to penalties that can be imposed under the Act. The changes provide sentencing options rather than just fines to deter repeat offenders, including making an order for anything reasonably necessary to prevent a person committing further offences against the Act.</p> <p>The Act amendments have provided powers that allow fisheries inspectors to enter commercial premises and vehicles without a warrant to investigate serious offences. This has led to the detection of black-marketing activities that would not have been possible without the new powers.</p>

(continued)

Table A7 (continued)

 2. Consult and engage meaningfully with stakeholders	
Evidence to support alignment with regulator model practices	<p>Improved stakeholder engagement is a key reform area of the strategy. The Fisheries (Sustainable Fisheries Strategy) Amendment Bill 2018 was introduced to Parliament in September 2018. Public feedback on the discussion paper regarding the proposed changes to the Act was considered in drafting the Bill.</p> <p>In January 2019, Queensland Government released a directions paper outlining reforms for the trawl, crab and east coast inshore fisheries. The directions paper also intended to provide certainty regarding reforms that will be implemented through proposed amendments to the Fisheries Regulation 2008 before the end of 2019. A final discussion paper on proposed amendments to the Regulation was released in June 2019 for public consultation, along with a supporting impact statement paper.</p> <p>Fisheries Queensland fosters cross-jurisdictional partnerships with other agencies (e.g. the Queensland Police Service, Maritime Safety Queensland and federal and state marine park services) to facilitate a strong and cost-effective approach to compliance.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>A new engagement process was previously established to oversee the implementation of the strategy. This process included the establishment of the Sustainable Fisheries Expert Panel to provide independent advice to the Minister and Fisheries Queensland on best practice fisheries management, and the establishment of fishery working groups to develop harvest strategies.</p> <p>Extensive consultation has been undertaken in the last 2 years regarding amendments to the Regulation to operationalise the reforms articulated in the strategy. Feedback on proposed amendments have been considered by the relevant working groups and the Sustainable Fisheries Expert Panel. This has resulted in a number of changes, which were incorporated into the final discussion paper on proposed amendments to fisheries regulations, released in June 2019.</p> <p>Summaries of consultation outcomes relating to fisheries reforms under the strategy and associated proposed regulatory amendments are available on the DAF website.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>Consultation undertaken in recent years has consistently identified the need for ongoing and transparent stakeholder engagement not only with the fishing sectors but also with the general community.</p> <p>Amendments to the Act in early 2019 now specifically provide that the main purpose of the Act is to be achieved, so far as is practicable, in consultation with all fishing sectors and the community using a transparent and responsive approach for the management of access to fisheries resources.</p>

(continued)

Table A7 (continued)



3. Provide appropriate information and support to assist compliance

<p>Evidence to support alignment with regulator model practices</p>	<p>Fisheries Queensland provides a range of information and educational materials to inform fishers on rules relating to:</p> <ul style="list-style-type: none"> • size and possession limits • apparatus restrictions • closed waters • other requirements and obligations under the Act. <p>These materials are provided through a suite of delivery channels including:</p> <ul style="list-style-type: none"> • direct advice to clients • formal and informal presentations to community and industry groups and fisheries-related retail businesses • written communications such as media releases and responses, fishing forums and industry publications • the DAF website • social media channels of Fisheries Queensland, industry and partner agencies • the Queensland Recreational Fishing App • the DAF Customer Service Centre.
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>Fisheries Queensland’s social media channels provide an opportunity to educate the community about fishing rules and engage on fisheries management issues. In 2018–19, Fisheries Queensland’s social media channels (including Facebook, Twitter and YouTube) received a 14% increase in subscribers from the previous financial year.</p> <p>The annual <i>Queensland recreational boating and fishing guide</i>, which provides information on size and possession limits and fishing rules, is published on the DAF website. Hard copies are made available through QBFP, Maritime Safety Queensland, bait and tackle stores and other organisations.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>Fisheries Queensland operates the 24-hour, toll-free Fishwatch hotline (1800 017 116). This allows the community to assist in identifying suspected illegal fishing activity.</p> <p>The Fishwatch hotline was hugely successful in 2018–19, with over 1425 calls received related to illegal fishing. Also, a Fishwatch online form is available on the Fisheries Queensland Facebook page for the community to report suspected illegal fishing.</p>

(continued)

Table A7 (continued)

