Contact us
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Call
13 25 23 (Queensland callers only)
(07) 3404 6999 (outside Queensland)
Monday, Tuesday, Wednesday and Friday: 8 am to 5 pm
Thursday: 9 am to 5 pm

Post
Department of Agriculture and Fisheries
GPO Box 46
BRISBANE QLD 4001
AUSTRALIA

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Letter of compliance

23 September 2022

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

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2021–2022 and financial statements for the Department of Agriculture and Fisheries.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements is provided in Appendix 3, page 106 of this annual report.

Yours sincerely

Robert Gee APM
Director-General
Department of Agriculture and Fisheries
Message from the Director-General

The Department of Agriculture and Fisheries (DAF) delivers services to ensure Queensland is a world-leading provider of high-quality, safe and sustainably produced food and fibre. We create value for Queensland by connecting industries, the community and government to grow our economy and safeguard our natural environment.

Despite the impacts of drought, extreme weather events, the COVID-19 pandemic and other disruptors, in 2021–22, the sector continued to remain resilient and the backbone of Queensland’s rural economy. Demand for Queensland products remained strong, with record high prices received for many of our key commodities, including beef.

This strong demand resulted in a gross value of production for 2021–22 of over $23 billion, which is 20 per cent higher than for the previous year and 22.6 per cent greater than the average for the past five years. In 2021–22, Queensland exported food and fibre to 135 countries, with total food and fibre exports valued at $10.78 billion, which is up 26.2 per cent from the previous year.

This outcome was achieved although input costs are rising, workforce challenges continue, and floods have had a devastating effect on parts of the sector. To address workforce challenges, DAF successfully implemented the #pickqld campaign to encourage new workers into the sector, and the Queensland Agriculture Workforce Network local solutions initiative. Almost 1900 workers received funding through the agriculture incentive program, which has helped around 500 Queensland agribusinesses to catch, harvest and pick produce for tables around the world.

To enable industry growth and to alleviate rising input costs, DAF continued to invest in research, development and extension (RD&E) efforts that promote and underpin a sustainable and resilient sector. These efforts support and encourage primary producers to adopt transformative strategies and technologies to expand and diversify their business and reduce financial exposure to risks like drought and biosecurity threats.

As part of our RD&E activities, we progressed Queensland Smart Farms, a network of farms and industry learning and research centres dedicated to advancing the agriculture and food industries through AgTech innovation. We are delivering the Gatton Smart Farm initiative and associated capital improvements at the Gatton Research Facility, and the Central Queensland Smart Cropping Centre in Emerald. These facilities work with industry, AgTech providers, producers, supply chain businesses and research collaborators to drive industry adoption of new practices and technologies.

DAF continues to make significant progress in implementing the actions in the Sustainable fisheries strategy 2017–2027. We are committed to further modernising fisheries management to improve fishing efficiency and support industry, as well as contributing to the overall objective of ensuring the sustainability of Queensland’s fisheries and fish for future generations.

In addition to the reform work, Fisheries Queensland launched the new Qld Fishing 2.0 recreational fishing app, deployed a network of fish aggregating devices, continued our stock assessment program to set sustainable catch limits and supported harvest strategy implementation. Since the implementation of the strategy in 2017, 31 stock assessments have been completed for 24 species and 35 fish stocks to inform the setting of sustainable catch limits.
We recognise the importance of the native timber industry in supporting employment and investment in regional and rural Queensland, and as such, DAF continues to deliver the Native timber action plan. The plan implements strategies to support an internationally competitive and sustainable industry, and as such, DAF initiated a Native Timber Advisory Panel, comprising a cross-section of stakeholders, including Traditional Owners, to ensure that wide-ranging perspectives are taken into account.

Biosecurity Queensland maintains a response-ready workforce as part of preparedness for emergency animal disease and other biosecurity incursions. In 2021–22, we worked to protect our state from many animal and plant pests and diseases, including (but not limited to):

- the ongoing risk of varroa mite, recently detected in the Port of Newcastle in New South Wales
- African swine fever, by continuing to work with industry to enhance early detection surveillance, biosecurity practices and response readiness
- the detection of Hendra virus in Mackay
- the increasing threat of foot-and-mouth disease and lumpy skin disease, following the detection in Indonesia.

DAF has activated a range of awareness, training and prevention measures, as well as emergency response-ready activities to strengthen emergency animal disease preparedness. We continued to deliver the National Red Imported Fire Ant (RIFA) Eradication Program to eradicate fire ants from South East Queensland. Additionally, the RIFA Taskforce was formed to support the national program, which managed 10 significant detections and contained the overall spread in South East Queensland’s agriculture, fisheries and forestry sector. This is critical to the state’s economy and forms the backbone for many rural and regional Queensland communities. As such, DAF continues to work collaboratively with all levels of government, peak industry bodies, the tertiary and research sectors, primary producers and businesses to support long-term profitability, sustainability and adaptability.

The department’s achievements have been made possible by the extraordinary efforts of our staff and their dedication to supporting a resilient and adaptable sector. This was particularly evident during COVID-19 where DAF, industry, local government, member-based organisations such as AgForce, and groups within the Queensland Farmers’ Federation worked together to address labour movement and other issues. To ensure DAF remains a collaborative, modern and agile organisation, we continue to invest in our capability and culture to drive improved performance in a rapidly changing environment.

These are just some highlights of the important work our department delivered in 2021–22. I sincerely thank our stakeholders, all staff, Minister Furner and his office for their collaboration, dedication and hard work during the year.

On behalf of the department, I am pleased to present the annual report for 2021–22, which provides a complete overview of our highlights and achievements.

Robert Gee APM
Director-General
Department of Agriculture and Fisheries
Agency role and main functions

Who we are

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

Our Strategic plan 2021–25 provided our purpose and set out our vision and objectives for the 2021–22 reporting period, as outlined below.

Our vision

Queensland is a world-leading provider of high-quality, safe and sustainably produced food and fibre.

Our purpose

We create value for Queensland by connecting industries, the community and government to grow our economy and safeguard our natural environment.

Our strategic objectives

- **Innovative and globally competitive agribusinesses** accessing improved practices, data and new technologies to enhance the productivity, profitability and sustainability of food and fibre value chains
- **Prosperous economies** providing business and employment opportunities across diversified markets and value-added products
- **A resilient sector** with secure production, and value chains that can deal with natural disasters, climate change and other emerging challenges
- **Consumer and community expectations** for ethically produced food and fibre, a sustainable natural environment and high standards of animal welfare are met
- **Capable and connected people** who are high-performing, safe, healthy, and supported to deliver services and achieve their potential within the department and the community.

Details of our performance against our strategic objectives can be found on pages 13 to 23.
Our values

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

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

Our services

DAF’s services were delivered through three service areas, with objectives as follows:

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

Details on the achievements of DAF’s three service areas, including results for each service standard for the 2021–2022 reporting period, can be found in Appendix 1.

The delivery of our services was supported by our Corporate business group, which provided core corporate services and a range of specialised services across the department. Our Corporate business group also delivered information technology services across multiple departments as part of a Business and Corporate Partnership arrangement with partnering agencies. Under the arrangement, we also received legal services from the Department of Resources and right to information and privacy services from the Department of Environment and Science (DES).
Operating environment

The sector we serve
Queensland’s agricultural industries (agriculture, fisheries, forestry and food) are the keystones of our economy, regions and communities. The 2021–22 year was marked by global economic recovery from the COVID-19 pandemic. During this time, despite the disruptions endured by our domestic markets, labour markets and supply chains, Queensland’s agriculture industry sector has remained resilient, efficient and sustainable. The gross value of production (GVP) for 2021–22 is forecast to rise to $23.66 billion, a 20.3 per cent increase on the 2020–21 value of $19.66 billion. This increase demonstrates the strength of Queensland’s economic recovery, combined with good seasonal conditions and increased demand for Queensland’s food and fibre products.

Queensland has the highest proportion of land used for agriculture (84 per cent) of any Australian state. Stretching beyond the farm gate, the agribusiness and food sector either partly or entirely supports employment of approximately 372,000, or roughly one in seven, Queenslanders.

Queensland’s agriculture sector is diverse and produces a breadth of high-quality food and fibre products. Queensland grows most of Australia’s bananas, pineapples, mangoes, mandarins and avocadoes. Furthermore, Queensland is a world leader in beef and beef product production, as it is host to major global processors. Queensland is a food-secure state, exporting 58 per cent of all agricultural output. Queensland has a strong reputation across international markets due to its reputation for high-quality, safe and nutritious products.

Outlook
Over the medium term, Queensland’s agriculture sector is likely to face several challenges, including rising input costs, changing trade relations and labour shortages. Despite these challenges, there is a unique opportunity to capitalise on the strong demand for sustainably produced, high-quality food and fibre products.

New pest and disease threats
Queensland is currently facing multiple, concurrent plant and animal pest and disease threats, both from within Australia and overseas. Foot-and-mouth disease, lumpy skin disease and African swine fever are all on our doorstep in Asia. Within Australia, we are faced with outbreaks such as varroa mite in New South Wales and banana freckle in the Northern Territory.

Rising input costs
The Russia–Ukraine war is one of many factors that is affecting Queensland primary industries. Reduced food supplies (such as wheat) from Ukraine, and disruptions to fuel, fertiliser and other markets (e.g. timber) due to sanctions imposed on Russia have implications for Queensland primary industries. While markets will adjust eventually, there is a potential adverse net impact on Australian farmers’ terms of trade.

Changing trade relations
Trade tensions and changing market conditions will nudge Queensland food and agribusiness exporters to pivot and seek out new or previously not prioritised market opportunities. Queensland is well placed to capitalise on our global reputation for high-quality agricultural produce, and can leverage this into increasing markets of interest, such as Vietnam and India.
Labour

Expected growth in agriculture will need to be managed in accordance with labour volatility. With the elimination of international and domestic border restrictions across Australia, and with reduced quarantine and isolation requirements, Queensland is well placed to accept incoming streams of labour into agriculture, especially horticulture. However, over the medium term, Queensland producers will need to consider how to adjust production decisions to adapt to long-term shifts in labour availability, such as investments in automation and mechanisation.

Productivity improvements are expected to account for most of the projected growth in agricultural production. Queensland is well positioned to take up innovative technology and continue investment in infrastructure and research and development to accelerate digitisation, new technology, improved data and workforce skilling.

These investments are critical to ensure Queensland remains a world leader in food and fibre. Finding our competitive advantage, along with understanding and servicing consumer preferences domestically and in existing and new export markets, will be key to our success and build on our 2021–2022 exports of $10.87 billion.

Table 1  Agriculture, fisheries and forestry snapshot (by GVP, 2021–22)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horticulture</td>
<td>$4.18B*</td>
</tr>
<tr>
<td>Livestock and livestock products</td>
<td>$8.69B*</td>
</tr>
<tr>
<td>Cropping</td>
<td>$4.97B*</td>
</tr>
<tr>
<td>Fisheries and forestry</td>
<td>$719.35M*</td>
</tr>
<tr>
<td>First round processing value added</td>
<td>$5.09B*</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$23.66B</strong>*</td>
</tr>
</tbody>
</table>

Our strategic opportunities and risks

In the design and delivery of its services, the department leverages and capitalises on strategic opportunities and manages strategic risks.

