

Our performance: Agriculture

Objective 1: Build sector capability and industry resilience

The department's role is to help create an environment that enables producers and agribusinesses to sustain and grow their businesses. Despite the extreme weather conditions faced by producers across the state, the total value of Queensland's primary industry commodities for 2014–15 is estimated to be more than \$15 billion. This is 3% more than the average for the past five years.

This positive result provides some insight into the sector's strength and resilience.

Departmental officers negotiated with government and business officials both overseas and in Australia to address trade barriers and promote Queensland's food and fibre products. We worked across government to:

- ensure producers and business had access to the information needed to make sound decisions
- develop infrastructure and supply chains
- improve security over land, water and labour
- link producers to drought and disaster assistance, enabling them to manage and recover from adverse weather conditions.

Outlook

Long-term prospects for the agriculture, fisheries and forestry sectors remain positive, due to ongoing demand growth for food and fibre, and a gradually improving global economy.

Widespread drought across Queensland will continue to impact the sector. An El-Niño event is currently occurring. El-Niños are typically, though not always, associated with drier than average conditions and a late start to the wet season.

Our north, our future: white paper on developing northern Australia outlines a long-term plan and the building blocks to unlock the north's economic potential. It focuses on a fairer go for farm businesses, building infrastructure of the 21st century, strengthening the approach to drought and risk management, farming smarter and accessing premium markets.

Key performance indicators

- Trend in value of agricultural, fisheries and forestry production
- Trend in export value of agricultural commodities
- Trend in agricultural land use
- Reduction in red tape and regulatory burdens

Priorities for 2015–16

Our priorities for 2015–16 are to:

- grow markets and investment by supporting outbound trade missions to promote existing food and fibre products, and showcase new, niche and emerging products and investment opportunities

- improve sustainability of agriculture by
 - continuing existing drought relief arrangements until 2018
 - working with industry to develop a suite of new measures that will assist producers to improve their climate risk-management and preparedness strategies
 - providing a ‘one-stop’ service that supports private sector water and land resource development initiatives to help develop the northern regional economy
- support a modern and capable workforce by
 - establishing the Rural Jobs and Skills Alliance
 - working with vocational and tertiary education providers to deliver skills-based training.

Key performance indicator: Trend in value of agricultural, fisheries and forestry production

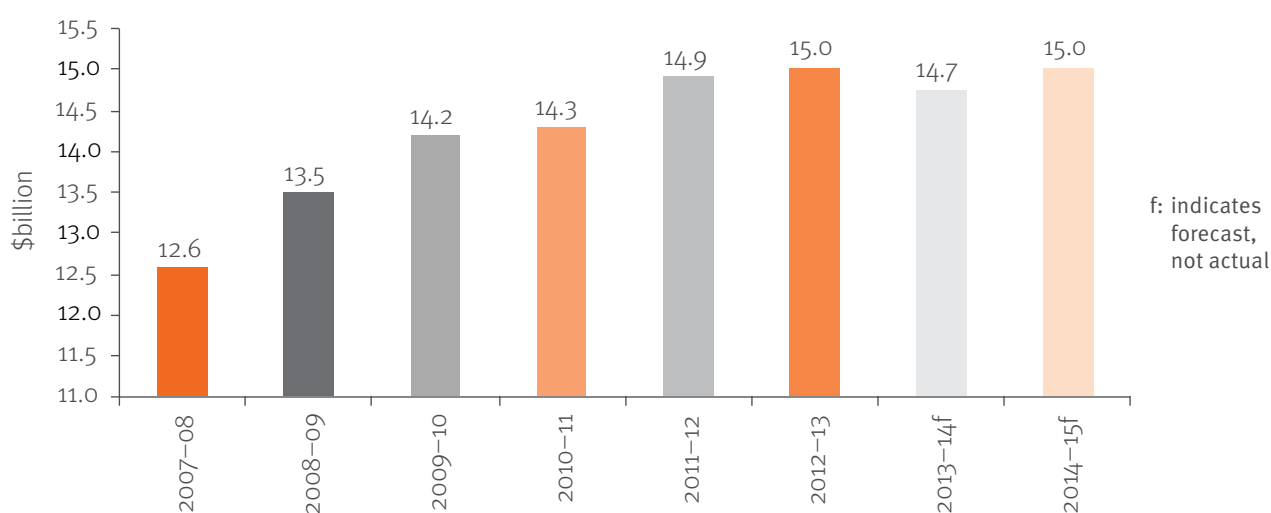


Figure 8: Gross value of production for farm gate and first-round processing (source: AgTrends update: April 2015, Department of Agriculture and Fisheries)

This indicator shows the trend in the performance of the primary industries sector over time. The indicator reports on the total value of primary industry commodities, which includes the value of the farm gate (including fishing and forestry) and first-round processing. A range of external factors—such as exchange rates, commodity prices and weather conditions—can affect the outcome.

The total value of Queensland’s primary industry commodities for 2014–15 is estimated at more than \$15 billion. Farmgate outlook also trended upward, with gross value of production forecast to reach \$11.89 billion. This is 3% more than the average for the past five years.

Commercial fisheries contribute approximately \$185 million and aquaculture business \$94.5 million. Recovery in dwelling construction has contributed to the strong forecast result for 2014–15 gross value of production for the forest-growing sector at \$187 million.

The value of first-round processing (or value-added production) for 2014–15 is estimated to be \$3.126 billion.

The sector is highly diversified, with the largest contributions from livestock (\$4.573 billion) and horticulture (\$3.950 billion), as well as economic contributions from other crops, such as sugar and cotton (\$1.703 billion) and cereal grains, such as sorghum and wheat (\$1.028 billion).