 4. Commit to continuous improvement	
Evidence to support alignment with regulator model practices	<p>The Fisheries (Sustainable Fisheries Strategy) Amendment Bill 2018, introduced to Parliament in September 2018, sought to modernise the fisheries legislation in line with the strategy, including by reducing complexity and removing redundant provisions.</p> <p>The government released a discussion paper on proposed amendments to fisheries regulations in June 2019. The proposed amendments focus on:</p> <ul style="list-style-type: none"> • implementing the fisheries reforms, which is essential for long-term sustainability and profitability • urgent sustainability actions, such as taking the pressure off snapper and pearl perch • standardising fishing rules and supporting compliance • reducing red tape and removing unnecessary restrictions.
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Developments in technology over recent years have seen industry and fisheries management use innovative ways of doing business and undertaking compliance activities. Certain provisions in the Act required modernisation to allow processes to be implemented in line with technological development.</p> <p>Amendments to the Act in early 2019 included provisions for:</p> <ul style="list-style-type: none"> • providing notices through electronic communication • allowing fisheries inspectors to seize electronic documents • allowing fisheries inspectors to use body-worn cameras to record images and sounds while performing their duties.
Examples to highlight alignment, or indicate where business practices could be improved	<p>The current compliance system within QBFP is outdated and will be upgraded to enable QBFP officers to do their jobs more efficiently and effectively.</p> <p>An upgraded recreational fishing app and a new commercial fishing app will be rolled out to deliver simpler and easier access to ebusiness transactions and fishing rules, and to allow fishers to submit data electronically to the department.</p>
 5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	<p>Fisheries Queensland ensures that decisions made under the Act (including reasons for the decisions) are communicated to the affected persons within the time frames prescribed in the Act.</p> <p>Fisheries Queensland produces quarterly compliance reports to track its monitoring and enforcement activities.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>Amendments to the Act in early 2019 included making provisions relating to review and appeal of decisions consistent with other contemporary Queensland legislation.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>The Act previously did not provide any internal review processes for decisions made under the Act. The only review option available to a person affected by a decision was through an external review by the Queensland Civil and Administrative Tribunal (QCAT). The Act now requires that any decision review process must start with an internal review undertaken by the chief executive. The scope of decisions that were reviewable by QCAT has also been clarified.</p> <p>The amendments also clarified the decision-making process for the management of Queensland's fisheries between the Minister and the chief executive.</p>

Fisheries Act amendments delivering better outcomes

Consultation undertaken on fisheries issues in recent years often highlighted the need for more action to address serious offences, such as seafood black-marketing.

The Fisheries Act amendments in early 2019 provided stronger powers for fisheries inspectors to enter commercial premises and vehicles to investigate serious offences. Subsequently, fisheries inspectors undertaking compliance activities have detected a number of black-marketing activities that would have otherwise not been investigated.



Case study: An area for improvement

Modernising Fisheries Queensland systems

Modernising the systems in Fisheries Queensland will provide better data capture and data integration, and also make it easier for stakeholders to find and use fisheries data.

The current compliance system within QBFP is outdated and will be upgraded to enable QBFP officers to do their jobs more efficiently and effectively.

An upgraded recreational fishing app and a new commercial fishing app will also be rolled out to deliver simpler and easier access to ebusiness transactions and fishing rules. The apps will also allow fishers to submit data electronically to the department.



Forestry management

Nature of regulation

DAF manages, under the *Forestry Act 1959*, the commercial sale of state-owned native forest resources and quarry material from state forests, timber reserves, leasehold lands, reserves, public roads and certain freehold lands where the state owns the forest products or quarry material.

Entities regulated

DAF authorises the removal and sale of state-owned timber resources to timber processors under a combination of long- and short-term sales permits. Under DAF's supervision, permit holders organise the harvest and extraction of log timber using their own appropriately skilled and accredited employees or contractors.

State-owned quarry resources (e.g. rocks, sand and gravel) are sold to a range of parties including commercial quarry operators, local governments and mining companies. This material is predominantly used for infrastructure development and maintenance purposes, such as for road and rail, to support mining-related activities, disaster recovery works and other infrastructure investment.

DAF administers the 99-year plantation licence to HQPlantations Pty Ltd, which authorises plantation forestry operations in the designated licence area.

Legislation

The *Forestry Act 1959* provides a framework to manage native forest timber production and quarry material sales in state forests, timber reserves, leasehold lands, reserves, public roads and certain freehold lands where material ownership interests have been reserved to the state.

The Queensland Parks and Wildlife Service and partnerships within DES are responsible for the custodial management of state forests under the Act.

Table A8 Assessment of the regulator performance for forestry management



1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

<p>Evidence to support alignment with regulator model practices</p>	<p>DAF ensures its regulatory activity is proportionate to risk and minimises unnecessary burden through a regular monitoring, auditing and evaluation process. This routinely enables DAF to review internal operations and permit-holder activities against established sound practice indicators. Risks identified through this process inform engagement, compliance and regulatory enforcement actions proportionate to risk level.</p> <p>The Act empowers DAF to sell state-owned forest products located on a range of land tenures over which multiple interests may exist. To reduce unnecessary burden, the Act exempts certain classes of regulated entities from the requirement to obtain a sales permit to deal with forest products, where authority is provided under another Act, such as the <i>Mineral Resources Act 1989</i> and the <i>Water Act 2000</i>.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>DAF is progressing several proposed amendments to the Act that will reduce regulatory burden associated with managing the plantation licence area. One of these is enabling the plantation licensee to more effectively deal with vehicles that have been abandoned within the plantation licence area, which is a significant social, environmental and operations management issue requiring a timely response.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>DAF has identified an opportunity to expand the exemption from the requirement to obtain a sales permit under the Act to deal with quarry material where authority is provided under the <i>Coastal Protection and Management Act 1995</i>. DAF is working with the administering department to identify opportunities to facilitate this change.</p>