**Strategic opportunities**

*Strategic partnerships*—Building and strengthening collaborations across communities, industry and government will enable the department to harness the ideas, expertise and resources needed to find the solutions that will help our community to continue to prosper into the future.

*Changing markets*—Population growth, increasing incomes in populous neighbours and an increasing focus on food security are driving a rising demand for sustainable, safe and nutritious food, fibre and other agricultural products, providing the opportunity for Queensland’s food and fibre sector to grow, access new, high-value markets and provide agribusiness and employment opportunities across the value chain.

*Digital technologies and data*—Data and digital innovations will change the way government, business and customers operate, drive productivity and efficiency gains, and make it easier and cheaper to interact, transact and make better decisions.

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

**Strategic risks**

*Economic shifts*—Dramatic shifts in global demand, geopolitical influences and more complex supply chains may impact on previous certainties and require industry and government to adapt to support Queensland’s food and fibre sector in new and changing markets and to facilitate new sources of investment for the sector.

*Climate change and other disruptive and extreme events*—Climate change, including increasingly frequent extreme climatic events, as well as other external threats may stretch resources across competing priorities and challenge the capacity of the department and the sector to respond rapidly and effectively to maintain industry activity, continue labour supply or support recovery.

*Protection of ecosystems*—Competing pressures may impact on the department’s ability to ensure that essential resources that industry and communities depend on are regulated, sustainably managed and safeguarded for the future.

*Organisational agility*—Challenges in adapting to evolving conditions (such as economic shifts and health risks), renewing business models, securing partnerships and resourcing may affect the department’s ability to transform, innovate and meet service expectations across our large state.

**Government bodies (statutory bodies and other entities)**

Our work is complemented by the following bodies:

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

Details on the roles and functions of these entities can be found in Appendix 2.
# Contribution to the Queensland Government’s objectives for the community

In 2021–22, the department contributed to all nine Queensland Government objectives for the community.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguarding our health</td>
<td>We continued our efforts to deliver a regulatory environment that gives consumers and communities confidence that primary production is safe, ethical and sustainable. We also delivered policies and programs that minimise the impact of endemic pests and diseases on our environment and food chain, and that support industry to be resilient to and recover from natural disasters, biosecurity incidents and other disruptive events.</td>
</tr>
<tr>
<td>Supporting jobs</td>
<td>We helped boost agribusiness competitiveness through policy, research, innovation and workforce programs to support jobs now and in the future, diversify the sector and strengthen the Queensland economy.</td>
</tr>
<tr>
<td>Backing small business</td>
<td>We helped in growing the resilience of agribusinesses to assist them to adapt and better manage uncertainties and change such as climate, markets and biosecurity threats by providing policy settings, support, information and tools.</td>
</tr>
<tr>
<td>Making it for Queensland</td>
<td>We built agricultural technology (AgTech) and digital capability and capacity across value chains, and engaged with Queensland’s innovation system to identify, promote and support high-potential and high-value practices and technologies. We also led and enabled research and development that will deliver improved technologies, production systems, genetics and products, and provide business and employment opportunities across diversified markets and value-added products.</td>
</tr>
<tr>
<td>Building Queensland</td>
<td>We supported farm infrastructure investment and identified agriculture, fisheries and forestry priorities that support the government’s infrastructure planning and investment decisions.</td>
</tr>
<tr>
<td>Growing our regions</td>
<td>We worked with agribusinesses, organisations and rural communities to grow the value chain, exports and investment that will create jobs and lift regional prosperity.</td>
</tr>
<tr>
<td>Investing in skills</td>
<td>We supported our agribusinesses to meet their current and future workforce and skills needs through innovative programs and partnerships.</td>
</tr>
<tr>
<td>Backing our frontline services</td>
<td>We engaged with and provided quality frontline agriculture, biosecurity, fisheries and forestry services to our diverse customers and stakeholders.</td>
</tr>
<tr>
<td>Protecting the environment</td>
<td>We supported businesses to build our natural capital, maintain high levels of biosecurity and enhance ecosystem services that protect the environment, increase productivity and profitability of the sector, and secure a sustainable future for Queensland.</td>
</tr>
</tbody>
</table>
The relationship between DAF’s service areas, strategic objectives and the Queensland Government’s Objectives for the Community is shown below in Table 2.

**Table 2 Relationship between DAF’s service areas, strategic objectives and the Queensland Government’s objectives for the community**

<table>
<thead>
<tr>
<th>DAF’s service areas</th>
<th>DAF’s strategic objectives</th>
<th>Queensland Government’s objectives for the community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agriculture</strong></td>
<td>To lift the productivity of Queensland’s food and fibre businesses</td>
<td>• Safeguarding our health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Backing small business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Making it for Queensland</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Growing our regions</td>
</tr>
<tr>
<td></td>
<td>Innovative and globally competitive agribusinesses accessing improved practices, data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and new technologies to enhance the productivity, profitability and sustainability of food and fibre value chains</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Prosperous economies</strong> providing business and employment opportunities across regions,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>diversified markets, and value-added products and services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Supporting jobs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Backing small business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Growing our regions</td>
<td></td>
</tr>
<tr>
<td><strong>Biosecurity Queensland</strong></td>
<td>To mitigate the risks and impacts of animal and plant pests and diseases and weeds to the economy, the environment, social amenity and human health. This service area also upholds standards for animal welfare and agricultural chemical use</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A resilient sector with secure production, and value chains that can deal with natural disasters, climate change, biosecurity risks and other emerging challenges</td>
<td>• Supporting jobs</td>
</tr>
<tr>
<td></td>
<td>Consumer and community expectations for ethically produced food and fibre, a sustainable natural environment and high standards of animal welfare are met</td>
<td>• Building Queensland</td>
</tr>
<tr>
<td></td>
<td>• Investing in skills</td>
<td>• Protecting the environment</td>
</tr>
<tr>
<td></td>
<td>• Safeguarding our health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Protecting the environment</td>
<td></td>
</tr>
<tr>
<td><strong>Fisheries and Forestry</strong></td>
<td>To ensure sustainable and productive fisheries and the responsible allocation and use of state-owned forests and related resources</td>
<td>• Investing in skills</td>
</tr>
<tr>
<td></td>
<td>Capable and connected people who are high-performing, safe, healthy and supported to deliver services and achieve their potential within the department and the community</td>
<td>• Backing our frontline services</td>
</tr>
</tbody>
</table>
Other whole-of-government plans and initiatives

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

Reef 2050 Plan

The Reef 2050 long-term sustainability plan (Reef 2050 Plan) provides the framework to protect and manage the Great Barrier Reef (GBR), an iconic World Heritage Area. The revised Reef 2050 Plan was released in late 2021 and confirms the federal and Queensland governments’ commitment to addressing the key threats affecting the health of the GBR.

The Reef 2050 Plan is divided into five work areas and four enabler functions, with a collective total of 182 actions. DAF’s efforts in achieving these actions are directed towards reducing land-based and water-based activity impacts. We are leading the implementation of major fisheries management reforms under the Queensland sustainable fisheries strategy 2017–2027. We also conduct RD&E to introduce and facilitate adoption of best management practices by primary producers, leading to reduced pollutant loads within reef catchments.

Intergovernmental Agreement on Biosecurity

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

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

As part of this national system, Biosecurity Queensland is a signatory to the three formal agreements that outline responses to exotic pests and diseases that have potential to impact animal, plant or human health or the environment. These are the Emergency Animal Disease Response Agreement and the Emergency Plant Pest Response Deed between industry and governments, and the National Environmental Biosecurity Response Agreement between governments. The majority of cost-shared eradication responses are conducted under these agreements. IGAB2 can be found at https://www.agriculture.gov.au/biosecurity-trade/policy/partnerships/nbc/intergovernmental-agreement-on-biosecurity.

Great Barrier Reef Marine Park Authority Intergovernmental Agreement

Schedule E of the agreement recognises Australia’s international responsibilities for the GBR World Heritage Area under the World Heritage Convention, Offshore Constitutional Settlement arrangements, the intergovernmental agreement, and associated Australian and Queensland government legislative provisions. The intergovernmental agreement is currently under review by the Australian and Queensland governments.
Conservation agreement for assessment of applications under the Great Sandy regional marine aquaculture plan

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

Shared waters

Management arrangements for commercial fisheries are established under the Offshore Constitutional Settlement 1995 agreement and the resulting memorandum of understanding between the Queensland, Northern Territory and Australian governments to manage shared waters. The Queensland Fisheries Joint Authority (established in 1995) manages some northern finfish stocks within offshore waters in the Gulf of Carpentaria. The Torres Strait Protected Zone Joint Authority (established in 1984) manages all commercial fisheries in the Torres Strait Protected Zone. There are no joint authorities operating on the Queensland east coast.
Agency objectives and performance

**Objective 1: Innovative and globally competitive agribusinesses**
Accessing improved practices, data and new technologies to enhance the productivity, profitability and sustainability of food and fibre value chains.

<table>
<thead>
<tr>
<th>Key performance indicators</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth in productivity of Queensland agriculture¹</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Increase in value added to primary production by first-stage processing²</td>
<td>$4.12 billion</td>
</tr>
</tbody>
</table>

**Notes**

¹ This is a new key performance indicator (KPI) which is sourced from ABARES. The 2021–22 result is not yet available and is expected to be published in mid-2023. It is an estimate of climate adjusted Total Factor Productivity Growth, an important measure of Queensland’s broadacre agricultural performance. It shows how efficiently inputs (labour, capital, land, materials and services) are used to produce outputs (crops, wool and livestock) over time. Adjusting for climatic effects removes the transient impact of adverse seasonal conditions and provides an improved indicator of the desirable underlying causes of productivity growth.

² This is a new KPI calculated using 2021–22 AgTrends unpublished revised data, with non-revised data at www.daf.qld.gov.au/strategic-direction/datafarm/qld-agtrends. The 2021–22 figure shows an increase of 20% over the previous year.

**Performance snapshot**

- **40 000** agriculture, forestry and fishing businesses supported across Queensland in 2021–22.
- **More than 1.7 million** page views on the FutureBeef website, providing more than **1220** pages of information for northern beef producers.
- **A record 2.6 million** trays of DAF-bred Calypso mangoes harvested, worth **$93 million**.
- **8466** plant health certificates issued, **3317** inspections and **482** audits undertaken to provide market access for Queensland commodities.
- **218** live animal export certificates issued to facilitate international market access for Queensland animals.