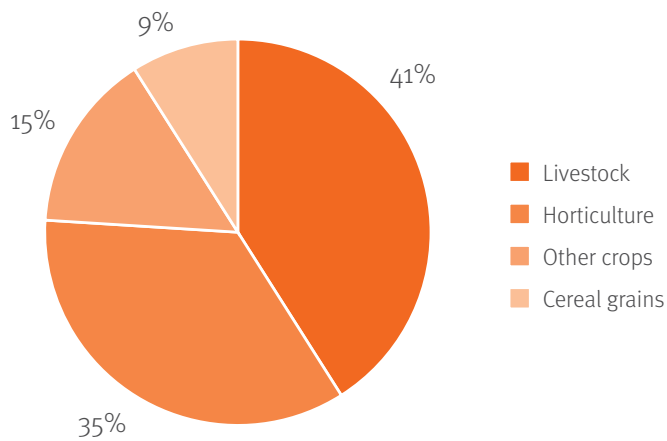


Figure 9: Breakdown of commodity contribution to forecast gross value of production of agriculture for 2014–15 (source: AgTrends update: April 2015, Department of Agriculture and Fisheries)

Natural disaster responses

Extreme weather events had a major impact on agricultural production in 2014–15, destroying crops and infrastructure and bringing forward slaughter and harvest rates.

Drought

By the end of 2014–15, over 80.3% of the state had been drought-declared. At its peak, this included 44 entire local government areas and 3 part local government areas. There were also an additional 79 properties in 9 local government areas with an Individually Droughted Property declaration.

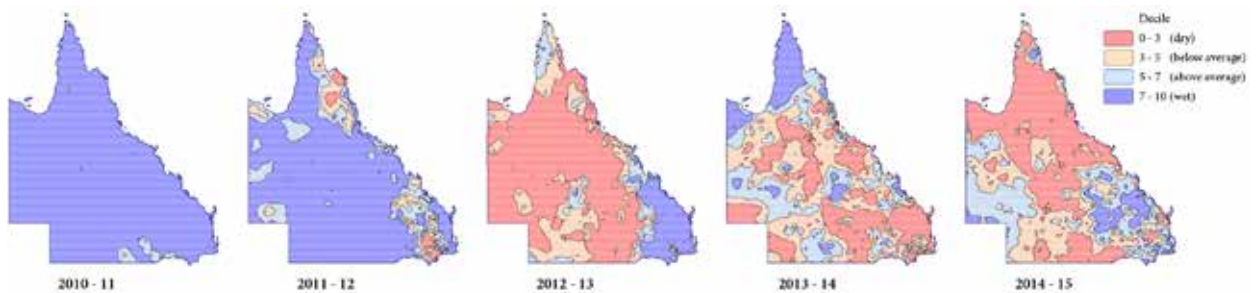


Figure 10: Rainfall patterns over Queensland for the past five summers, November–March (source: Department of Science, Information Technology, Innovation and the Arts)

To support producers and communities impacted by drought, the Queensland Government funded a multi-agency assistance package valued at \$45.9 million for 2014–15. In 2014–15, the Queensland contribution for the Drought Relief Assistance Scheme (DRAS) within DAF was \$18.75 million. In addition, the Australian Government contributed a further \$9 million for the Emergency Water Infrastructure Rebate provided under DRAS.

The package included:

- freight subsidies
- emergency water infrastructure rebates
- land rent and water licence fee relief
- relief from electricity charges
- rural financial counselling
- community and mental health support.

The DAF-administered Drought Relief Assistance Scheme (DRAS) was the largest component of the drought assistance package. The number of DRAS claims rose nearly 20% in 2014–15 due to the prolonged and intense nature of the drought. This led to record expenditure of \$35.071 million in 2014–15.

To ensure the service standard for processing time (21 days) was met, the department reviewed the claims processes, invested in upgrading the Disaster and Drought Management System and used flexible staffing arrangements. This resulted in 95% of DRAS claims being processed within 21 days. The average time to process a claim was 13 days.

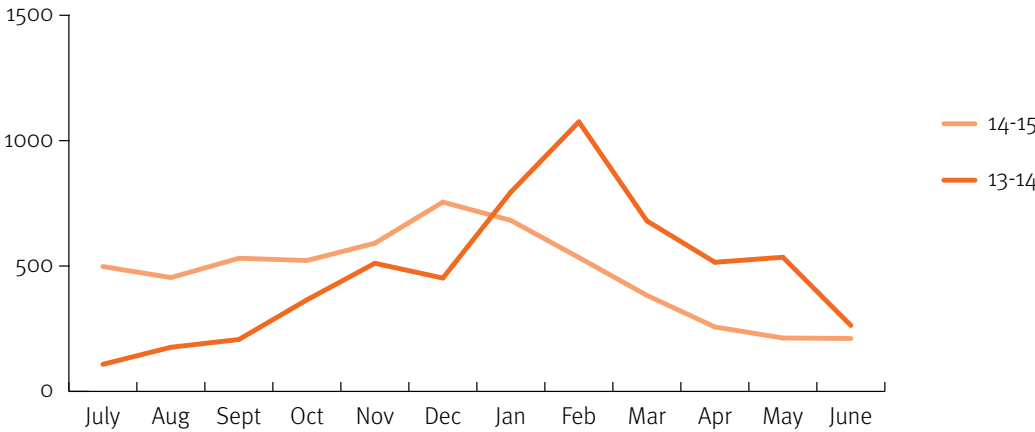


Figure 11: Comparison of number of DRAS claims received from 2013–14 to claims received in 2014–15

Table 3: DRAS application statistics, 2011–15

Measure	2011–12	2012–13	2013–14	2014–15
Percentage of applications for business assistance as a result of natural disaster or drought processed within 21 days of lodgement	Not measured	Not measured	44%	95%
Total expenditure (\$ million)	0.479	0.036	23.951	35.071

National drought reform

Queensland continued its commitment to the *Intergovernmental agreement on national drought program reform* (2013). The agreement formalises the commitment by the Australian Government and all state and territory governments to focus on primary producer self-reliance, resilience, preparedness and risk management. Under the intergovernmental agreement, the states and territories are required to deliver farm business training, coordinated and collaborative social services, and tools and technologies to inform farm decision-making with the aim to increase producer drought preparedness.

The Queensland Government is delivering mental health support through the Royal Flying Doctors Service and community wellbeing activities funded through the Department of Communities. To aid decision-making, the Queensland Government is upgrading The Long Paddock website (www.longpaddock.qld.gov.au), which hosts weather and climatic information, and has upgraded agricultural risk-management programs. A national skill set for farm business training has been identified and Queensland is working with training providers on delivery options.