2. Consult and engage meaningfully with stakeholders

<p>Evidence to support alignment with regulator model practices</p>	<p>DAF regularly consults with prospective and existing permit holders in accordance with known standard procedures to make decisions that are timely, reasonable, ethical, lawful and in accordance with natural justice.</p> <p>DAF and DES have established interagency forest management and operations oversight groups, as well as a fire integration group. These groups meet regularly to promote effective joint management of state forests, and consider and develop operational policy for management of forestry-related activities.</p> <p>DAF and the plantation licensee have established regular compliance and operational group meetings to promote open discussion about the plantation licence. This assists DAF to clearly understand plantation operations and work collaboratively to oversee the plantation licence.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>During 2018–19, DAF and DES established a project-specific oversight and consultation committee with other non-government parties to collaborate on the transition of several former plantation forests to protected area estate. This collaborative approach enabled DAF to authorise harvesting of specified areas to provide suitable timber to industry while supporting DES to achieve conservation outcomes.</p> <p>DAF established a project-specific communication strategy relating to the Jimna and Waaje fire towers in response to ongoing community interest, including use of a dedicated email address and stakeholder list, and regular project updates.</p>
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>DAF has recently had regular communication with several commercial quarry operators requesting assistance to overcome perceived barriers to access, including compliance with other legislative requirements such as the Australian Government's <i>Native Title Act 1993</i>. DAF has identified a need to develop additional internal guidance material to support advice and decisions made by staff in relation to quarrying activities.</p> <p>DAF anticipates a formal consultation and engagement process to support development and implementation of a policy on the future of native forestry in Queensland, pending government approval.</p>

Table A8 (continued)

★★★★	
3. Provide appropriate information and support to assist compliance	
Evidence to support alignment with regulator model practices	<p>DAF provides clear guidance to stakeholders and the general community through DAF's website, and through contributions to Queensland Government's Business Queensland website. The information provided includes advice on how timber and quarry products are managed, requirements for accessing and selling products, and answers to a range of frequently asked questions.</p> <p>DAF provides regular and timely feedback to permit holders relating to findings from monitoring, auditing and evaluation processes. Issues or concerns are assigned a standard time frame for resolution and are tracked for timely resolution.</p> <p>Opportunities to purchase state-owned timber and quarry materials are published on the DAF website from time to time. Parties who wish to access state-owned timber or quarry materials are directed to local DAF officers, who are best situated to advise and meet the specific needs of that person.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>During 2018–19, DAF updated all public-facing forestry-related web pages to ensure accuracy, currency and relevance of information available to stakeholders.</p> <p>DAF provides semi-regular communications (such as the <i>Queensland Forest and Timber Industry Bulletin</i>) to provide topical advice to stakeholders. While primarily focused on industry development matters, the bulletin has previously included proactive compliance-related messaging.</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>DAF regularly responds to a range of product-specific questions from members of the public and has identified an opportunity to expand upon existing public-facing frequently asked questions and advice on the DAF website.</p>

(continued)

Table A8 (continued)



4. Commit to continuous improvement

<p>Evidence to support alignment with regulator model practices</p>	<p>DAF's forest management system has been implemented to ensure state-owned forests are managed to a high standard. The forest management system is independently audited and certified as compliant with the requirements of the <i>Australian standard: sustainable forest management (AS4708:2013)</i>, which is internationally recognised through the Programme for the Endorsement of Forest Certification.</p> <p>Certification includes significant stakeholder consultation and ensures that our regulatory practices promote the sustainability of state forests. Independent audits also identify potential risks and enable DAF to improve practices while considering stakeholder and community priorities.</p> <p>Certification enables DAF's timber processing customers to maintain chain-of-custody certification if they wish to do so. This provides a clear benefit to customers by enabling them to label and promote the environmental integrity of their timber products.</p> <p>DAF employees are supported to perform duties effectively in accordance with comprehensive guidance materials.</p>
<p>Actions taken to improve regulatory activities and practices to reflect model practices</p>	<p>As a result of the most recent audits of DAF's forest management system, DAF:</p> <ul style="list-style-type: none"> • is developing a comprehensive approach to addressing WHS responsibilities and improving overall safety on sale areas with multiple stakeholders • has audited sale compliance of a permittee to identify strategies to improve compliance • has trained staff to ensure consistency with regard to regulating requirements of the <i>Code of practice for native forest timber production on the QPWS forest estate 2014</i>.
<p>Examples to highlight alignment, or indicate where business practices could be improved</p>	<p>The audit identified a number of positive strengths, including the following:</p> <ul style="list-style-type: none"> • DAF's continuous improvement audits showed a high level of capability to identify and manage concerns internally. • Forest operations consistently complied with the code of practice. • DAF staff demonstrated a high level of technical knowledge and capability, which supported effective implementation of the management system. <p>Key opportunities for improvement included updating Forestry's business plan to reflect the risks and opportunities related to the economic, social, environmental and cultural criteria of AS4708.</p> <p>DAF is currently consulting with DES regarding the potential to establish joint Forestry Act training for DAF and DES officers and other relevant stakeholders, including the plantation licensee and the Queensland Police Service.</p>

(continued)

Table A8 (continued)