**Performance highlights**

In 2021–22, we:

- managed an RD&E investment of **$145 million** with a portfolio of over 300 projects to deliver high-impact agricultural and food research, partnering with industry to develop and commercialise new products, and enhance adoption of innovative new practices across the sector. This included:
  - the development of a fall armyworm management strategy to assist the grains industry to grow successful crops
  - the development of the **Australian protected cropping strategy 2021–2030**
  - new National Mungbean Improvement Program breeding technologies, which have reduced time to market by two years
- a pasture dieback app, released to industry, enabling graziers to upload details of pasture dieback directly from the paddock, to combat the condition by providing information to researchers about whether the condition is spreading, reducing or static
- a new fertiliser decision support tool (SPLAT) for coastal farming systems, which has demonstrated a reduction of nitrogen fertiliser by 83 kg per hectare, saving $216 per hectare
- approval of DAF’s application to permit irradiation as a phytosanitary measure on all fresh fruits and vegetables by Food Safety Australia and New Zealand, supporting new export markets (e.g. citrus into the United States of America)
- establishment of a blacklip rock oyster nursery, with first shipment of 110,000 spat supplied to Bowen aquaculture farm

• delivered online extension support for the northern beef industry through the FutureBeef website, a collaborative project in partnership with the Northern Territory Department of Industry, Tourism and Trade, the Department of Primary Industries and Regional Development Western Australia, and Meat and Livestock Australia to support sustainable and profitable productivity gains for northern beef producers
• successfully demonstrated that the installation of fish attractors can be used to aggregate fish in impoundments and lead to greater recreational angler catch rates and satisfaction
• progressed Queensland Smart Farm initiatives to establish a network for farms and industry learning centres dedicated to advancing Australia’s agriculture and food industries through AgTech innovation. This included:
  – delivering the Gatton Smart Farm initiative and associated capital improvements at the Gatton Research Facility. The Gatton Smart Farm will incorporate AgTech and support the development of protected cropping research and development, and post-harvest and supply chain management
  – delivery of the Central Queensland Smart Cropping Centre (CQSCC) through a planned co-design process with industry for the establishment of a Research Centre of Excellence. The CQSCC focus is on cotton, grain, pulse and horticultural production systems, with a dedicated focus of working with Queensland’s AgTech ecosystem to support pathways for AgTech adoption for industry
• worked with the sugar industry to prepare a Sugarcane Industry Roadmap and Action Plan, Sugar plus – fuelling the future of food, energy and fabrication. The strategy is due for release in July 2022
• continued to deliver on Queensland Government’s Unite and Recover strategy:
  – agricultural trade relationships
    - supported e-commerce, built trading relationships with key global and emerging markets, and facilitated a virtual trade mission to Korea, Queensland’s third largest agricultural export market
  – digital transformation in agribusiness
    - developed integrated supply chains that improve traceability, biosecurity and food safety
    - commenced engagement on the development of an AgTech roadmap to map out our vision for the future of AgTech in Queensland
    - celebrated the first year of operation of the AgTech and Logistics Hub in Toowoomba, to build the agricultural sector’s capacity to adopt technology and foster innovation
    - nine projects across Queensland received funding under the Agribusiness Digital Solutions Program to assist the sector to accelerate the adoption of digital solutions
• continued to work with stakeholders and across government to develop a future-focused agribusiness and food strategy that will enable the sector to sustainably adapt to the global challenges of climate change and technological advancement
• awarded grants totalling $256,249 to 26 community organisations between April and June 2022 to help more people get involved in recreational fishing across Queensland. Federal government funding of $3,251 million was also awarded for the Fishing Infrastructure Grants program to 44 applicants to deliver projects that benefit recreational fishing, boating or camping in Queensland
• installed an additional four fish aggregating devices (FADs) off the Bundaberg and Hervey Bay coastline, bringing the total number of FADs installed to date to 48.
Objective 2: Prosperous economies

Providing business and employment opportunities across diversified markets and value-added products.

Key performance indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in gross value of production¹</td>
<td>$19.28 billion</td>
</tr>
<tr>
<td>Increase in value of Queensland’s food and fibre exports²</td>
<td>$9.76 billion</td>
</tr>
</tbody>
</table>

Notes

¹ This KPI is sourced from Queensland AgTrends data published by DAF on www.daf.qld.gov.au/strategic-direction/datafarm. The 2021–22 result is 24% above the past 5-year average. In 2021–22, there was a record growth for Queensland agriculture GVP despite challenges across supply chains, rising input costs, workforce and floods dominating the year.

² This KPI is sourced from International Merchandise Trade Data provided by the ABS. It excludes confidential items such as sugar exports. The 2021–22 result is a 26% increase over 2020–21.

Performance snapshot

- **66 700** Queenslanders directly employed in agriculture, forestry and fishing jobs.
- **372 000** Queenslanders employed across the entire food and agribusiness supply chain (more than 14 per cent of Queensland’s workforce) with a corresponding supply chain output value of around $26.73 billion.
- **11 800** tonnes estimated total production of Queensland’s aquaculture industry, worth $193.5 million in total value, a record high and up 17.4 per cent on 2019–20.
- **786** full-time staff employed by the aquaculture industry.
- **Approximately 156** direct jobs during project construction, **217** direct jobs after completion, and **278** indirect jobs to be created across rural and regional Queensland by the Round 4 Rural Economic Development Grant projects.

Performance highlights

In 2021–22, we:

- continued to deliver on the Queensland Government’s Unite and Recover strategy:
  - **agricultural seasonal labour**
    - identified Queensland agricultural seasonal workforce needs and implemented solutions that connect agribusiness with relevant and appropriate workforce solutions
    - through the Pacific Labour Scheme and Seasonal Worker Programme, assisted more than 5200 Pacific Island and Timor-Leste workers into Queensland during COVID-19 to address state-wide agricultural labour shortages, the highest number of any Australian jurisdiction
    - reviewed 482 applications for essential workers in the agriculture industry to undertake work in the agriculture sector while adhering to COVID-19 requirements
  - **sheep and goat meat processing industry**
    - delivered a blueprint and strategy that guides investment and creates regional economic opportunities for the sheep and goat meat industries. The blueprint sets the vision and the strategy outlines actions to achieve the vision
• facilitated the successful movement of grains equipment and operators across interstate borders during COVID-19 to deliver a 2.7 million tonne grain harvest ($41 billion farm gate value) when Queensland’s borders were closed

• created agricultural development opportunities in north-west Queensland by progressing the north-west cropping diversification project, establishing an experimental site on Etta Plains Station. The data captured will assist in unlocking the region’s dryland agriculture potential

• continued to actively target investment in the aquaculture sector and support proponents through the development phase and, in consultation with other agencies, developed legislative opportunities to further streamline the aquaculture development approval process. Over the last 24 months, Queensland’s aquaculture industry has continued to develop, with interstate companies, including Tassal, Ornatas and MainStream, all contributing to Queensland’s economy

• increased the total number of aquaculture development areas (ADAs) across the state to eight, covering more than 1900 hectares, with the announcement of two further ADAs in the Hinchinbrook Shire Council to promote and advance the expansion of aquaculture in Queensland, which will create more employment opportunities, especially in regional areas. ADAs help identify areas with the potential for land-based marine aquaculture development, and DAF will work with investors interested in development within an ADA.

• continued the Rural Economic Development Grants Program into Round 4, providing grants (matched with co-contribution by the applicants) for viable economic development projects that create jobs in rural and regional Queensland related to primary production. Under Round 4, 172 expressions of interest were received. Of these, grants totalling $3.007 million were awarded to 16 regional agricultural businesses across Queensland, including the Lockyer Valley, Southern Downs, Western Downs, Bundaberg, Cassowary Coast, Mareeba, Moreton Bay, Cook, South Burnett and the Tablelands. The successful projects cover a range of agricultural industries, including vegetables, tree crops, citrus, bananas, nursery production, oil processing and agricultural manufacturing

• launched the first round of Rural Agricultural Development (sheep and goats) grants, offering up to $200,000 as a co-contribution grant to support economic development in rural areas and support growth within the industry

• launched Future Fields, the first industry-led strategic plan for Queensland horticulture. Future Fields sets out the shared vision for the Queensland fresh produce sector and supply chain over the next 10 years and looks to future-proof the sector from challenges such as climate change, the COVID-19 pandemic and disruption to global supply chains

• in partnership with Food Innovation Australia Limited, launched the Queensland Food and Beverage Export Catalogue, connecting Queensland agri-food suppliers with overseas buyers

• continued to support workforce development through rural jobs initiatives, improving access to capabilities and skills across the agriculture sector

• continued supply of state-owned forest products and quarry material on a commercial and environmentally responsible basis, contributing to the prosperity of regional economies.
Objective 3: A resilient sector

With secure production, and value chains that can deal with natural disasters, climate change and other emerging challenges.

Key performance indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>1:696</td>
</tr>
<tr>
<td>--</td>
<td>1:603</td>
</tr>
<tr>
<td>--</td>
<td>1:520</td>
</tr>
<tr>
<td>--</td>
<td>1:2240</td>
</tr>
<tr>
<td>Increase in proportion of agribusinesses implementing climate-resilient management practices²</td>
<td>--</td>
</tr>
<tr>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>--</td>
<td>32%</td>
</tr>
<tr>
<td>--</td>
<td>49.5% an increase of 17.5% from 2020–21</td>
</tr>
</tbody>
</table>

Notes

¹ This indicator is calculated and expressed as a ratio of the 5-year average of the GVP over the expenditure on the significant incident. The 2021–22 actual result is based on the available GVP for 5 years from 2016–17 to 2020–21. These are the latest official figures, which show an increasing trend. The cost of managing biosecurity incidents was less than anticipated when compared to the value of production protected due to increased investment (brought forward) by Queensland in previous years.

² This is a new KPI with data sourced from Queensland AgTrends. The KPI is calculated based on the proportion of the total number of agricultural businesses accessing the Drought and Climate Adaptation Program and Farm Business Resilience program (which began in January 2022) that implemented changes.

Performance snapshot

- Dramatic improvement in drought conditions in 2021–22 – **44.9 per cent** of Queensland’s land area is drought declared, compared with 65 per cent in May 2021.
- **$5,889 million** provided for freight subsidies and emergency water rebates for 1203 claims by drought-affected producers under the Drought Relief Assistance Scheme (DRAS).
- **188** biosecurity incidents effectively responded to across animal biosecurity, plant biosecurity and invasive plants and animals.
- **7** nationally cost-shared eradication programs led by Biosecurity Queensland.
- **87 798** biosecurity entities registered with livestock, poultry or bees, ensuring up-to-date information is available in the event of an emergency disease or pest incursion.
- **Improvement in partnership metrics** under the Queensland biosecurity strategy 2018–2023 between 2019 and 2021. Scores out of 5:

<table>
<thead>
<tr>
<th>Partnership metric</th>
<th>2018</th>
<th>2019</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual trust</td>
<td>3.5</td>
<td>4.25</td>
<td>4</td>
</tr>
<tr>
<td>Purpose</td>
<td>3.1</td>
<td>3.5</td>
<td>3.9</td>
</tr>
<tr>
<td>Role clarity</td>
<td>2.8</td>
<td>3</td>
<td>3.3</td>
</tr>
<tr>
<td>Empowers responsibility</td>
<td>2.7</td>
<td>3.5</td>
<td>3.6</td>
</tr>
<tr>
<td>Collaborates</td>
<td>3</td>
<td>3.4</td>
<td>3.92</td>
</tr>
</tbody>
</table>
Performance highlights

In 2021–22, we:

• continued to deliver on the Queensland Government’s Unite and Recover strategy through agribusiness diversification:
  – built capability and explored potential diversification opportunities in agribusiness, including tourism
  – delivered the Taste Farm Life campaign encouraging domestic tourists to try established farm and food experiences
  – held state-wide agritourism workshops to support farmers to diversify and expand agritourism
  – awarded grants, in partnership with the Queensland Farmers’ Federation, to assist farmers to establish or expand agritourism
  – supplied the first ever batch of hatchery produced Queensland blacklip rock oyster spat to a Bowen oyster farm for commercial evaluation
  – successfully transitioned cobia aquaculture to a commercial partner, providing the industry with a new fish species for farming

• led the implementation of the Queensland Drought Assistance and Reform Package of up to $71.4 million over four years from 2021–22 (and $50 million in loans per year over the same period). This package included up to $44.4 million to continue to meet the government’s commitment to maintain existing drought assistance measures for the duration of the current drought. In addition, $27 million over four years was provided on new drought preparedness measures that commenced in 2021–22, including the Farm Business Resilience Program, Farm Management Grants, Drought Preparedness Grants, Drought Ready and Recovery Loans, Emergency Drought Assistance Loans and Drought Carry-on Finance Loans

• continued to support the response to the impact of fall armyworm on Queensland’s agricultural industries, including developing a management strategy to assist the grains industry grow successful crops

• developed and released a Natural Disaster Impact Survey to assess the levels of assistance required to support community recovery. The survey is complemented by an industry focused dashboard, allowing industry partners to identify key areas needing support

• completed a major revision of the 84-page Dry season management of a beef business booklet, which is the key reference for beef producers on all aspects of managing a successful beef business in dry times

• continued to prevent and mitigate financial risks to Queensland from priority animal and plant pests and diseases, and help maintain community and trading partner confidence in Queensland’s biosecurity system through African swine fever prevention and preparedness, biosecurity emergency operations, marine pest surveillance and plant diagnostics

• continued to meet Queensland’s obligations within the national biosecurity system to mitigate the risks and impacts of significant pests and diseases

• strengthened Biosecurity Queensland’s response capacity in the Torres Strait and northern Cape York through the Far Northern Biosecurity Initiative by building strong working relationships with Torres Strait and Northern Peninsula Area agencies, Traditional Owners and communities, and by transferring biosecurity technical knowledge and key activities to those agencies

• committed $1.4 million for biosecurity grants to equip local governments, industry groups and natural resources groups to prepare for and respond to biosecurity threats

• continued to deliver the 10-year plan and 3-year strategy for the National RIFA Eradication Program to eradicate red imported fire ants from South East Queensland and support the current review of the program

• continued the Panama disease Tropical Race 4 (Panama TR4) Program to facilitate transition of responsibility for management of the disease from government to the Australian Banana Growers’ Council on behalf of the banana industry

• conducted Virtual Control Centre exercises that helped to ensure that DAF is better equipped to effectively manage information in the event of a significant emergency response
• contributed $4,266,000 to Seafood Industry Australia (SIA) to deliver a commercial fisher mental wellbeing program—Stay Afloat—and to promote Queensland seafood to Queenslanders. The program focused on key commercial fishing areas and trained trusted advocates to receive mental health first aid training to support the commercial fishing industry. The program has been successful despite significant challenges from the unexpected travel restrictions imposed by COVID-19. SIA has proven to be effective in working with the industry on challenging reforms in Queensland. Stay Afloat attended meetings with Spanish mackerel fishers to provide valuable support during the current review of management arrangements. Funding will support the program for a further three years.

• provided $20,000 to Women in Seafood Australasia (WISA) to contribute towards bursaries for women who work in the Australian seafood industry to attend the Seafood Directions 2022 conference in Brisbane. WISA is a unique network dedicated to raising the profile of women in the Australasian seafood industry by supporting, promoting, encouraging and representing women in the industry. WISA is in the process of developing a mentoring program to assist and empower women with their involvement in the industry.

• provided southern Queensland stocking groups with $200,000 in grants in June 2022 to restock fish lost from impoundments through the 2022 floods.

• awarded the Freshwater Fishing and Stocking Association of Queensland Inc a $100,000 grant in June 2022 to deliver a small-scale pilot tagged fishing competition in the Central and North Queensland regional areas.

• provided a record amount of $892,000 to Queensland stocking groups in 2021–22 as part of the Stocked Impoundment Permit Scheme.

• awarded grants totalling $256,249 to 26 community organisations between April and June 2022 to help more people get involved in recreational fishing across Queensland. Federal government funding of $3.251 million was also awarded for the Fishing Infrastructure Grants Program to 44 applicants to deliver projects that benefit recreational fishing, boating or camping in Queensland.

• introduced legislation to the Queensland Parliament in February 2022 to support Queensland’s vital beekeeping industry and support critical pollination services for Queensland’s agriculture sector. In October 2021, the Queensland Government approved the preparation of legislative amendments to grant a 20-year extension to allow beekeeping to continue in national parks until 2044.

### Objective 4: Consumer and community expectations

For ethically produced food and fibre, a sustainable natural environment and high standards of animal welfare are met.

#### Key performance indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in sustainability of Queensland fish stocks¹</td>
<td>82%</td>
<td>85%</td>
<td>85%</td>
<td>94%</td>
<td>93%</td>
</tr>
<tr>
<td>Increase in proportion of primary producers in Great Barrier Reef catchments who adopt improved management practices²</td>
<td>40%</td>
<td>40%</td>
<td>75%</td>
<td>80%</td>
<td>54%</td>
</tr>
</tbody>
</table>

**Notes**

¹ As reported in the 2020 status of Australian fish stocks online report. Note the change from 94% in 2020–21 to 93% in 2021–22 is due to the East Coast Spanish Mackerel stock being reclassified as depleted. 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 and there will be a reassessment of any stocks of concern.

² This KPI is based on a survey/questionnaire of participants (primary producers) who have attended DAF extension workshops, training, trials and other extension activities, conducted at the end of the workshop or training activity, with a further follow up 12 months after the activity. The high result in 2019–20 was due to a significant degree of targeting extension support towards engaged producers, while the high result in 2020–21 is attributed to more intensive efforts that were focused on a smaller number of producers rather than broader, less targeted extension projects, resulting in increased adoption rates.
Performance snapshot

- 188 audits or investigations completed to ensure the safe use of chemicals in food production and reduce contaminant risks.
- 12 new licences issued, 8 licences renewed and 9 licences amended under the Drugs Misuse Act 1986 for the commercial production of industrial cannabis (hemp) in Queensland.
- 1835 new licences issued and 3564 licences renewed under the Agricultural Chemicals Distribution Control Act 1966 to ensure the safe distribution of agricultural chemicals.
- 88 per cent of all inspections conducted under the Fisheries Act 1994 were compliant with relevant fisheries regulations.
- 34 court prosecutions finalised for offences against the Fisheries Act 1994, resulting in total fines in excess of $236 000.
- 8 unauthorised activity investigations closed—4 related to unauthorised interference with timber and 4 related to unauthorised interference with quarry material.
- More than 2300 quarry pits authorised under the Forestry Act 1959 and more than 1500 sales permits currently administered for the sale of state-owned native timber, quarry material and other miscellaneous forest products.

Performance highlights

In 2021–22, we:

- released the Queensland Low Emissions Agriculture Roadmap for public consultation. The roadmap is a strategic plan to assist Queensland's agriculture sector to transition towards lower emissions production.
- continued to capitalise on new and existing research and development opportunities, including those that improve reef water quality as well as productivity under the Queensland Reef Water Quality Program.
- launched a new Farming in the Great Barrier Reef catchments web portal to assist agribusinesses operating in the GBR to function in a way that protects the quality of the water entering reef catchments and maximises agribusiness outcomes.
- reviewed the Animal Care and Protection Act 2001 to improve the safeguarding of animal welfare in Queensland and worked with the RSPCA to improve prevention of animal cruelty.
- continued to collaborate with the Queensland Racing Integrity Commission and Racing Queensland to implement the Queensland Government’s response to recommendations from the independent inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland (the Martin Inquiry).
- replaced the expiring Agricultural Chemicals Distribution Control Regulation 1998. The new Agricultural Chemicals Distribution Control Regulation 2021 reduced unnecessary regulatory burden on stakeholders and updated requirements for obtaining and holding licences for the distribution of agricultural chemicals in line with nationally harmonised requirements approved by the Agriculture Ministers’ Forum (AGMIN).
- implemented new fees in the Drugs Misuse Regulation 1987 for the licensing and monitoring of the commercial production of industrial cannabis. The new licensing fee framework put an end to fee subsidisation by ensuring a ‘beneficiary pays’ approach is taken.
• continued the fisheries reform process as detailed in the *Queensland sustainable fisheries strategy 2017–2027*. Highlights included:
  – establishment of a Gulf of Carpentaria inshore fishery working group and three meetings conducted to consider and develop management arrangements and harvest strategies of key fish species
  – establishment of a Spanish mackerel fishery working group and release of two discussion papers for consultation that review and propose new fishery management arrangements, and a draft harvest strategy to rebuild east coast Spanish mackerel stocks
  – ongoing implementation of SharkSmart drone surveillance and trials of alternative technologies to support swimmer safety
  – work to ensure Queensland fisheries have approvals in place under the *Environment Protection and Biodiversity Conservation Act 1999* to export product
  – commencement of a voluntary electronic monitoring (e-monitoring) field trial to identify the most suitable data validation solution for priority fisheries
  – enhancements to the recreational and commercial fishing apps
  – establishment of a new Freshwater Fisheries Working Group

• commenced 13 new fishery harvest strategies and new commercial fishing reporting requirements on 1 September 2021 to help make Queensland’s key fisheries and commercial fishers more sustainable

• pursued the development of marine aquaculture development areas suitable for tidal aquaculture, such as oysters and pearl production

• established the Cape York Special Working Group to identify new economic pathways for Traditional Owners through charter fisheries and tourism operations, while ensuring sustainable fisheries are maintained in Cape York

• continued to implement the *Native timber action plan*, seeking views of the Native Timber Advisory Panel on policy options and implications for moving towards a sustainable future for the native timber industry, supported by comprehensive resource assessment

• supplied state-owned forest products and quarry material on a commercial and environmentally responsible basis, contributing to the prosperity of regional economies

• executed a collaborative agreement with Timber Queensland to deliver the Timber Industry Regulatory Capacity Building Project. The purpose of the project is to support the industry to understand current and emerging regulatory requirements to harvest state-owned timber.
Objective 5: Capable and connected people

Who are high-performing, safe, healthy and supported to deliver services and achieve their potential within the department and the community.

Key performance indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in work health and safety performance¹</td>
<td>Not available</td>
</tr>
<tr>
<td>Increase in diversity across our workforce²</td>
<td>Not available</td>
</tr>
</tbody>
</table>

Notes

¹ New KPI for 2021–22, measured by the percentage of work health and safety (WHS) events not closed out on time and overdue actions. 2021–22 is the baseline year.

² New KPI for 2021–22. The results are based on achievement against 4 MOHRI data categories (Aboriginal Peoples and Torres Strait Islander Peoples, People with Disabilities, Culturally and Linguistically Diverse, and Women in Leadership Roles). The 2021–22 results show an improvement in DAF diversity percentages across 2 categories (Aboriginal Peoples and Torres Strait Islander Peoples, and People with Disabilities). Refer to Governance—Human Resources section, page 45 for actual results across the individual diversity categories.