Cyclones and storms

In 2014–15, two cyclones crossed the Queensland Coast—severe tropical cyclone Marcia and tropical cyclone Nathan. Severe storms in South East Queensland brought good rainfall to the coastal food production areas; however, damage to crops and pasture also occurred.

Cyclone Marcia affected the Capricorn and south-east coast (19–22 February 2015). The gross loss to agriculture, including production and infrastructure, was estimated to be between \$150 million and \$200 million. The worst affected areas were:

- horticulture and nurseries—severe infrastructure damage around Yeppoon and Rockhampton with the pineapple industry losing almost all of the year's crop
- planted crops and orchards—significant damage in the Callide and North Burnett areas, including erosion, destruction of irrigation equipment and fencing, and significant debris removal and infrastructure repair
- dairies—18 of the 31 dairies in the region had severe damage, with the largest damage bill approximating \$1 million (an estimated 187 000 litres of milk lost and temporary disruption to milk delivery)
- timber—a large proportion of the exotic pine plantation timber in Livingstone Shire was felled
- abattoirs—infrastructure damage to two Rockhampton abattoirs.

Disaster assistance was activated under the joint federal–state Natural Disaster Relief and Recovery Arrangements (NDRRA), and the state's community support service was made available to cyclone-affected communities.

To ensure the maximum reach of available assistance, DAF staff supported the recovery effort by meeting with impacted producers, deploying the department's mobile office, holding workshops with producers to address recovery issues and partnering with multiple agencies and organisations at events such as agricultural shows. Post-recovery follow-up was undertaken by DAF staff to monitor the progress of impacted landholders and businesses along the agricultural supply chain.

Despite flood losses, a strong increase in sugar production is expected for the 2015 crop in and around Bundaberg and Maryborough.

Cyclone Nathan crossed north of Cooktown in Far North Queensland (20 March). Damage was limited to Mclvor River (mixed tree crops), Hopevale (banana) and grazing properties. NDRRA was activated for primary producers in the Cook Shire and Hopevale. DAF staff assisted with the recovery process by undertaking damage assessments and implementing recovery and support measures.

A low-pressure event caused intense rainfall, resulting in severe storm damage to the horticulture industry in South East Queensland in early May 2015. DAF staff conducted a review of the damage in conjunction with industry and local government, which highlighted:

- producers in the strawberry industry (predominantly based in the Sunshine Coast/Moreton region) reported individual losses of between 10% and 30% of their production, with a potential economic impact of over \$1 million
- horticultural impacts, particularly to macadamia nut orchards on the Sunshine Coast, and damage to nurseries and greenhouses in the Moreton and Logan council areas.

The assessment indicated overall damage was insufficient to meet the threshold for the activation of NDRRA. The department provided assistance to affected producers on a case-by-case basis under Individual Disaster Stricken Property declarations.

Key performance indicator: Trend in export value of agricultural commodities

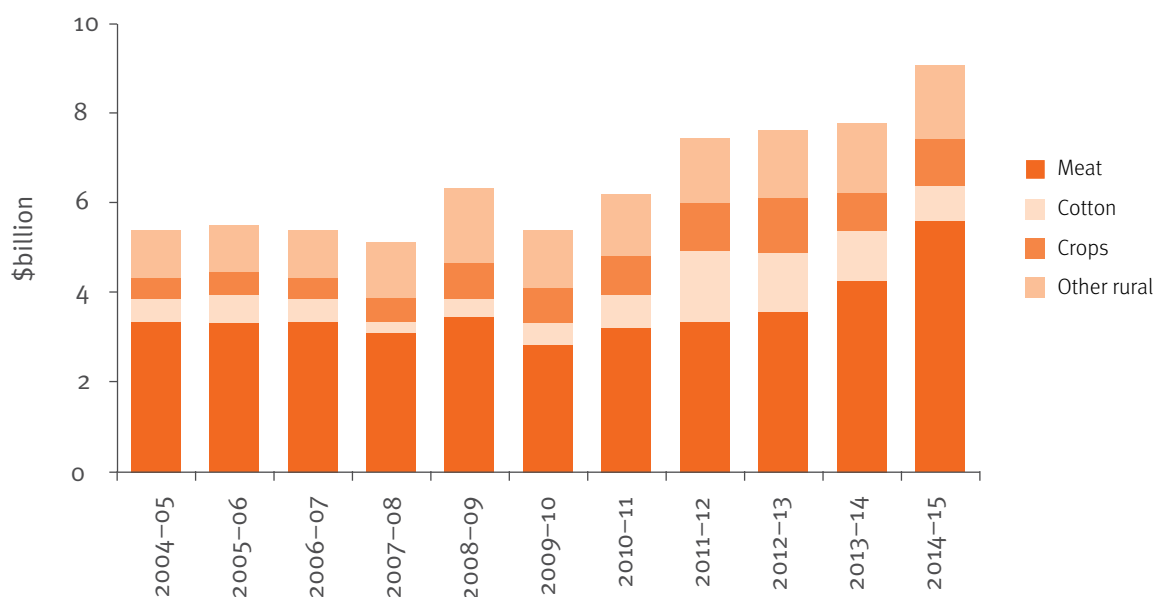


Figure 12: Queensland's rural overseas merchandise exports, 2004–15 (source: Australian Bureau of Statistics unpublished trade data and Queensland Treasury)

The export value of Queensland agricultural commodities has continued to increase over time. On average over the last five years, Queensland agribusiness has contributed approximately 12% of our state's total exports.

Rural exports have performed strongly over the year to June 2015.

Meat exports rose \$1.310 billion in 2014–15 to \$5.587 billion. Beef accounted for the vast majority of growth in the value of meat export during the year, up \$1.278 billion to \$5.3 billion. An increase in beef export prices combined with a rise in beef slaughter rates amid ongoing drought were the main drivers of growth during the year. Crop exports grew \$177 million in 2014–15 to \$1.029 billion. Growth was predominately driven by grain sorghum exports, which were \$124 million higher than in 2013–14. Cotton exports fell \$316 million in 2014–15 to \$773 million.