 5. Be transparent and accountable in actions	
Evidence to support alignment with regulator model practices	<p>DAF publishes a number of resources to promote transparency and accountability in its regulation of state-owned resources, including:</p> <ul style="list-style-type: none"> • a code of conduct for DAF staff managing the sale of state-owned forest products and quarry material • advice about the decision-making process for all timber and quarry material sales • annual reporting about DAF's commercial performance • annual reporting about the quantities of native forest timber products and quarry materials removed under the Act. <p>DAF implements an open-market tender process to transparently allocate state-owned resources in circumstances where there is a demonstrated high demand for the resource.</p> <p>DAF administers sales permits in line with consistent procedures to ensure state-owned resources are allocated in a transparent and timely manner. However, DAF makes a range of decisions that attract commercial confidentiality and cannot be released to the general public, such as the negotiated value payable and other contractual terms and conditions.</p> <p>The plantation licence is publicly available through the Queensland Titles Registry. Through an annual reporting process, DAF also ensures the plantation licensee makes publicly available a range of operational and regulatory information as required by the licence.</p>
Actions taken to improve regulatory activities and practices to reflect model practices	<p>DAF's forest management policy statement commits to systematic management that delivers on environmental, social and economic objectives.</p> <p>DAF has published a summary forest management plan on its website that details DAF's policy commitments, goals, objectives and responsibilities</p>
Examples to highlight alignment, or indicate where business practices could be improved	<p>DAF's forest management policy statement commits to systematic management that delivers on environmental, social and economic objectives.</p> <p>DAF publishes summaries of independent audit reports against AS4708.</p>

Values-based forest management framework

In late 2017, a recertification audit of DAF's forest management system identified that DAF did not have a process to monitor custodial forest management activities on state forests and timber reserves for compliance to the requirements of AS4708.

To address this minor non-conformity, DAF worked with DES to document their forest management systems and is working collaboratively to develop and apply a values-based park management framework to state forests and timber reserves.



Case study: An area for improvement

Better decisions through improved information management

DAF is currently implementing the largest business improvement project since the Forest Products business unit was formed in 2006. The RANGER project will see the introduction of a new customer relationship management system that will transform the way DAF captures, manages and stores sales permit information.

DAF employees will be able to access and input up-to-date and geolocated customer information through RANGER from any location across the state to undertake a range of regulatory activities, including monitoring and compliance actions. This is expected to improve accuracy, responsiveness and transparency in management of state-owned resources and customer engagement.



Appendix 2

Online reporting

To support accountability and transparency across government, a number of reporting requirements are now released online through the Open Data portal in lieu of inclusion in the annual report.

Table A9 Annual reporting requirements available through Queensland Government's Open Data portal

Reporting requirement	Available series
Consultancies	2012–13 to 2018–19
Overseas travel	2012–13 to 2018–19
<i>Queensland language services policy</i>	2014–15 to 2018–19
Government entities*	2014–15

* Government entities/bodies from 2015–16 on are published on daf.qld.gov.au.

Appendix 3

Related entities

The entities in Table A10, together with the department, form the ministerial portfolio for the Minister for Agricultural Industry Development and Fisheries.

The entity in Table A11 is administered for the Minister for Local Government, Minister for Racing and Minister for Multicultural Affairs.

Table A10 Related entities

Name	Type of entity	Functions	Legislation under which the entity was established	Annual reporting arrangement
Darling Downs – Moreton Rabbit Board	Statutory body	Take reasonable steps to ensure the board's operational area is kept free from rabbits	<i>Biosecurity Act 2014</i>	Annual report tabled in Parliament
Queensland Agricultural Training Colleges	Statutory body	Provide high-quality agricultural and rural vocational education and training	<i>Queensland Agricultural Training Colleges Act 2005</i>	Annual report tabled in Parliament
Queensland Rural and Industry Development Authority	Statutory body	Administer approved financial assistance schemes	<i>Rural and Regional Adjustment Act 1994</i>	Annual report tabled in Parliament
Safe Food Production Queensland	Statutory body	Regulate the production and processing of food products	<i>Food Production (Safety) Act 2000</i>	Annual report tabled in Parliament
Veterinary Surgeons Board of Queensland	Statutory authority	Registration of veterinary surgeons, provisions in response to misconduct, and the control of veterinary science practice	<i>Veterinary Surgeons Act 1936</i>	The transactions of the entity are included in the department's financial statements

Table A11 Additional entity administered

Name	Type of entity	Functions	Legislation under which the entity was established	Annual reporting arrangement
Queensland Racing Integrity Commission	Statutory body	Oversees the integrity and welfare standards of racing animals and participants in Queensland	<i>Racing Integrity Act 2016</i>	Annual report tabled in Parliament

Appendix 4

Performance statements

Table A12 Performance statements (2018–19)

	Notes	2018–19 target/estimate	2018–19 actual
Service area: Agriculture			
Service: Strategic policy and planning			
Service standards			
<i>Effectiveness measure</i>			
Proportion of stakeholders who have a high level of satisfaction with agriculture policy and planning, consultation and engagement processes	1	70%	85%
<i>Efficiency measure</i>			
Average cost per hour to conduct regulatory policy and reform activities	2	\$75	\$76
Service: Rural economic development			
Service standards			
<i>Effectiveness measure</i>			
Percentage of primary producers in Reef catchments who adopt improved management practices after participation in DAF extension programs	3	40%	72%
<i>Efficiency measures</i>			
Average cost of regional agricultural advocacy activities	4	\$780	\$591
Investment in the management of the Drought Relief Assistance Scheme program as a proportion of the total claims paid under the scheme	5	10%	6.74%
Service: Agri-Science Queensland			
Service standards			
<i>Effectiveness measures</i>			
Assessed impact of completed agricultural research, development and extension projects and/or programs (benefit–cost ratio)	6	>3.5	5.41
Level of funding partner satisfaction that research outcomes contribute to industry productivity growth	7	90%	85%
<i>Efficiency measure</i>			
Percentage return on research, development and extension investment through royalty returns	8	3.5%	5.9%