Performance snapshot

- 5 022 761 unique web page views.
- Digital footprint of 405 746 stakeholders, comprising e-news subscribers and followers on Facebook, Instagram, LinkedIn and Twitter.
- 549 Women in Recreational Fishing Network (WIRFN) Queensland Facebook page members since its launch on 10 June 2022.
- $553.2 million infrastructure and right-of-use assets portfolio managed by DAF, comprising 172 sites (98 DAF-owned sites and 74 leased sites).
- 85 per cent of 75 186 customer enquiries resolved at the first point of contact by the Customer Service Centre.
- 95 per cent of 1203 claims for business assistance as a result of drought or natural disaster processed within 21 days.

Performance highlights

In 2021–22, we:

- demonstrated our agility in adapting to meet the challenges created by the COVID-19 pandemic and natural disasters over the past two years. During this time, agility has taken on a deeper, more business-focused meaning, and we have responded by delivering a flexible workforce capable of servicing our stakeholders and the community.
- progressed implementation of several initiatives under the DAF Workforce strategy and action plan 2021–2025, which commits to five areas of focus: Leadership, Future Ready Skills, Talent Management, Sustainability and Productive Culture. Please refer to the Governance—Human Resources section on page 45 for details of these initiatives.
- took proactive steps towards building a healthier and safer workplace and improving health, safety and wellbeing performance outcomes in the areas of leadership, work environment, culture and work design. Please refer to the Governance—Human Resources section on page 45 for more details.
• proudly received reaccreditation as a White Ribbon Workplace by White Ribbon Australia in May 2022. The White Ribbon Workplace Accreditation Program recognises workplaces that are taking active steps to stop domestic and family violence and create safer and more respectful workplace cultures. Please refer to the Governance—Human Resources section on page 45 for more details.

• established the WIRFN to encourage women to participate in recreational fishing in response to the underrepresentation of women on DAF’s social media page. The WIRFN encourages women of all backgrounds, skills levels and ages across Queensland to participate in recreational fishing activities and engage on their own social media platform, creating a safe space to share knowledge and tips to the wider female audience.

• created the WIRFN Queensland Leadership Program, providing the opportunity for up to 10 women across Queensland to participate and learn skills to confidently return to their local community or clubs to help grow participation and build opportunities throughout Queensland. The major event for the leadership program will be attending the Australian Fishing Trade Association Trade Show, where participants will have the opportunity to engage and network with industry representatives.

• developed the DAF Procurement strategic plan 2021–2025 to drive efficiencies in the timely supply of goods and services. The plan supports and contributes to the achievement of the Queensland procurement policy (and associated targets).

• published and released DAF’s significant procurement activities (forward procurement pipeline) on the Queensland Government Q-Tender portal. This has provided new entry suppliers, including small to medium enterprises, with visibility and opportunities to do business with the department.

• developed and released the Infrastructure and assets strategy 2022–2032, which provides a framework to manage DAF’s infrastructure and asset portfolio from an agency-wide perspective. The strategy aims to ensure assets are fit-for-purpose and future-fit, and address challenges relating to asset condition, use and occupancy. The strategy is accompanied by a 10-year roadmap.

• procured a new budget management system to support the department’s financial performance management. Implementation of the new solution will occur in 2022–23.

• continued work to finalise long-term decisions on the future of assets formerly held by the Queensland Agricultural Training Colleges (QATC), including the sale of Berrigurra, non-fixed plant and equipment, and horses.

• delivered a half-life refit to four vessels, including Queensland’s flagship fisheries patrol vessel the KI Ross, using Brisbane shipyards and businesses through an investment of $1.7 million.
Priorities for 2022–23

Objective 1: Innovative and globally competitive agribusinesses

We will:

• continue to deliver on the Queensland Government’s Unite and Recover strategy
  - digital transformation in agribusiness—deliver an AgTech Roadmap to drive digital and technological transformation of Queensland’s agriculture sector

• continue to support agricultural development opportunities in the north-west and deliver practical solutions that will inform decision-making and unlock the region’s dryland agricultural potential

• establish a network of smart farms in Queensland that deliver AgTech solutions in support of the agriculture sector’s growth

• continue to deliver high-impact agricultural and food research, partnering with industry to develop and commercialise new products, and enhance adoption of innovative new practices across the sector.

Objective 2: Prosperous economies

We will:

• continue to deliver on the Queensland Government’s Unite and Recover strategy:
  - agricultural trade relationships—facilitate trade between Queensland and the rest of the world, and investment in Queensland agribusiness
  - agricultural seasonal labour—continue to enhance implementation of the Australian Government’s Pacific Australia Labour Mobility Scheme (which replaces the former Pacific Labour Scheme and Seasonal Worker Programme) to help fill agricultural employment gaps in regional areas unable to be met by the Australian workforce

• provide Round 1 funding under the Rural Agricultural Development Grants program to fund more cluster fencing and other measures that help grow the sheep industry in western and southern Queensland, and initiate a second round of funding

• provide Round 5 funding under the Regional Economic Development Grants program to fund the purchase of innovative equipment and build new infrastructure that creates jobs and expands supply chains in the regions

• pursue the development of marine Aquaculture Development Areas that would be suitable for tidal aquaculture, such as oyster and pearl production

• implement the Cape York election commitment creating new fisheries economic development opportunities

• implement legislative changes to further streamline the aquaculture development approval process

• convene meetings of the newly established Timber Industry Ministerial Roundtable as a forum for industry to work more closely with government on its future strategic direction

• continue to implement the Native timber action plan, including finalising a directions paper that considers the future of native timber harvesting in Queensland to support an internationally competitive and sustainable industry, balancing both jobs and environment

• supply state-owned forest products and quarry material on a commercial and environmentally responsible basis.
Objective 3: A resilient sector

We will:

• continue to deliver on the Queensland Government’s Unite and Recover strategy:
  – **agribusiness diversification**—continue to build capability and explore potential diversification opportunities in agribusiness, including tourism

• continue to deliver drought assistance programs and reforms to support industry to respond to natural disasters

• continue to support the response to the impact of fall armyworm threats on Queensland’s agricultural industries

• minimise the impact of biosecurity threats to the economy, the environment and human health and our way of life through biosecurity prevention, preparedness, and response and recovery measures, for example, preparedness for African swine fever and responses to Japanese encephalitis, tropical weeds, exotic fruit fly in the Torres Strait and fire ants

• continue to assist the Australian Banana Growers’ Council to develop appropriate strategies for industry management of Panama TR4 from 1 July 2023, while continuing to support growers to adopt best practice on-farm biosecurity measures

• deliver Round 7 of the Queensland Feral Pest Initiative to support the management of invasive plants and animals

• finalise the Queensland Deer Management Strategy, which will replace the *Feral deer management strategy 2013–18* and provide a clear set of strategic directions that help stakeholders understand how to respond to feral deer in the context of the *Biosecurity Act 2014*, including legislative obligations to reduce the impacts of feral deer in Queensland

• allocate funds for successful projects under the Enhancing Local Government Biosecurity Capacity project

• work with stakeholders to deliver the *Queensland invasive plants and animals strategy 2019–2024* to address the impacts of invasive plants and animals in Queensland and reduce the incidence of new exotic species entering Queensland

• continue funding to SIA to support its commercial fisher mental wellbeing program through *Stay Afloat*, and its capacity and capability building, for a further three years from July 2022. Extending the program for a further three years will establish strong grassroots engagement and results. This will enable the continuation and expansion of awareness and engagement activities in the short term, and further reduction of associated stigma and an increase in fishers seeking help in the medium term. This is a key contribution to culture change for the mental health of seaside communities

• investigate ongoing contributions to WISA for bursaries for women to attend future Seafood Directions conferences and mentoring programs. Providing ongoing support for WISA will assist in raising the profile and connecting women involved in the commercial fishing industry.

Objective 4: Consumer and community expectations

We will:

• deliver on commitments under the Reef 2050 Plan, highlighting the Queensland Government’s commitment to protecting the GBR

• deliver the Queensland Low Emissions Agriculture Roadmap

• continue the joint Fire Ant Suppression Taskforce to support suppression activities with local governments, industry and the Queensland Government. This demonstrates to the cost-share partners Queensland’s commitment to the National RIFA Eradication Program
• complete implementation of the recommendations of the Martin Inquiry by June 2023, resulting in enhanced response to animal welfare complaints, and improved welfare for the transport of horses and horses in slaughter establishments

• continue implementation of the *Queensland sustainable fisheries strategy 2017–2027* to support fisheries reform

• continue to progress reforms of Gulf of Carpentaria inshore, line and trawl fisheries

• implement regulatory reforms to east coast fisheries (including trawl, coral and Spanish mackerel) to sustain fish stocks

• continue to implement the *Queensland shark management plan 2021–2025*

• continue to support Timber Queensland’s ongoing implementation of the Timber Industry Regulatory Capacity Building Project.

**Objective 5: Capable and connected people**

We will:

• continue to implement the DAF *Workforce strategy and action plan 2021–2025*

• finalise the Agri-science Queensland (ASQ) capability assessment to ensure ASQ can continue as a world-leading provider of high-quality, safe and sustainably produced food and fibre

• continue work to finalise long-term decisions on the future of assets formerly held by the QATC

• expand capacity and capability building to prevent biosecurity incursions across Queensland’s northern border by establishing an Indigenous Project Officer in Cape York in addition to the Torres Strait position, engaging ranger groups to undertake surveillance and early detection activities, and supporting groups and local government with training in emergency response, compliance inspections and other high-priority areas of need

• continue to implement initiatives through the Biosecurity Queensland High-Performance Culture project focused on capability enhancement of leaders throughout the group, building connection with the broader purpose, accountability for performance and process improvements.
This financial overview provides a summary of DAF’s financial performance and position for controlled and administered activities, and comments on significant movements for the period 1 July 2021 to 30 June 2022.

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

This overview explains how to interpret DAF’s financial statements (including explanatory variance notes) by providing a summary (in Table 3) of the three primary financial statements:

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

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

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

<table>
<thead>
<tr>
<th>Table 3 Summary of DAF’s financial statements for the period 1 July 2021 to 30 June 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statement of comprehensive income</strong></td>
</tr>
<tr>
<td>Total income</td>
</tr>
<tr>
<td>Less: total expenses</td>
</tr>
<tr>
<td><strong>Operating result</strong></td>
</tr>
</tbody>
</table>

The total income and expenses from operations for 2021–22 were an increase of $49.5 million (or 9.5%), mainly driven by additional funding from other states for the National Cost Share arrangements for the National RIFA Eradication Program, coupled with an increase in research and development funded projects and activities. In addition, there was further funding released in 2021–22 from the funds held centrally by government for the continuation of the Drought Assistance Package and higher than expected information technology project revenue through the Business and Corporate Partnership arrangements.