Sugar exports are not available at the state level, with national export data only available after a six-month lag. However, around 95% of Australian sugar was produced in Queensland in 2014. Australian sugar exports totalled \$1.416 billion in 2014, an 11.1% increase on the value of exports in 2013. By country, Indonesia (\$503 million), South Korea (\$421 million), Japan (\$179 million) and Malaysia (\$112 million) were the largest destinations for Australian sugar exports in 2014.

Despite the overall rise in the value of exports, a large portion of Queensland's grazing and crop-producing areas are experiencing significant drought.

Expanding markets and investment

During the year, the department was involved in a broad range of activities to develop trade and market opportunities.

Trade missions, delegations and events

Extraordinary opportunities to showcase Queensland agriculture to the world occurred in 2014–15. Queensland hosted the G20 in Brisbane in November 2014 and Beef Week, a triennial national event, was held in Rockhampton in May 2015. The department capitalised on these opportunities through media and by encouraging delegations and exchanges, particularly with Asian growth markets.



Figure 13: Beef Week promotions, Rockhampton 2015

DAF supported two ministerial trade missions to Vietnam and China (to the Chinese provinces of Guangzhou and Huizhou) to progress market development, diversification opportunities and investment opportunities for beef, dairy and other agricultural commodities.

DAF officers participated in a further four trade missions and seven international exchanges promoting Queensland food and fibre products and expertise. Outbound activities included travel to:

- Malaysia—to further develop the trading relationship
- South Korea—to promote Queensland's capacity to help supply the Korean high-value grains market and develop business relationships with Korean importers, wholesales and processors
- Vietnam—to discuss trade and collaboration opportunities in support of boxed beef and live cattle exports
- northern China—to gain a better understanding of China's increasing demand for dairy products and identify potential opportunities for Queensland to supply high-value dairy products and technical services.

Delegations hosted throughout the year included:

- a Chinese delegation from Bluetown Agriculture, a subsidiary of one of China's largest property developers—the meeting, organised in conjunction with Trade and Investment Queensland, focused on sourcing mandarins, avocados and rice, and the possibility of future trial shipments
- a delegation of business leaders representing the China Beef Lamb Association—the association, representing 350 companies from across China's beef and lamb supply chain, attended a presentation outlining Queensland's beef industry and gained an insight into the state's focus on world-class quality and safety systems
- a delegation from China's Hubei Province, a major grain-growing region of China—a series of presentations were made to provide the delegation with a better understanding of the Queensland grains industry, relevant research and development, on-farm grain storage practices, biosecurity and the Web-based Agricultural Land Information online mapping toolkit
- a delegation from China (Huizhou and Guangdong)—the delegation signed a memorandum of understanding with the Port of Townsville Limited on a plan to develop direct shipping between Townsville and China, as well as a memorandum of understanding with the Charters Towers Regional Council to examine opportunities for direct maritime logistics for the movement of stock between Townsville and southern China
- a delegation from China researching the lychee industry—the delegation met with Queensland lychee producers and the Australian Lychee Growers Association to discuss the opportunities that exist in relation to the counter-seasonal supply of lychees
- a delegation from China's Hainan Province—investigated potential cooperative opportunities in tropical plant science, live cattle supplies and on-farm best practice animal husbandry protocols
- a South Korean delegation of government and business representatives—the delegation was provided with a series of presentations about Queensland's production capabilities in beef, horticulture and broadacre cropping, and the online availability of agricultural land information
- a senior official from the South Korean department of food safety for a 12-month stay—Dr Kang specialises in red meat supply chains and spent time with Meat and Livestock Australia and Safe Food Production Queensland as part of his visit.



Figure 14: Chinese Government delegation from the Hainan Province meets with DAF representatives

Market access and expansion

We streamlined accreditation processes and maintained necessary certifications for agricultural produce, native forest timbers and fisheries to enable access to interstate and international markets.

Market expansion activities undertaken throughout the year included:

- gazetting an amendment to the *Australia New Zealand food standards code: standard 1.5.3—irradiation of food* to allow the irradiation of an additional 11 commodities (cherry, peach, table grape, apple, plum, zucchini, nectarine, rockmelon, honeydew, strawberry and apricot)—this approval provides new market access options for Queensland fruit growers
- sending a trial shipment of Queensland broccoli to Japan that resulted in the broccoli selling out in a single day, with retailers able to set a premium price compared with other imported broccoli—a three-year market development plan is now being developed to support broccoli exports to Japan, buyers from Japan have been invited to visit farms in Australia and Queensland aims to secure a share and grow Japan's broccoli imports (estimated at 37 000 tonnes in 2013)
- sending a trial shipment of frozen beef and lamb valued at approximately \$3.5 million to Xiamen Seashine Group supermarkets, a major supermarket chain in China
- shipping the first Calypso™ mangoes to the United States under a new export protocol—the Calypso™ mango (B74), bred by DAF, now makes up just over a quarter of the Australian mango trade and the development of the international market is also progressing, with plans to expand plantings overseas so that there is a counter-seasonal supply (the first targeted production is likely to be in Mexico and the United States in order to supply the United States market).

Key performance indicator: Trend in agricultural land use

Table 4: Land used for agriculture, 2011–14

Measures	2011	2012	2013	2014
Land used for agriculture (area of farms)	139 835 ha	137 239 ha	129 548 ha	139 933 ha
Proportion of land use for agriculture	81%	79%	75%	81%

Source: Australian Bureau of Statistics, '7121.0—Agricultural commodities, Australia, 2013–14' (total area of land is 173 065 000 hectares)

Queensland is Australia's second-largest state, with more than 173 million hectares of land and the largest use of land for agriculture.

The trend in agricultural land use shows a return to the 2011 level of land used for agriculture. This is despite the trend, both nationally and in Queensland between 2011 and 2013, towards a decrease in agricultural land use. Factors that may impact this trend include population growth, the efficiency of farming practices and climate variability. This increase in agriculture utilisation is supported by revised land-use assessments derived from the *Queensland land use mapping program (QLUMP)*.