(continued)

Table A12 (continued)

	Notes	2018–19 target/estimate	2018–19 actual
Service area: Biosecurity Queensland			
Service standards			
<i>Effectiveness measures</i>			
Proportion of significant biosecurity responses that deliver the planned outcomes to safeguard economic loss	9	>80%	100%
Level of satisfaction with biosecurity partnership performance	10	>3.0	3.06
<i>Efficiency measures</i>			
Cost of significant biosecurity responses per agricultural production unit	11	≥1:450	1:696
Cost of core biosecurity services per agricultural production unit	12	≥1:250	1:288
Service area: Fisheries and Forestry			
Service: Fisheries			
Service standards			
<i>Effectiveness measures</i>			
Percentage of key Queensland fish stocks assessed that are considered to have no sustainability concerns	13	85%	85%
Percentage of units inspected that are compliant with fisheries laws		90%	89%
<i>Efficiency measures</i>			
Average cost of inspections	14	\$520	\$544
Average number of inspections per FTE	15	250	220
Service: Forestry			
Service standards			
<i>Effectiveness measure</i>			
Percentage of findings from the previous third-party audit confirmed as satisfactorily addressed in order to maintain certification to the <i>Australian standard: sustainable forest management (AS4708:2013)</i>	16	100%	100%
<i>Efficiency measure</i>			
Average expense necessary to authorise the removal of a cubic metre of forest product:	17		
(a) native forest timber (expenses/m ³)		\$36.00	\$37.11
(b) quarry material (expenses/m ³)		\$0.66	\$0.65

Notes:

1. This measure covers a range of dimensions of stakeholder satisfaction including quality, satisfaction with the tools and methods of engagement and the level of opportunity to contribute to policy direction, which determine overall stakeholder satisfaction. Both quantitative and qualitative responses are sought. The variance between the 2018–19 target/estimate and the 2018–19 actual is due to an increase in the number of survey respondents who reported being 'very satisfied' with their interaction with relevant DAF staff and the quality of the information received.
2. The cost for this efficiency measure is based on employee expenses for staff responsible for regulatory policy and reform.

(continued)

Table A12 Notes (continued)