The operating result for 2021–22 is a balanced budget position.
### Table 3 cont. Summary of DAF’s financial statements for the period 1 July 2021 to 30 June 2022

#### Statement of cash flows

<table>
<thead>
<tr>
<th></th>
<th>2021–22 Actual ($m)</th>
<th>2021–22 Budget ($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance of cash at 1 July 2021</td>
<td>62.0</td>
<td>39.6</td>
</tr>
<tr>
<td>Operating activities</td>
<td>40.5</td>
<td>25.3</td>
</tr>
<tr>
<td>Investing activities</td>
<td>(10.1)</td>
<td>(22.2)</td>
</tr>
<tr>
<td>Financing activities</td>
<td>(6.5)</td>
<td>(3.8)</td>
</tr>
<tr>
<td><strong>Net increase/(decrease) in cash held</strong></td>
<td><strong>23.9</strong></td>
<td><strong>(0.8)</strong></td>
</tr>
<tr>
<td><strong>Cash at 30 June 2022</strong></td>
<td><strong>85.9</strong></td>
<td><strong>38.8</strong></td>
</tr>
</tbody>
</table>

The increase in cash balances at the end of the financial year is largely attributed to unexpended appropriation funds at year end related to the appropriation payable to Queensland Treasury, which was either deferred to 2022–23 or lapsed, higher than expected funding received from external research and development funding bodies under contractual arrangements and lower than budgeted capital expenditure.

#### Statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>2021–22 Actual ($m)</th>
<th>2021–22 Budget ($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets (including cash balances)</td>
<td>146.8</td>
<td>83.7</td>
</tr>
<tr>
<td>Non-current assets (including property, plant and equipment)</td>
<td>561.9</td>
<td>511.9</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>708.7</strong></td>
<td><strong>595.6</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>94.0</td>
<td>49.0</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>110.4</td>
<td>109.6</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>204.4</strong></td>
<td><strong>158.6</strong></td>
</tr>
<tr>
<td><strong>Net assets (equity)</strong></td>
<td><strong>504.3</strong></td>
<td><strong>437.0</strong></td>
</tr>
</tbody>
</table>

The total assets held by the department as at 30 June 2022 were $708.7 million, an increase of $113.1 million (or 19%) in comparison to budget. This was mainly due to the revaluation increment associated with buildings and infrastructure and land assets (reflecting the increase in prices of construction materials, labour and an upward movement in land prices) and the increase in cash and cash equivalents due to the deferred appropriation payable to Consolidated Fund.

The total liabilities held by the department as at 30 June 2022 were $204.4 million, an increase of $45.8 million (or 28.9%) in comparison to budget. The increase is predominantly due to higher than budgeted deferred appropriation payable to the Consolidated Fund. Also contributing to the increase is higher than expected revenue received in advance for contractual agreements for research and development projects and contributions received under National Cost Share arrangements for National RIFA Eradication Program from other states.
Controlled funds

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

Operating result

The operating result for 2021–22 is a balanced budget position.

Income—where the dollars came from

Total income from operations was $572.1 million, including:

- $331.8 million (58%) through funding provided as appropriation revenue by Parliament
- $149.5 million (26.1%) in user charges and fees for goods and services (including national cost sharing revenues for biosecurity pest and disease programs from other states and territories, income received for research and development projects and the provision of services to other government agencies through the Business and Corporate Partnership arrangements)
- $47.2 million (8.3%) from grants and other contributions (including national cost sharing revenue from the Australian Government for biosecurity pest and disease programs)
- $39.4 million (6.9%) from other income sources (including royalty revenues on forest products removed from State land)
- $4.2 million (0.7%) from the disposal and re-measurement of assets.

Figure 1 Income from operations, 1 July 2021 to 30 June 2022
Expenses—where the dollars were spent

Total operating expenses were $572.1 million, including:

- $239.8 million (41.9%) in employee expenses
- $260.0 million (45.4%) for supplies and services (including contractors for national cost sharing biosecurity pest and disease programs, outsourced service delivery arrangements, research and development projects, computer/information technology costs, accommodation, provision of services through Business and Corporate Partnership arrangements and other operating costs)
- $37.0 million (6.5%) in grants and subsidies (including payments under the Drought Relief Assistance Scheme, Horticultural Netting Program and Rural Economic Development Grants)
- $28.6 million (5.0%) in depreciation and amortisation expenses
- $2.4 million (0.4%) in finance/borrowing costs
- $2.3 million (0.4%) in other expenses (including special payments, Queensland Government Insurance Fund premiums and audit fees)
- $2.1 million (0.4%) of impairment losses (including losses on financial and non-financial assets).
Figure 3 provides a breakdown of operating expenses into the three core service delivery areas of DAF:

- Agriculture ($266.0 million or 50.4%)
- Biosecurity Queensland ($164.5 million or 31.2%)
- Fisheries and Forestry ($97.0 million or 18.4%).

Corporate services expenses ($44.5 million) relating to DAF provided through the Business Corporate Partnership arrangements have been allocated to respective departmental services. Expenses attributed to other agencies through Business Corporate Partnership activities are shown separately and are not allocated across departmental services.

**Equity—what we are worth**

Equity represents net worth, which is calculated by ‘what we own’ (total assets of $708.7 million) less ‘what we owe’ (total liabilities of $204.4 million). As at 30 June 2022, DAF’s equity was $504.3 million.

**Assets—what we own**

At 30 June 2022, DAF had total assets of $708.7 million. The department’s major assets comprise cash, property, plant and equipment (mainly land, buildings, infrastructure, plant and equipment), right-of-use assets (for leased properties), prepayments, receivables (including trade debtors) and other assets (including contract assets).

**Liabilities—what we owe**

At 30 June 2022, DAF had total liabilities of $204.4 million, which included accrued employee expenses, lease liabilities, payables (including trade creditors, appropriation payable to the Consolidated Fund for end of year appropriation adjustments, and revenues received in advance of service delivery (largely funding received in advance of service delivery for research and development projects)).

**Capital expenditure**

Capital outlays of $12.7 million in 2021–22 were focused on developing and upgrading research facilities and replacing plant and equipment to deliver outcomes for agriculture, biosecurity, fisheries and forestry.
Administered funds

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

During 2021–22, DAF received administered revenue of $76.9 million comprising administered appropriation revenue from the Queensland Government, Racing Queensland’s contribution to the Queensland Racing Integrity Commission and the collection of regulatory receipts (including taxes, fees and fines) on behalf of the Queensland Government.

Grants were paid to the Queensland Rural and Industry Development Authority for the administration of government financial assistance schemes and to Queensland Racing Integrity Commission as a contribution to oversee the integrity and welfare standards of racing animals and participants in Queensland. Regulatory receipts and Racing Queensland’s contribution were paid into the Queensland Government’s consolidated fund.

At 30 June 2022, DAF had net administered assets of $0.8 million. DAF also manages surplus assets that were transferred back to the government prior to the sale of Forestry Plantations Queensland to the private sector.
Governance—management and structure

The Director-General, as the accountable officer for DAF, has responsibility under the Public Service Act 2008 (s. 98) for the governance and operation of the department. The Director-General is supported in this role by DAF’s executive leaders.

Good governance is fundamental to improving performance, achieving better service delivery outcomes, and meeting corporate obligations and legislative requirements. DAF is committed to continual improvement and ensuring the department is delivering efficient and transparent outcomes for Queensland.

Organisational structure

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

Figure 4 DAF organisational structure as at 30 June 2022
Our executive leaders

Robert Gee APM
Director-General

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

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

Bob was a recipient of the Harvard Club of Australia Sir James Wolfensohn Scholarship in 2013. He values research being used pragmatically to improve social and economic outcomes.

Bob has been a Chief Information Officer and worked in central agencies, as a university lecturer and as a consultant across a broad range of industries.

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

Bernadette Ditchfield
Deputy Director-General, Agriculture

Bernadette is responsible for enabling agriculture industry growth by leading the development of policies, RD&E and initiatives that enhance the productivity, profitability and sustainability of Queensland’s agribusinesses.

Bernadette has an extensive background in policy development and service delivery, coupled with a strong industry development focus.

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

Malcolm Letts
Deputy Director-General and Chief Biosecurity Officer, Biosecurity Queensland

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

Malcolm is the Queensland Government representative on the National Biosecurity Committee and has chaired several state and national biosecurity committees. Malcolm’s focus continues to position Queensland as the national biosecurity leader to ensure that Queensland, as the frontline state for biosecurity, continues to build its capability to meet the biosecurity needs of all Queenslanders, not only today, but into the future.
Graeme Bolton
Deputy Director-General, Fisheries and Forestry

Born and raised in North Queensland, Graeme spent the first part of his career in the private sector as a director in a town planning and surveying consultancy before joining the public service in 2004.

Graeme has more than 20 years experience in leading multidisciplinary organisations. His achievements include delivering legislative reforms to Queensland’s planning system, delivering a national growth and development strategy for Qatar, strategic planning for the new Qatar metropolitan rail network and precinct, precinct and legacy planning for the Qatar 2022 FIFA World Cup, and leading regional economic growth for Townsville and the North Queensland region, including delivering Australia’s first ever City Deal.

Graeme was appointed to the role of Deputy Director-General, Fisheries and Forestry in mid-2019. He is the Queensland Government representative on the Australian Fisheries Management Forum and the executive sponsor for the department’s Work Health and Safety Committee and the Infrastructure and Assets Committee.

Graeme’s vision is to establish Queensland as a world-leading provider of sustainable and high-value fisheries, fishing experiences, and state-owned timber and quarry products.

Sinead McCarthy
Deputy Director-General, Corporate

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

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

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

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

DAF implemented a new governance structure on 1 July 2021 to provide DAF’s executive leaders with greater visibility and control over the department’s operational and strategic activities, and to provide clear insight into how we are tracking toward our strategic goals.

The DAF governance committees advise and assist the Director-General in fulfilling his role to manage the department in a way that promotes the effective, efficient and appropriate management of public resources. Further details on the key responsibilities of the committees can be found in Table 4.

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

![DAF’s governance committee structure](image)

**Figure 5** DAF’s governance committee structure

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair and key responsibilities</th>
</tr>
</thead>
</table>
| **DAF Leadership Board**   | Chair: Robert Gee, Director-General  
Provide leadership and decision-making that set the strategic direction of the department to ensure goals and objectives are met. |
| **Finance and Procurement** | Chair: Mike Ashton, General Manager and Chief Plant Health Manager, Biosecurity Queensland  
Provide oversight of the department’s financial resources and make recommendations to the DAF Leadership Board on a range of financial management and procurement issues. |
| **Work Health and Safety** | Chair: Peter Donaghy, General Manager, Agribusiness Operations and Pacific Labour Scheme/Seasonal Worker Programme, Agriculture  
Provide WHS leadership and promote a positive and proactive safety culture within DAF. |
| **Infrastructure and Assets** | Chair: Leith Brown, General Manager, Customer and Business Services, Agriculture  
Provide oversight of the department’s physical assets and make recommendations to the DAF Leadership Board on a range of asset management issues. |
Committee Chair and key responsibilities

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair and key responsibilities</th>
</tr>
</thead>
</table>
| People and Culture         | Chair: Chris Downs, General Manager, Crop and Food Science, Agriculture  
Drive the department’s commitment to attracting, building and maintaining an effective and contemporary workforce. The focus is talent management, culture, capability development and improving the way our employees work within the allocated resources of the department. |
| Data, Digital and Technology | Chair: Ashley Bacon, Executive Director, Human Resources, Corporate  
Provide oversight of the department’s digital initiatives and priorities and make recommendations to the DAF Leadership Board on a range of digital initiatives and issues. |
| Audit and Risk             | Chair: Sue Ryan (independent member)  
Provide oversight of governance, risk management, financial control and compliance activities in line with legislation and government policy.  
Provide independent advice and assurance to the Director-General on meeting obligations under the *Financial Accountability Act 2009*. |
| Climate Committee         | Chair: Justine Clark, Executive Director, Finance and Asset Management and CFO  
Commenced 1 July 2022 with significant work completed in late 2021–2022 to inform its establishment. |

**Ethics and integrity**

DAF’s Integrity Framework provides a systematic and comprehensive approach to maintain the integrity of the department. The framework supports a high level of honesty, objectivity, ethics and accountability within the department, and underpins our workplace culture and the management of employees.