Table 5: Current land use

Queensland land use	Area (ha)	Percentage of state (%)
Broadacre cropping	3 643 664	2.11
Sugar cane	559 739	0.32
Perennial horticulture	88 060	0.05
Annual horticulture	54 447	0.03
Grazing	145 465 534	84.42
(of which) sown	83 558	0.05
Intensive livestock	13 644	0.01
Aquaculture	4 405	0.003
Other	22 459 339	13.03

Source: DSITI, QLUMP

Land and resources important for agriculture

DAF works at a policy and regional level across governments and with industry players to ensure information, planning and infrastructure investment support the needs of agriculture.

Agricultural land audit

In 2014–15, DAF continued with the second phase of the *Queensland agricultural land audit*, which focused on developing user-friendly products and tools that allow the audit to be utilised to its full potential for planning, investment and decision-making.

The Web-based Agricultural Land Information (WALI) online mapping toolkit is user-friendly and allows people to visualise information on agricultural land use. An updated version of the mapping tool was released, allowing greater functionality and ease of use.

Additional data layers continue to be added to WALL, including protected plants, an updated Strategic Cropping Land trigger map, regional natural resource management boundaries and state development areas. WALL also contains weather and climate mapping, and three custom analysis tools looking at land use and regional and state planning interests. Training sessions were delivered for WALL in Brisbane, Toowoomba, Warwick, Bundaberg, Nambour and Mackay. Two webinar sessions were also delivered.

The 2014 annual addendum to the *Queensland agricultural land audit* was released, identifying all updated policy, data and programs/projects impacting agriculture since the release of the audit in May 2013.

Designed to complement the Agricultural Values Assessment, the Agricultural Climate Assessment was released in May—an auto-generated geo-referenced report that brings together over 350 individual datasets to provide detailed climate information for the specified area.

Also finalised and made available through the DAF website was a socio-economic analysis of constraints to agricultural intensification. The final reports are an economic analysis conducted by DAF and a social analysis conducted by the Department of Science, Information Technology and Innovation. The study concluded that the factors involved in land-use decisions are complex and often involve personal considerations.

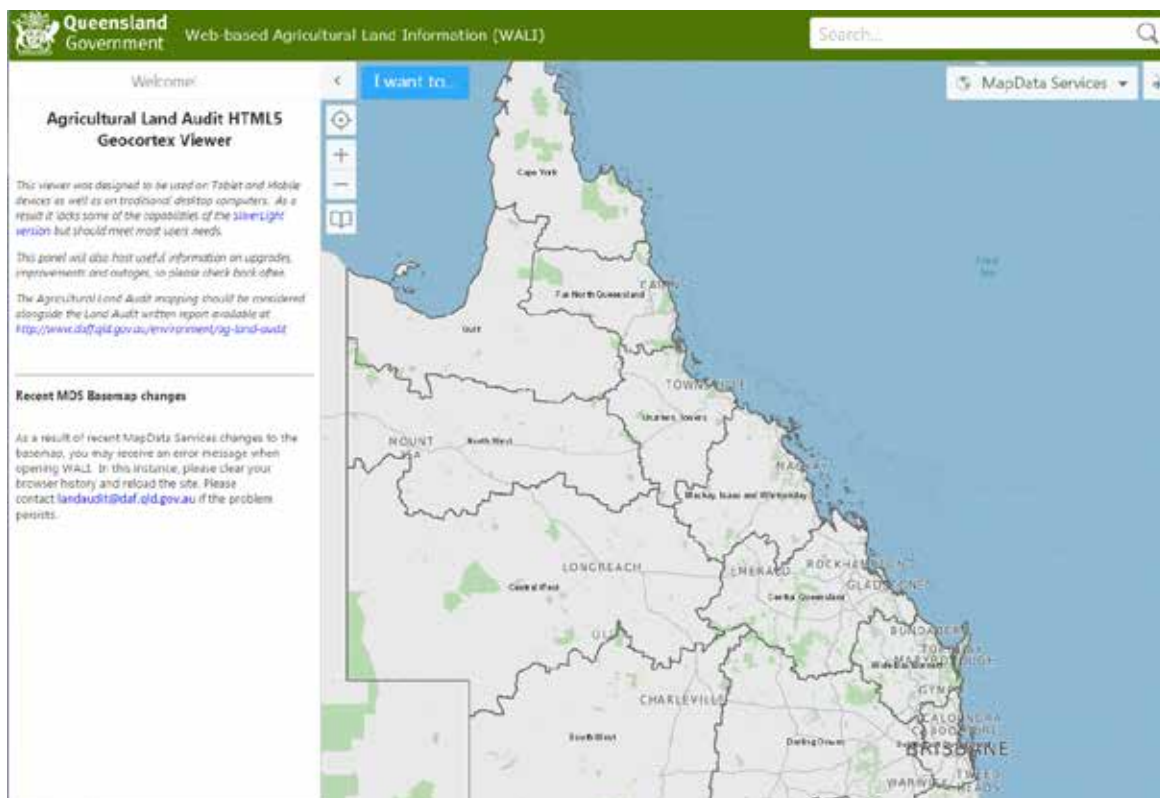


Figure 15: WALL screenshot

Planning schemes and land strategies

DAF undertakes a range of measures to ensure that development is compatible with maintaining land important for agriculture and that an appropriate balance is maintained between state interest, community interest and economic development.

During 2014–15, we reviewed and provided advice on 19 regional council planning schemes and 29 rural land strategies. The review process enabled councils to receive feedback and better consider the implications for agricultural land when developing planning schemes. The process also better informed directions and provisions for particular interest groups, such as lifestyle/hobby farmers.

Intergovernmental agreements

Committee of Northern Australia Agriculture Ministers

DAF plays a lead role in supporting the Committee of Northern Australia Agriculture Ministers, as well as chairing and providing the secretariat for the Northern Australia Senior Leaders Group that reports to the committee.

This committee brings together the agriculture ministers from the Australian, Queensland, Western Australian and Northern Territory governments. They work collaboratively to take a coordinated approach to priority northern Australian agriculture matters. The committee addresses a range of issues, from supply chain development to research and development.