3. This measure reports on the adoption of improved practices which have a positive impact on resource condition and production during the surveyed period. Many landholders will have scope for several incremental practice improvements before they can realistically be described as having attained 'best practice', and these are the landholders that are the key target group for extension support. The variance between the 2018–19 target/estimate and the 2018–19 actual is because the annual target was set with an expectation that difficult seasonal conditions would impede on-farm changes. Explicit 'high-return' extension involving 1:1 personal interactions resulted in higher adoption rates of improved management practices.
4. The cost for this efficiency measure is based on the total number of and operational costs for delivering eligible activities. The variance between the 2018–19 target/estimate and the 2018–19 actual is due to activities being less complex and shorter than anticipated, which resulted in a lower cost per activity.
5. Methodology for this standard is cost of claims paid to eligible producers divided by administration costs. Administration costs include salary, information technology (IT) and phone costs of temporary staff and percentage of salary and IT costs of permanent staff based on time spent processing claims. Also included are audit costs and Information and Technology Partners maintenance of the Drought and Disaster Assistance Management System database. In 2018–19, deteriorating seasonal conditions led to high application rates and high value of individual claims, reducing administration cost as a proportion of subsidies provided.
6. This measure provides an estimate of benefits for the industry and the broader community associated with efficient food and fibre production generated by the use of DAF's agriscientific research outputs relative to the cost of the overall investment. Annually a sample of completed projects will be independently assessed using the methodology outlined in the Council of Rural Research and Development Corporations' *Impact assessment guidelines* and the results aggregated to report on this measure. The variance between the 2018–19 target/estimate and the 2018–19 actual has occurred as the target was set based on experience of research-related benefit–cost ratios within and external to DAF, and the 2016–17 impact assessments. Each year six new RD&E project/programs are chosen at random, which means the target from year to year varies.
7. This measure of funding partner satisfaction covers a range of dimensions that consider both the quality, relevance and timeliness of processes used by Agri-Science Queensland (ASQ) and the outcomes delivered by individual projects. Both quantitative and qualitative feedback is sought to gauge overall satisfaction and improve the service.
8. The Queensland Government investment in research and development (R&D) through ASQ is calculated annually. The percentage relates to the royalty and licensing income earned by ASQ as a direct result of the government's investment in agricultural R&D. This excludes partnership payments to the university sector and Sugar Research Australia where intellectual property is not allocated to DAF, as well as research facility transition costs. The variance between the 2018–19 target/estimate and the 2018–19 actual is due to increased market share of DAF-bred strawberry, mango and mandarin varieties and increased royalties relating to the Rhinogard vaccine for bovine respiratory disease.
9. This is a new measure that provides an assessment of the initial effectiveness of biosecurity decision-making and responses. Significant biosecurity responses include national cost share, other responses agreed to by other parties including industry and other government agencies that have a cost–benefit analysis undertaken as part of the funding approval process. A response to a biosecurity incident is considered to have met the expected rate of return if the goals of the response plan have been achieved within the specified terms and period. Where a further agreement and terms are agreed, this is reported as a new response. The target/estimate recognises the potential for renegotiation of deliverables against funding level agreements. The 80% target/estimate for 2018–19 is a minimum expectation; however, DAF consistently strives for 100%.
10. This measure assesses the effectiveness of the intended partnership arrangements. Five key dimensions of satisfaction are measured including mutual trust, clarity of purpose, collaboration, role clarity, and empowerment of responsibility as well as overall satisfaction with the partnership arrangements.
11. This measure is calculated and expressed as a ratio of the 5-year average of the gross value of production (GVP) over the expenditure of the significant incident responses delivered in a given year. The GVP is the value of primary industry commodities produced to the farm gate. 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. The 2018–19 result is a factor of the average GVP for agriculture between the years 2012–13 and 2016–17 slightly increasing from the previous year and Queensland's proportionate contribution to significant biosecurity responses in accordance with deed agreements being lower than previous years.
12. This measure is calculated and expressed as a ratio of the 5-year average of the GVP over the base-funded expenditure for core biosecurity services. Core biosecurity services include animal and plant biosecurity, invasive plants and animals, policy and corporate support services. A ratio is used to demonstrate the link between the value of the industry/sector safeguarded/protected and the investment in biosecurity services.
13. Under the nationally consistent system for stock status assessment, an assessment of all Queensland species of importance is completed over 24 months. A different group of species/stocks will be assessed each year as well as a reassessment of any stocks of concern.
14. Cost of inspection is determined by the number of inspections undertaken by authorised officers of the QBFP and the annual cost (operating expense to deliver the service) of the QBFP. The QBFP conducts both fisheries inspections for DAF and boating safety inspections on behalf of other agencies such as the Department of Transport and Main Roads. In 2018–19 the average cost of inspections was impacted by the protected industrial action taken by some QBFP officers early in 2018–19.
15. In 2018–19, the average number of inspections was impacted by the protected industrial action taken by some QBFP officers early in 2018–19. The 2018–19 actual is lower than the 2018–19 target/estimate due to the move to an intelligence-based compliance program resulting in officers dedicating more time to intelligence gathering and more complex investigations rather than on-water inspections.
16. Certification to the Australian standard is voluntary, and pursued as a value-adding credential for Forest Products. This certification enables purchasers of state-owned forest products to promote and label their products as sourced from responsibly managed forests. This chain-of-custody process helps DAF customers to access increasingly discerning markets requiring legally sourced and environmentally credentialed timber products. It also provides the Queensland community with confidence that designated forest areas have been determined to meet high standards of sustainable management through independent review. The department endeavours to satisfactorily address all significant audit findings within a 12-month period to ensure relevant customers can continue to label their products as sustainably produced.
17. This measure assesses the cost for Forest Products to facilitate authorising and subsequent administration of the sales permits, including labour, supply and services, depreciation and miscellaneous expenses. It does not include forest or quarry operational costs, which are the responsibility of the permit holder. The volume of material removed is recorded by measure or load dockets and electronic data transfers submitted by sales permit holders.

Appendix 5

Administered legislation

The public business of the State of Queensland is divided among its ministers. Each ministerial portfolio carries particular responsibilities, including the administration of relevant legislation. As at 30 June 2019, DAF administered the following legislation for the Minister for Agricultural Industry Development and Fisheries.

Table A13 Legislation administered by DAF (2018–19)

Legislation	Notes
<i>Agricultural and Veterinary Chemicals (Queensland) Act 1994</i>	
<i>Agricultural Chemicals Distribution Control Act 1966</i>	
<i>Animal Care and Protection Act 2001</i>	
<i>Animal Management (Cats and Dogs) Act 2008</i>	
<i>Biological Control Act 1987</i>	
<i>Biosecurity Act 2014</i>	
<i>Brands Act 1915</i>	
<i>Chemical Usage (Agricultural and Veterinary) Control Act 1988</i>	
<i>Drugs Misuse Act 1986 (part 5B)</i>	
<i>Exhibited Animals Act 2015</i>	
<i>Farm Business Debt Mediation Act 2017</i>	
<i>Fisheries Act 1994</i>	Except for fish habitat areas, which are administered with the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts
<i>Food Production (Safety) Act 2000</i>	
<i>Forestry Act 1959</i>	Jointly administered with the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts
<i>Nature Conservation Act 1992</i>	To the extent that it is relevant to demonstrated and exhibited native animals; jointly administered by the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts
<i>Queensland Agricultural Training Colleges Act 2005</i>	
<i>Racing Integrity Act 2016</i>	Administered on behalf of the Minister for Local Government, Minister for Racing and Minister for Multicultural Affairs
<i>Regional Planning Interests Act 2014 (part 4, division 2)</i>	
<i>Rural and Regional Adjustment Act 1994</i>	
<i>Sugar Industry Act 1999</i>	
<i>Torres Strait Fisheries Act 1984</i>	
<i>Veterinary Surgeons Act 1936</i>	

Appendix 6

Compliance checklist

Table A14 Compliance checklist (2018–19)