The department is committed to ensuring staff perform their duties with integrity, fulfilling their obligations to demonstrate high ethical standards and values in accordance with the *Code of Conduct for the Queensland Public Service*.

We are also committed to supporting ethical decision-making, and have policies and procedures to support the reporting of wrongdoing, including the making of public interest disclosures. A continued area of focus is a zero tolerance for fraudulent or corrupt behaviour.

In 2021–22, we continued to build a strong and accountable workforce with:

- 94 per cent of staff completing mandatory annual Code of Conduct and ethical decision-making training
- 92 per cent of staff completing mandatory two-yearly training in fraud awareness and corruption prevention
- campaigns and mandatory training to ensure staff awareness regarding information security and information privacy.
On 28 June 2022, Professor Peter Coaldrake handed down the final report of his independent *Review of culture and accountability in the Queensland public sector – Let the sunshine in*. DAF will continue to monitor its current processes to maintain the highest standards in lobbyist activity, customer complaints and employee grievances, public information disclosure processes, proactive disclosure of privacy breaches, fraud and corruption prevention, workforce planning, diversity and inclusion strategies, digital and technological opportunities, senior executive stability and the use of consultants and contractors.

**Human rights**

DAF is committed to protecting and promoting the 23 fundamental human rights of all Queenslanders. In 2021–22, we continued to further embed the *Human Rights Act 2019* and drive a culture that respects, promotes and protects human rights in everyday business. DAF’s *Strategic Plan 2021–2025* reflects the value ‘respect human rights’ as a key driver underpinning delivery of the plan. In 2021–22, we:

- continued to ensconce human rights further into our culture by incorporating human rights into DAF’s mandatory online Code of Conduct and ethical decision-making training
- hosted an all-staff seminar to over 300 DAF employees, featuring a guest speaker from the Queensland Human Rights Commission and focusing on property rights
- continued to progress identified opportunities to amend DAF-administered legislation and subordinate legislation to demonstrate commitment to the protection and promotion of human rights, and we are progressing possible legislative amendments.

One human rights complaint relating to ‘right to privacy and reputation’ was received. The Queensland Human Rights Commission issued an unresolved complaint report pursuant to section 88 of the *Human Rights Act 2019*. 
Governance—risk management and accountability

Risk management

In keeping with the Financial and Performance Management Standard 2019, the department has an enterprise risk management framework that reflects the department’s business and operating environment. Under this framework, DAF operates with three levels of risk management—enterprise, operational and tactical.

The framework is a key element used by the department to set strategy, achieve objectives and make informed decisions. It assists DAF’s Leadership Board with governance of the department by identifying and managing enterprise and operational risk, at any time, and at all levels of the department. The framework is based on the International Standard for risk management (AS/NZS ISO 31000:2018).

By managing risk, we aim to improve organisational performance against our strategic plan. We identify opportunities and risks and prioritise resources according to our risk appetite. The framework ensures that we identify, monitor and manage risks. Enterprise risks are managed at the executive level through DAF’s governance committees as part of the department’s planning, monitoring and reporting activities. Operational and tactical risk management responsibilities are devolved throughout the department. The Audit and Risk Committee continues its role of assuring the risk management framework, and its suitability to the needs of the department.

This year we implemented our new risk management framework, including assigning each enterprise risk an executive sponsor and risk action officer, building capability and knowledge across the department, and progressively improving our monitoring and reporting tools.

Business continuity management

Business continuity management remained a high priority in 2021–22 as the department responded to the COVID-19 pandemic, as well as a number of natural disaster and biosecurity incursions. Senior executives engaged in workshops and exercises to clearly identify critical end essential business functions and test business continuity plans.

To improve coordination of the DAF response to a range of potential disruptions, the DAF Coordination Group was established in January 2022 to replace and integrate the functions of the DAF State Coordination Centre, which was created to coordinate the DAF COVID-19 response, and the DAF Business Recovery Team, which had a business recovery role.

A comprehensive review of DAF’s business continuity management system commenced in 2022 to strengthen alignment with the Australian Standard: Security and resilience—business continuity systems—requirements (AS ISO 22301:2020) and to incorporate lessons learned through the COVID-19 response.

Information Security Management System

The department is committed to protecting the security of all information that is provided to, or generated by, the department. In line with the Queensland Government Information security policy 2018 (IS18:2018), the department has implemented an Information Security Management System (ISMS) to meet this commitment. Throughout the year, our focus was on continual and incremental improvements across all areas of the system. We continued to undertake detailed risk assessments across our information assets to identify opportunities to strengthen the department’s information security controls.

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

The Audit and Risk Committee (ARC) reviews, monitors and recommends improvements to the department’s governance arrangements, risk management, processes for internal and financial control, and processes for monitoring compliance with legislation and government policy.

ARC provides independent advice and assurance to the Director-General in meeting obligations under the Financial Accountability Act 2009.

ARC is the only governance committee that has an independent chair. The committee provides advice only and does not replace established management responsibilities and delegations.

The committee membership comprises independent and departmental representatives. Independent members, who are external to the public service, are entitled to be remunerated for their time. Department representatives were reviewed, with new members being appointed in August 2021.

The committee convened six times during 2021–22. Five ARC meetings and one dedicated financial statements meeting were held, with the Internal Audit and Risk Unit providing secretariat support.

The committee’s key achievements in 2021–22 included:

- overseeing the delivery of the internal audit program, including reviewing the findings and recommendations of internal audits
- monitoring the external audit plan, including oversight of the findings and recommendations
- overseeing the implementation of agreed recommendations from internal and external activities, with a focus on the implementation of overdue recommendations
- reviewing and endorsing the 2020–21 Financial Statements and CFO Assurance Statement
- monitoring the 2021–22 financial statements project plan
- reviewing and endorsing the 2020–21 ISMS attestation for DG approval
- monitoring key governance frameworks such as risk management, WHS, integrity and misconduct, and performance to ascertain if the frameworks are operating effectively and efficiently.

Committee members were also provided with recommendations from the Queensland Audit Office (QAO) reports to Parliament. This included DAF business specific and agency wide recommendations, which are monitored by ARC and actioned by the business.

Table 5 Audit and Risk Committee membership between 1 July 2021 and 30 June 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Committee role</th>
<th>Number of meetings</th>
<th>Number of meetings attended</th>
<th>Remuneration paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sue Ryan</td>
<td>Consultant</td>
<td>Chair, External member</td>
<td>6</td>
<td>6</td>
<td>$9600 (excl. GST)</td>
</tr>
<tr>
<td>Virendra Dua</td>
<td>Consultant</td>
<td>External member</td>
<td>6</td>
<td>6</td>
<td>$9100.96 (excl. GST)</td>
</tr>
<tr>
<td>Bernadette Ditchfield</td>
<td>Deputy Director-General, Agriculture</td>
<td>Internal member</td>
<td>6</td>
<td>4</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Elton Miller</td>
<td>Executive Director, Agri-Business and Policy</td>
<td>Internal member</td>
<td>6</td>
<td>4</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

Note: Audit and Risk Committee external members’ fees are paid by DAF.

As an independent external member and chair of the committee, Sue Ryan was entitled to be paid $2400 per meeting (including GST). Virendra Dua was entitled to be paid $2275.24 per meeting (including GST). These fees were payable to the committee members for their services to prepare for and attend meetings. Invoices prior to December 2021 were funded by the Department of Environment and Science.
Internal audit

Internal audit provides the Director-General, the DAF Leadership Board, senior management across DAF and the Audit and Risk Committee with independent, objective assurance on DAF’s risk management, controls and governance processes. This year, the internal audit function transferred from a shared services arrangement managed by Department of Environment and Science to a dedicated business unit within DAF (the Internal Audit and Risk Unit).

Internal audit completed the following audit activities under the DAF 2021–22 internal audit plan:

- cybersecurity
- Drought Governance Advisory Services
- information and communications technology procurement and contract management
- Reef 2050 Water Quality Improvement Plan program governance review
- WHS investigations and incident management
- WHS response to COVID-19
- human resources delegations
- Intensive Livestock Review
- Queensland Alliance for Agriculture and Food Innovation Investment Audit
- Queensland Boating and Fisheries Patrol Compliance Monitoring Enforcement
- risk assessment methodology
- tick vaccination accounting.

Additional key activities undertaken by internal audit included liaising with QAO and providing advice on corporate governance and related issues, including fraud and corruption prevention programs and risk management.
## External scrutiny

Independent scrutiny of government performance may be carried out by several external entities to help DAF improve and meet community expectations of accountability. Significant external audits and reviews undertaken during the year by the QAO relevant to the department are contained in Table 6 below.

### Table 6 Significant external audits and reviews in 2021–22

<table>
<thead>
<tr>
<th>Report and findings</th>
<th>DAF response</th>
</tr>
</thead>
<tbody>
<tr>
<td>QAO</td>
<td></td>
</tr>
<tr>
<td><strong>Report 6: 2021–22: Regulating Animal Welfare Services (tabled 30 November 2021)</strong></td>
<td>The department commenced addressing the findings of the report in April 2021 and agreed to implement all four recommendations. The department continues to work with the RSPCA and many of the recommendations were implemented by 30 June 2022. Developing minimum standards for all animals that are regulated under the <em>Animal Care and Protection Act 2001</em> is a significant body of work that will also require consideration by government for possible amendments to the <em>Animal Care and Protection Regulation 2012</em>. It is expected that this recommendation will be fully implemented by 30 June 2025.</td>
</tr>
<tr>
<td>Following a request by the then Natural Resources, Agricultural Industry Development and Environment Committee on 15 July 2020, the Auditor-General conducted an audit on the delivery of animal welfare services and the enforcement of the <em>Animal Care and Protection Act 2001</em> and the <em>Animal Care and Protection Regulation 2012</em>. The report assessed the effectiveness of the Department of Agriculture and Fisheries’ engagement with RSPCA Queensland, and whether the department is using mechanisms available to it to provide oversight. The report made four recommendations for the department to improve its engagement framework and oversight of RSPCA Queensland’s inspection and enforcement activities. For more details, please refer to the full report—Regulating animal welfare services (Report 6: 2021–22) (parliament.qld.gov.au) (qao.qld.gov.au/reports-resources/reports-parliament/regulating-animal-welfare-services)</td>
<td></td>
</tr>
<tr>
<td><strong>Report 14: 2021–22: State Entities 2021 (tabled 11 April 2022)</strong></td>
<td>DAF is in the process of reviewing its financial delegations to ensure they are appropriate to the duties of each position, and updating the department’s Procurement Framework to reflect changes in the <em>Queensland procurement policy</em>. The department has strong controls around its payroll. Up-to-date policies and guidance for staff are available on the department’s intranet site, and compliance is tested through the department’s internal controls self-assessment processes. The four 2020–21 Annual Reports produced for entities within the Minister’s portfolio were tabled on 28 September 2021, an average of 31.25 days after QAO issued its audit opinion on the accompanying financial statements.</td>
</tr>
<tr>
<td>This report summarises the audit results of 229 Queensland state government entities, including the 21 core government departments. The report made recommendations for all departments about: • reviewing appropriateness of financial delegations and of controls in place to prevent unauthorised grant approvals • reviewing procurement policies and manuals • ensuring consistent payroll processes are implemented • improving the timeliness of financial statements being made publicly available. For more details, please refer to the full report—State entities 2021 (Report 14: 2021–22) (parliament.qld.gov.au) (qao.qld.gov.au/reports-resources/reports-parliament/state-entities-2021)</td>
<td></td>
</tr>
</tbody>
</table>
Information systems and recordkeeping

Information systems

Contemporary information systems enable the department to make sound decisions and improve its services. The department’s Data, Digital and Technology Committee monitors activities to support modernisation, continuous improvement and, in some cases, replacement of information systems to ensure they support the department to meet its legislative obligations and strategic objectives.