The Northern Australia Beef Industry Roundtable is convened by the committee to inform their work plan. The fifth beef roundtable was held in Darwin in November 2014. The sixth beef roundtable was held in Yeppoon in May 2015 to coincide with Beef 2015. A number of new key priorities were developed for government and industry to work on together—including articulating confidence in our safe, clean and sustainable beef, and a commitment to maintain Australia's high standards of biosecurity, including more streamlined regulation to secure overseas markets.

North Queensland Irrigated Agriculture Strategy

The North Queensland Irrigated Agriculture Strategy was a joint Queensland and Australian government project examining the long-term prospects for irrigated agriculture in the Flinders and Gilbert River catchments. The project was completed in December 2013 when CSIRO released its report on the catchments. DAF has continued its on-ground involvement in these two catchments to explore opportunities and help producers mitigate risks to development.

Further work on the catchments was undertaken in 2014 by the Department of Natural Resources and Mines, CSIRO and DAF to better estimate the impacts on ecosystems and fisheries in the Gulf. The information from these studies and the strategy is being used by the Department of Natural Resources and Mines to make more water available for irrigated agriculture through the Water Resource (Gulf) Plan 2007.

Drought has delayed crop trials and other works, including trials at Hopevale on the Flinders River and Strathmore on the Gilbert River. DAF has commenced initial studies to understand the potential of the groundwater resource in the Flinders catchment to support agricultural development. As part of its ongoing commitment, DAF will continue to progress on-ground activities and commercial partnerships to advance viable irrigated agricultural opportunities for the region.

Murray–Darling Basin Regional Economic Diversification Program

DAF is delivering two projects in support of the Australian Government's \$15 million Murray–Darling Regional Economic Diversification Program. DAF is providing in-kind support of over \$2.25 million to the two projects, one of which is investigating opportunities for high-value irrigated horticulture in the Border Rivers and Balonne areas. This project is looking at a range of horticulture crops that may suit the soils and climate of the region, as well as investigating new export markets. The second project involves working with irrigators to help them improve water-use efficiency. The implementation of a benchmarking system will allow irrigators to measure and compare the efficiency of their irrigation systems.

Key performance indicator: Reduction of red tape and regulatory burdens

Significant progress of the department's *Regulatory reform plan* was achieved during 2014–15. Progress on the original target of 17% reduction of regulatory requirements over five years can no longer be measured. This is due to focus reprioritisation by the Office of Best Practice Regulation, which maintained the methodology for the annual assessment.

In 2014–15, DAF reduced regulatory burdens in the following areas:

- consolidated and streamlined regulation of the exhibited animals industry under a single Act (the *Exhibited Animals Act 2015*)—as an example, the Act replaces up to six licensing schemes under multiple Acts with a single licensing scheme (the Act will commence with the *Biosecurity Act 2014* by 1 July 2016)
- eliminated duplication and redundant provisions by consolidating provisions of the Fisheries (Coral Reef Fin Fish) Management Plan 2003 into the Fisheries Regulation 2008 in April 2015.

DAF also progressed the following initiatives directed at reducing regulatory burden:

- made significant progress on development of new regulations, new policies and streamlined procedures to support the commencement of the *Biosecurity Act 2014*—including the release of a regulatory impact statement, and preparation of training and educational resources for the public about the Act and the new obligations that share responsibility for biosecurity in Queensland
- finalised preparations to introduce the Agriculture and Other Legislation Amendment Bill 2015 into the Legislative Assembly—the Bill proposes modest reforms, including
 - harmonising aspects of Queensland regulation of agricultural and veterinary chemicals with Commonwealth legislation, such as allowing application from unmanned aerial vehicles
 - omitting unnecessary obligations and restrictions on suppliers of identification devices for cats and dogs
 - reducing the liability of company directors in certain circumstances, consistent with the Council of Australian Governments guidelines
- released the independent review of fisheries by MRAG Asia Pacific in line with the incoming government's commitments to the community—now that the period for public comment has closed, the government will consider the next steps
- helped the Queensland Competition Authority undertake a review of legislation affecting aquaculture and the application process for development
- released a regulatory impact statement for public comment about proposed changes to the Stocked Impoundment Permit Scheme in December 2014 and received almost 300 submissions, which will inform the final decisions on how best to enhance recreational fishing and reduce administrative burden on individuals, businesses and government—the regulatory impact statement proposed several changes including
 - expanding the scheme
 - allowing funds raised through permit fees to be used for a wider range of purposes
 - adjusting permit fees once every five years instead of annually, which would reduce the burden on small businesses that collect the fees at the point of sale
- contributed to the national review of agricultural and veterinary chemical legislation, with a view to developing a single national regulatory framework—the national review process has highlighted significant areas of differences between jurisdictions on issues such as licensing and training and off-label use (completion of the review is expected to take a further 12 months).

Objective 2: Improve industry performance through innovation

Research, development and extension (RD&E) is a critical driver of productivity in the agriculture, forestry and fishing industry, and requires long-term commitment to maintain productivity growth and consequent profitability. Innovation and the adoption of new practices and technologies are critical to producers being able to harness emerging opportunities and overcome production challenges to improve industry performance. The extended timeframes to realise benefits can be lengthy.

Evaluations on the returns from investing in agricultural RD&E consistently demonstrate that for every \$1 invested, returns of up to \$10 can be expected over the course of 25 years.

Outlook

Ever changing climatic conditions, market and consumer preferences, and increasing threats from exotic plant and animal diseases present new areas demanding attention from agricultural RD&E expertise.

A significant amount of agricultural RD&E is funded via the industry levy system, as well as funding from the Australian and Queensland governments, industry and the non-profit sector. Nationally, investment in agricultural RD&E has been static or declining since the 1970s. Revenues from the department's commercialisation activities are also impacted as more opportunities for commercialisation are transferred to industry or entrepreneurs to encourage a commercial focus in the development phase.

Partnerships with industry and urban and regional universities has seen the state's RD&E capability and capacity grow, and further partnerships will be pursued to enable this growth to continue.