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant minister/s 	ARRs—section 7	1
Accessibility	<ul style="list-style-type: none"> Table of contents 	ARRs—section 9.1	i–ii
	<ul style="list-style-type: none"> Glossary 		191
	<ul style="list-style-type: none"> Public availability 	ARRs—section 9.2	Inside front cover
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government language services policy</i> ARRs—section 9.3	Inside front cover
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs—section 9.4	Inside front cover
	<ul style="list-style-type: none"> Information licensing 	<i>Queensland Government enterprise architecture—information licensing</i> ARRs—section 9.5	Inside front cover
General information	<ul style="list-style-type: none"> Introductory information 	ARRs—section 10.1	2–5
	<ul style="list-style-type: none"> Machinery-of-government changes 	ARRs—sections 10.2, 31 and 32	Not applicable
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs—section 10.2	6, 14
	<ul style="list-style-type: none"> Operating environment 	ARRs—section 10.3	11–13
Non-financial performance	<ul style="list-style-type: none"> Government’s objectives for the community 	ARRs—section 11.1	7, 14
	<ul style="list-style-type: none"> Other whole-of-government plans/specific initiatives 	ARRs—section 11.2	Cross-government commitments
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs—section 11.3	18–61
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs—section 11.4	183–185
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs—section 12.1	80–85
Governance—management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs—section 13.1	8
	<ul style="list-style-type: none"> Executive management 	ARRs—section 13.2	9–10
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs—section 13.3	182
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs—section 13.4	68–69
	<ul style="list-style-type: none"> Queensland public service values 	ARRs—section 13.5	68

(continued)

Table A14 (continued)

Summary of requirement		Basis for requirement	Annual report reference
Governance—risk management and accountability	• Risk management	ARRs—section 14.1	72
	• Audit committee	ARRs—section 14.2	66–67
	• Internal audit	ARRs—section 14.3	69–70
	• External scrutiny	ARRs—section 14.4	70–72
	• Information systems and recordkeeping	ARRs—section 14.5	73–74
Governance—human resources	• Strategic workforce planning and performance	ARRs—section 15.1	75–79
	• Early retirement, redundancy and retrenchment	<i>Directive no.04/18: early retirement, redundancy and retrenchment</i> ARRs—section 15.2	75
Open Data	• Statement advising publication of information	ARRs—section 16	181
	• Consultancies	ARRs—section 33.1	data.qld.gov.au
	• Overseas travel	ARRs—section 33.2	data.qld.gov.au
	• <i>Queensland language services policy</i>	ARRs—section 33.3	data.qld.gov.au
Financial statements	• Certification of financial statements	FAA—section 62 FPMS 2009—sections 42, 43 and 50 ARRs—section 17.1	140
	• Independent auditor's report	FAA—section 62 FPMS 2009 (financial statements) and 2019—section 50 (review of complete annual report) ARRs—section 17.2	141–144

ARRs—Annual report requirements for Queensland Government agencies

FAA—Financial Accountability Act 2009

FPMS—Financial and Performance Management Standard 2009 (effective up to and including 31 August 2019)

FPMS—Financial and Performance Management Standard 2019 (commenced 1 September 2019)

Acronyms and abbreviations

ABS	Australian Bureau of Statistics
ADA	aquaculture development area
AgMAC	Agricultural Ministerial Advisory Council
AGMIN	Agricultural Ministers' Forum
agvet chemicals	agricultural chemicals and veterinary medicines
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
ASQ	Agri-Science Queensland
BFVG	Bundaberg Fruit and Vegetable Growers
BIN	breeder identification number
BMP	best management practice
BQMAC	Biosecurity Queensland Ministerial Advisory Council
CGIAR	Consultative Group on International Agricultural Research
COAG	Council of Australian Governments
CRC	Cooperative Research Centres
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAF	Department of Agriculture and Fisheries
DES	Department of Environment and Science
DITID	Department of Innovation, Tourism Industry Development and the Commonwealth Games
DNRME	Department of Natural Resources, Mines and Energy
DRAS	Drought Relief Assistance Scheme
FAA	<i>Financial Accountability Act 2009</i>
FPMS	Financial and Performance Management Standard 2009; Financial and Performance Management Standard 2019
FTE	full-time equivalent
GST	goods and services tax
GVP	gross value of production
HACCP	hazard analysis and critical control point
ICT	information and communication technology
ISMS	Information Security Management System
ITP	Information and Technology Partners
KPI	key performance indicator
NAIDOC	National Aborigines and [Torres Strait] Islanders Day Observance Committee
PMO	project management office

(continued)

Acronyms and abbreviations (continued)

PPID	prescribed permanent identification device
QAAFI	Queensland Alliance for Agriculture and Food Innovation
QAO	Queensland Audit Office
QATC	Queensland Agricultural Training Colleges
QBFP	Queensland Boating and Fisheries Patrol
QCAT	Queensland Civil and Administrative Tribunal
QRIC	Queensland Racing Integrity Commission
QRIDA	Queensland Rural and Industry Development Authority
RANGER project	Resources, Authorities, Notations, Geospatial, Entities and Reporting project
R&D	research and development
RD&E	research, development and extension
Reef 2050 Plan	<i>Reef 2050 long-term sustainability plan</i>
RNA	Royal National Agricultural and Industrial Association of Queensland
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAFS	status of Australian fish stocks
SCC	DAF State Coordination Centre
SIPS	Stocked Impoundment Permit Scheme
STEM	science, technology, engineering and mathematics
UQ	The University of Queensland
WHS	workplace health and safety