This year’s key digital initiatives included:

- delivery of the commercial fishing mobile app—Qld eFisher—which provides commercial fishers with a mobile red tape reduction option to fulfil their legislated reporting requirements
- continued implementation of Remote Sensing Surveillance to support the National RIFA Eradication Program. This solution enables broad-scale monitoring of fire ants to increase efficiency of surveillance and treatment activities
- replacement of end-of-life technology and delivery of an updated automated interactive voice response solution to enable commercial fishers to continue to report catch via telephone
- investigation into a data warehousing solution to support improved data governance, management and sharing both across the department and more broadly with stakeholders
- enhancements to the Laboratory Information Management System Sample Manager, which supports Biosecurity Queensland to manage sample collections and results efficiently
- further progress on the modernisation of the fisheries compliance management solution, which will replace legacy systems and end-of-life hardware to support more efficient and effective fisheries compliance activities
- implementation of a new telephone solution for the department and several other Queensland Government agencies within the Business and Corporate Partnership.

Records governance

The department has a comprehensive records management framework that is consistent with the Public Records Act 2002, Public Service Act 2008 and the Queensland State Archives (QSA) Records governance policy. Departmental policies are in place that allocate responsibilities for recordkeeping.

A new strategic recordkeeping plan has been developed that focuses on managing records following a risk and value approach. The corporate electronic document and records management system (eDRMS) has been upgraded across the department.

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

There is an end-to-end recordkeeping service supporting business areas to maximise the use of digital records. Digital recordkeeping is implemented through increasing use of the corporate eDRMS, automated capture of records, and assessment of records compliance in business systems. Key legacy email records have been captured into the corporate eDRMS.

The Digitisation disposal policy enables the early disposal of temporary paper records that have been digitised and are managed securely. Analysis of agency processes for improved recordkeeping practices and risk mitigation is ongoing. Recordkeeping input has been embedded into Biosecurity Virtual Control Centre exercises.

The records management framework also includes an appraisal and disposal program, management of paper records, retrieval and digital delivery of records, and a program of permanent records transfers to QSA. The department is using the QSA Archives Gateway to administer retrieval of files and access controls for permanent departmental records held at QSA.
Retention and authorised disposal processes and controls are in place for physical and electronic records. The department has disposed of 620 boxes of time-expired records under this program. Records are retained in accordance with the following approved retention and disposal schedules:


**Releasing information**

**Open data**

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

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

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

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

Strategic workforce planning and performance

In 2021, DAF launched its Workforce strategy and action plan 2021–2025. The strategy and action plan commits to five areas of focus: Leadership, Future Ready Skills, Talent Management, Sustainability and Productive Culture. The launch of the strategy was coupled with a revision of DAF’s governance model, resulting in the introduction of DAF’s People and Culture Committee. This committee includes senior executive membership and representation from across all DAF business groups.

In 2021–22, under the new governance model and the workforce strategy and action plan, the following initiatives have been actioned:

- activities to support increased workforce planning capability via the development of DAF’s workforce planning tool kit and commencement of DAF’s Workforce Planning Community of Practice. Workforce planning is now also articulated as a requirement in accordance with strategic and operational business planning cycles
- the review and refresh of onboarding at DAF, including the introduction of mechanisms to increase new starters’ productivity from week one. Work continues towards the introduction of the onboarding framework, which fosters increased connection to DAF and its purpose. The framework will embed offerings that create a sense of belonging, provide role clarity and the opportunity to develop a professional network within DAF early in the employment journey to contribute to increased productivity and innovation
- multiple projects embarked on to support talent management, productive culture and future ready skills and sustainability, including: the Employee Value Proposition Project, High-Performance Culture Project and the Agriculture Science Queensland Capability Study and Assessment. These projects will support the development of an organisational culture that is inclusive, empowers its people and supports the department to be future ready. The outcomes of the projects will contribute to a narrative for potential employees about DAF’s value and purpose-driven work, which is critical in a time of increasing high demand for talent with low supply
- the roll out of the Leadership Development strategy to over 120 leaders and emerging leaders. The program focuses on developing adaptive leadership skills to meet the current and future challenges facing the agriculture, forestry and fisheries industries, both domestically and globally. The program developed change management capacity in the context of volatility, uncertainty, complexity and ambiguity
- the introduction of an improved Learning Management System for DAF to support ongoing capability development in an increasingly digitally demanding environment. This system will include the functionality of digitally recorded performance development agreements, which will optimise our capability for succession planning and capability building investment funding.
Workforce profile

Table 7 Workforce profile data

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs for the Department of Agriculture and Fisheries</td>
<td>2084.341</td>
</tr>
</tbody>
</table>

The FTE total included 215 Business and Corporate Partnership staff providing services to other agencies.

Table 8 Target group data

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number (headcount)</th>
<th>Percentage of total workforce (calculated on headcount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>977</td>
<td>44.84%</td>
</tr>
<tr>
<td>Men</td>
<td>1202</td>
<td>55.16%</td>
</tr>
<tr>
<td>Non-binary</td>
<td>35</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diversity groups</th>
<th>Number (headcount)</th>
<th>Percentage of total workforce (calculated on headcount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woman</td>
<td>977</td>
<td>44.84%</td>
</tr>
<tr>
<td>Aboriginal Peoples and Torres Strait Islander Peoples</td>
<td>18</td>
<td>0.83%</td>
</tr>
<tr>
<td>People with disability</td>
<td>76</td>
<td>3.43%</td>
</tr>
<tr>
<td>Culturally and linguistically diverse—born overseas</td>
<td>107</td>
<td>4.91%</td>
</tr>
<tr>
<td>Culturally and linguistically diverse—speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)</td>
<td>73</td>
<td>3.35%</td>
</tr>
<tr>
<td>Women in leadership roles</td>
<td>37</td>
<td>39.78%</td>
</tr>
</tbody>
</table>

To ensure privacy, where there are fewer than five respondents in a category, specific numbers have been replaced by <5.

Women in leadership roles are considered those positions that are Senior Officer and equivalent and above.

Workforce planning and performance

During 2021–22, DAF actively consulted with the Together Union through quarterly consultative committee meetings to discuss industrial relations matters. We continued to support and exemplify the principles of the Union encouragement policy, including through the formation of a new local consultative committee and an increased number of consultative meetings to discuss the management of significant employment and industrial matters, such as:

- DAF’s COVID-19 Vaccination requirements policy and procedure
- COVID-19 health and safety precautions and response management within our workplaces
- flexible work arrangements
- workplace change.
As part of achieving and maintaining White Ribbon Workplace accreditation, we have continued to:

- strengthen support for employees experiencing domestic and family violence by reviewing and developing policies, processes and resources
- address the attitudes and behaviours that allow violence to occur and support employees to challenge inappropriate behaviour
- raise awareness of domestic and family violence and the support available
- increase individual capability to recognise, prevent and respond to domestic and family violence through the delivery of virtual facilitator training.

A diverse and inclusive workforce that represents the community it serves enables DAF to provide high-quality services to the Queensland community. Diversity is supported in DAF by a working group that comprises members of staff from across all our business areas. The Diversity and Inclusion Working Group creates a forum for staff to contribute, consider and create avenues to increase diversity and equity throughout the department by leveraging mutual resources, and working collaboratively to deliver improved and sustainable outcomes. Our Deputy Directors-General take an active leadership role as champions, sponsoring each diverse group, providing support and driving awareness. Action plans relating to each diverse group receive endorsement from the champion, and strategies and initiatives are implemented accordingly throughout the year.

Although COVID-19 may have limited some events, we continued to deliver on our diversity and inclusion strategies, initiatives and awareness campaigns, ensuring communication and implementation to improve our diversity profile and promote DAF as a great place to work for all. These included:

- profiling events during Reconciliation Week—‘Be brave. Make change’, and NAIDOC week—‘Get up! Stand up! Show up!’
- hosting an International Women’s Day event to celebrate the achievements of women
- promoting events held during Harmony Week and encouraging staff to celebrate DAF’s cultural diversity
- creating awareness and celebrating Pride Month—teaching tolerance, education in pride history and continuing the conversations around equity.

Healthy and safe people

We have taken proactive steps towards building a healthier and safer workplace and improving health, safety and wellbeing performance outcomes in the areas of leadership, work environment, culture and work design.

This year we:

- visibly raised the profile of WHS through activities that highlighted the importance of health and safety at home and at work during Safe Work Month (October 2021)
- facilitated the WHS Leadership Awards to recognise those who support the department to achieve its vision of a healthy and safe workplace
- achieved increased accountability for health, safety and wellbeing through implementation of a new dashboard to provide DAF leaders and DAF WHS consultants/leads with the ability to easily access trends and data related to hazards, incidents, near misses and injuries/illnesses
- incorporated WHS performance measures into the Director-General’s performance agreement
- continued to refine and build on governance structures for health and safety including the WHS Committee and business group specific health and safety committees by using these forums as a mechanism for consultation, focusing on key areas of risk and building leadership capability
- developed the 2022–23 Work health and safety strategy and operational plan to articulate the organisational priorities for next year
- integrated WHS into the DAF Enterprise Risk Register
• built systems, capability and tools to support risk management for COVID-19. Initiatives undertaken to support this included:
  – developing, consulting and implementing a *COVID-19 Vaccination requirements policy and procedure*
  – conducting and continuing to review and monitor a COVID-19 risk assessment, establishing and facilitating the COVID-19 and DAF exposure site register advice hotline
  – developing a reporting dashboard and close contact register
  – delivering the first supply of rapid antigen tests to operational areas of our business

• assessed physical work environments to ensure suitable facilities are in place through scheduled inspections and conducted risk assessments to ensure safe work design and systems.

**Early retirement, retrenchment and redundancy**

During the period, two employees received redundancy packages at a cost of $173,566.