Key performance indicators

- Level of innovation by agricultural businesses
- New varieties, products or technologies released and adopted
- Royalty returns from departmental research and development

Priorities for 2015–16

Our priorities for 2015–16 are to:

- develop a 10-year RD&E blueprint for agriculture and food
- develop and deliver innovative technologies and practices for farm business and industry
- improve the uptake of innovative technologies and practices through the delivery of extension and technical services
- partner with industry and research bodies to build RD&E capability across Queensland
- continue delivery of best management practice programs to improve the practices of producers and agricultural industries impacting on the Great Barrier Reef.

Key performance indicator: Level of innovation by agricultural businesses

According to the most recent Australian Bureau of Statistics data ('8166.o: Summary of IT use and innovation in Australian business, 2013–14'), only 27% of agricultural, forestry and fishing businesses in Australia were innovating. This was the lowest level of innovation across all business sectors. The agricultural, forestry and fishing industries also had the joint lowest proportion of businesses that introduced new goods or services (12%), and were also least likely to have introduced new organisational/managerial processes (9%) or marketing methods (5%).

While the Australian Bureau of Statistics also found that 87% of Australian agricultural businesses had internet access, for the vast majority (over 98%) broadband was the main type of connection. Only some 13% of agricultural businesses were promoting their business online. This is well below the 47% for Australian businesses as a whole. Less than one in five businesses in the agriculture, forestry and fishing industry received orders online.

National Primary Industries Research, Development and Extension Framework

RD&E is coordinated nationally. A national framework is in place to better use scarce resources and prevent duplication. Strategies to implement the framework have been developed for 14 primary industry sectors and 8 cross-industry sectors.

Queensland leads the beef, sugar and biofuels and bioenergy strategies, in partnership with the relevant industry organisations. Leadership is also delegated to Queensland for specific sector strategies such as summer grains, tropical and subtropical horticulture, and tropical and subtropical forestry.

Investing in RD&E

In 2014–15, DAF invested approximately \$63 million in agricultural RD&E to build Queensland's competitive advantage, particularly in tropical and subtropical agriculture.

This investment was boosted by around a further \$33 million in external funding from major research and development corporations and the private and university sectors to undertake applied RD&E.

In support of research outcomes, throughout 2014–15 the department maintained 35 agricultural research facilities and field sites across the state. These world-class research facilities provide Queensland with infrastructure to underpin high-quality agricultural research and are utilised by universities, the private sector and other research organisations on a cost-recovery basis.

The department also commenced development of a 10-year agriculture and food RD&E blueprint. The aim of the blueprint is to enhance scientific collaboration within the state, ensure it is aligned with emerging opportunities, and to seek new and innovative ways to attract new funds. This blueprint will set the future direction for agricultural RD&E in Queensland. It will emphasise the importance of RD&E in improving the productivity, profitability and sustainability of Queensland's farm businesses.

Partnerships to deliver world-class research

The department's investment in RD&E includes \$14.77 million in partnerships with the university sector and Sugar Research Australia (an industry-owned research and development corporation).

Partnerships with universities enable DAF and university scientists to work collaboratively to deliver enhanced research outcomes for Queensland. This is achieved by:

- providing improved access to networks of international scientists and state-of-the-art research equipment
- utilising additional resources from across disciplines to respond to issues facing the agricultural sector
- generating career opportunities for scientists
- attracting greater RD&E funding to Queensland's agricultural sector than would otherwise be possible
- underpinning increased tertiary training in agriculture in Queensland.

The sugarcane industry has derived significant benefits from RD&E through the DAF grant to Sugar Research Australia. Some key highlights include:

- increased adoption rates of precision agriculture practices, which reduced fertiliser inputs and lowered total farm nutrient loss

- productivity increases and reduced input costs through improved yield monitoring, identifying and managing pest infestations with remote-sensing technologies and improved breeding programs
- research to help solve the yellow canopy syndrome—so far, research efforts have ruled out a number of potential causes; however, the cause is still unknown.

Key performance indicator: Royalty returns from departmental research and development

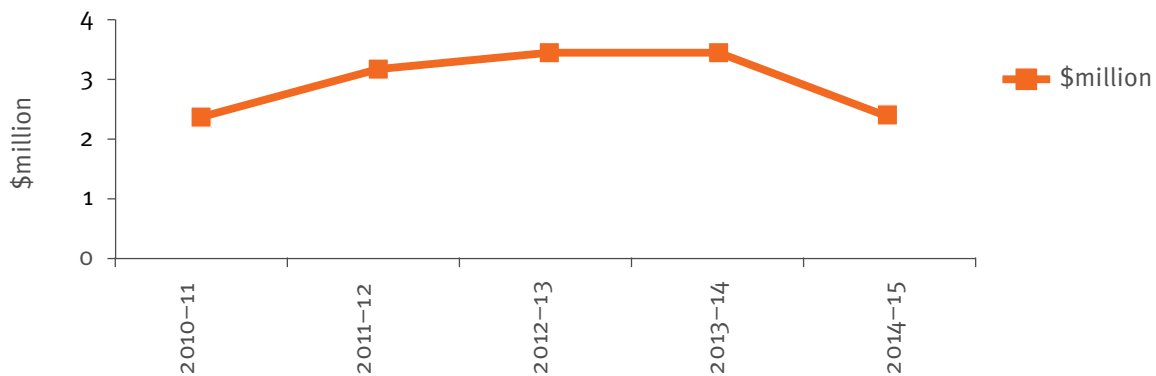


Figure 16: Intellectual property revenue graph (source: DAF RD&E expenditure and revenue)

In 2014-15, the department received \$2.49 million in royalty revenue, which equates to a return on investment of 4.32%. This was down by approximately \$1.3 million on 2013-14 royalty revenue. This decrease was due in part to:

- drought affecting the 2013-14 growing season, which impacted wheat sales for the first time with both volume and quality down—consequently, royalties decreased by approximately \$440 000 compared with previous seasons when sales have been above average
- the department refocusing its core business activities and giving industry and universities more responsibility for management of breeding and development of new varieties and cultivars, including strawberries, wheat and barley.

While such factors will have an ongoing impact on royalty revenue, it is expected that this decrease will be offset by royalties generated from the DAF-developed PlantZap®, Kalei apple and Queen Garnett plum.