Glossary

Administrative Arrangements Order	a document that specifies the subject matter and legislation dealt with by particular government departments
anthrax	a malignant infectious disease affecting cattle, sheep and other animals (and rarely humans) caused by <i>Bacillus anthracis</i>
aquaculture	the rearing of aquatic animals or cultivation of aquatic plants for food
Asian green mussel	a large mussel (species name <i>Perna viridis</i>) that is a prohibited marine animal under the <i>Biosecurity Act 2014</i> ; it accumulates toxins and heavy metals that can cause poisoning if eaten and fouls surfaces such as vessel hulls, industrial intake pipes and wharves
browsing ants	small, slender, shiny black ants originating from the drier climates of southern Europe and the Mediterranean (species name <i>Lepisiota frauenfeldi</i>), whose single colony can support many queens, making them able to form super colonies, which can seriously impact surrounding native flora and fauna
cabomba	a popular, rapidly growing aquarium plant that when released into natural waterways can dominate native vegetation and obstruct creeks, wetlands, lakes and dams, interfering with swimming, boating and fishing as well as creating a habitat for disease carriers like mosquitoes
category B assistance	assistance available to primary producers, including concessional loans and freight subsidies
category C assistance	assistance available to primary producers for severe impact events only (with approval from the Prime Minister), including community recovery packages and clean-up and recovery grants
category D assistance	exceptional circumstances assistance (with approval from the Prime Minister) beyond categories A to C; this assistance is generally considered once the impact of the disaster has been assessed and specific recovery gaps have been identified
chain-of-custody program	an inventory control system that tracks log timber from its origin in certified forest and through its processing and manufacturing in the supply chain, providing assurance to the consumer that the timber product is from a responsibly managed source
electric ants	tiny golden-brown ants (species name <i>Wasmannia punctata</i>) that congregate under rocks, leaf litter etc. and can give sharp stings that can cause prolonged pain, itchiness, pustules and even blindness in small animals
forest product	any material derived from a forest for commercial use (e.g. log timber, other timber, seed, foliage, wildflowers)
fruit flies	small flies that lay their eggs in developing fruit, causing serious damage to and restricting market access for a wide range of fruit and vegetable crops; some species are present in Australia (e.g. Queensland fruit fly) and some are exotic to the country (e.g. oriental fruit fly)
giant rat's tail grass	an aggressive native African long upright grass that forms large tussocks; it can reduce pasture productivity and significantly degrade natural areas
grazing	the use of land for the production of animals that are fed on native or introduced pastures or plants
gross value of production	the value of final goods and services produced in a given period

(continued)

Glossary (continued)

mother-of-millions	a slender, erect, succulent perennial plant with pinkish-brown or greyish stems and red to orange flowers, native to Madagascar (and now a weed in Australia)
National Four Tropical Weeds Eradication Program	a program targeting six weed species that are native to tropical America and have been introduced into North Queensland—Koster’s curse (<i>Clidemia hirta</i>), limnocharis (<i>Limnocharis flava</i>), miconia (<i>Miconia calvescens</i> , <i>M. nervosa</i> , <i>M. racemosa</i>) and mikania vine (<i>Mikania micrantha</i>)
Navua sedge	a vigorous, grass-like, perennial plant native to tropical Africa (and now an invasive plant in Australia) that competes strongly with pasture and other plants for nutrients, light and moisture
open data	data in its rawest form, made available free of charge
Open Data portal	a collection of agency-owned datasets that allows the public to find, access and reuse raw data from Queensland Government
Panama disease tropical race 4	a destructive fungal disease of banana plants (of which there are four strains) that invades the vascular tissue (xylem) through the roots, causing discolouration and wilting; tropical race 4 varies from other strains in that onset is generally quicker and the disease is generally more aggressive
prickly acacia	a weed of national significance that transforms natural grasslands into thorny scrub and woodlands, interfering with the movement of stock and access to water, and can cause soil degradation by contributing to erosion
pulses	annual crops yielding 1–12 seeds of various sizes, shapes and colours within a pod (e.g. kidney beans, lentils, navy beans, dry peas); also called grain legumes
red imported fire ants	small, coppery brown ants (species name <i>Solenopsis invicta</i>) originally from South America that inflict a painful, fiery sting and could severely damage the environment, Queensland’s outdoor lifestyle and the agriculture and tourism industries
red witchweed	a parasitic weed that grows attached to the roots of a ‘host plant’ and robs it of water and nutrients, suppressing its growth; hosts includes commercially important grasses and summer cereals
tilapia	a restricted noxious fish under the <i>Biosecurity Act 2014</i> , first introduced into Australia in the 1970s as an ornamental fish and now regarded as one of the greatest threats to Australia’s native biodiversity
varroa mite	either of the two mites <i>Varroa destructor</i> or <i>V. jacobsoni</i> , which are external parasites of bees; <i>V. jacobsoni</i> was detected in Townsville in 2016 and is the focus of a nationally cost-shared eradication program
West Indian drywood termite	an introduced species of drywood termite (species name <i>Cryptotermes brevis</i>)—known to be the most destructive in the world—that has caused damage to timber structures in coastal areas and adjacent tablelands in Queensland
white spot disease	a highly contagious disease affecting prawns and other crustaceans but presenting no risk to humans

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