Key performance indicator: New varieties, products or technologies released and adopted

Table 6: Service standards—improvements due to RD&E

Measures	2011–12	2012–13	2013–14	2014–15
Client businesses implementing new or improved practices, processes, systems, products and technologies as a result of funded innovation and capacity development activities	60%	54%	60%	73%
Proportion of assisted firms reporting improved performance following funded innovation and capacity development activities	60%	60%	54%	60%

Extension is critical to ensuring producers are able to adopt the research and development outcomes delivered by the department. It involves a range of activities that enable producers to implement the department's research outcomes for the productive and economic benefit of their business. In 2014–15, DAF delivered a range of extension activities, including 353 structured programs and activities to help businesses build capacity, improve performance and access opportunities.

More than 8535 producers and farm businesses participated in structured R&D extension activities. Participant surveys are conducted throughout the year, and an average of survey results indicates that 86 per cent of participants were satisfied with the activities they participated in. An average of 73% indicated that they had made or were making changes to their business as a result of participating in an activity. While the proportion of firms reporting improved performance remains at 60 per cent, improvements to activity surveys are being introduced to ensure greater consistency of data and to provide for greater capacity to analyse data throughout the year.

Research supporting industry profitability

In 2014–15, DAF progressed a breeding program to address the production challenges and constraints associated with some commodities. Scientists developed and delivered a range of new varieties, cultivars and parent lines for the economic benefit of growers and industry. The team also delivered a range of innovative new products during the year in support of industry productivity. The new technologies implemented by farm businesses will not only improve production outcomes, but will also facilitate the development of market opportunities. Selected highlights are listed below.

New varieties

Mung beans

During the past 10 years, Queensland's mung bean export industry has more than doubled production, from 30 000 tonnes to over 70 000 tonnes annually. DAF-bred varieties account for at least 95% of mung beans produced and exported. The breeding improvement developed a new 'black gram' line of mung bean to replace the Regur variety released in 1975. This new line has clear advantages over regular green gram types in relation to disease resistance and stress tolerance, and has a more than 10% higher yield. While a niche product in Australia, it is a highly prized pulse in India and Pakistan.

DAF's partnership with The University of Queensland and the Queensland Alliance for Agriculture and Food Innovation has also improved the science of how to best grow mung beans. A similar partnership with the Queensland University of Technology has embraced innovative genetic tools and technologies to ensure Queensland's growers and industry continue to earn profits that drive economic development.



Figure 17: DAF plant pathologist speaking to participants at the mung bean industry field walk

Tomatoes

Queensland's tomato industry is valued at an estimated \$273 million. In 2014–15, a DAF tomato breeding project produced more than 100 new parent lines, a number of which will be selected for commercial release. The new varieties are resistant to a variety of diseases, including fusarium wilt, powdery mildew, root-knot nematode, tomato yellow leaf curl virus and tomato spotted wilt virus. Powdery mildew is one of the two most damaging diseases of tomatoes in eastern Australia and causes production losses estimated at \$20 million to \$25 million annually. Tomato yellow leaf curl virus is the other disease of major concern and impacts large areas of the Bundaberg and Bowen regions, with serious implications for producers. The new lines are expected to be available in the near future.

Reinvigorating Indigenous plantation forestry

The collaborative Australian Centre for International Agricultural Research sandalwood project, involving the department and the University of the Sunshine Coast, developed germplasm for sandalwood and whitewood. The project captured a diverse range of Cape York Peninsula sandalwood germplasm and successfully established grafted clonal seed orchards in Bamaga and at the Walkamin Research Station. A genetic improvement and testing program is now in place.

Endemic sandalwood species were commercially harvested in the Cape York Peninsula from 1860 to around 1940, when the industry collapsed due to over-harvesting. If domesticated, this species could underpin development of Indigenous and plantation-scale forestry activities in the region.

New tools and technologies

A diverse range of new tools and technologies were delivered as a result of DAF RD&E. See Table 7 for examples.

Table 7: New tools and technologies developed by DAF and its partners

New tools and technologies	Target user	Benefit
A revised hard-copy of the <i>Australian quality index manual: a tool for evaluating changes in chilled seafood</i> and downloadable app covering 18 major Australian seafood species	Seafood buyers to assess point-of-purchase freshness and quality of seafood	<ul style="list-style-type: none"> Fairer pricing for producers and consumers Improved retail/food service product quality Improved supply chain management Valued by industry as saving hundreds of thousands of dollars per annum in a sector worth an estimated \$353 million per annum
National weevil hotline (1800 WEEVIL or 1800 933 845) and grain storage information hub (www.storedgrain.com.au)	Grain growers	<ul style="list-style-type: none"> Immediate support through phone contact with a DAF grain storage specialist Access to the latest articles, information and short videos on all facets of grain storage— including grain aeration, grain quality, storage facilities, grain storage economics, insect identification and control, hygiene and structural treatments
Certification trademark for midge ratings awarded to DAF	Sorghum growers, seed companies and export industries	<ul style="list-style-type: none"> Ability to identify midge resistance of sorghum Reduces product loss from the pest by \$10 million to \$15 million annually
Feed forage guide and tools—‘Feeding forages in the Fitzroy’ and three region-specific ‘Forage gross margin calculators’	Beef producers	<ul style="list-style-type: none"> 85% of field day respondents indicated that they intended to make at least one change to their business
Apple (iOS) version of the Stocktake Plus App—a grazing land management decision support tool	Northern Queensland graziers, natural resource management groups, public and private sector extension providers	<ul style="list-style-type: none"> 13 630 registered users making better decisions on pasture use
DAF’s online plant pest diagnostic services (www.daf.qld.gov.au)	Horticulture and broadacre cropping producers and agronomists	<ul style="list-style-type: none"> Online sample submission forms make the process of getting samples to diagnosticians more efficient, resulting in over 390 samples being tested from approximately 120 different hosts in the last 6 months
A search engine to capture some 50 years of experimental pasture plant evaluation data developed by DAF and scientists from CSIRO, James Cook University and the agricultural departments of New South Wales and Northern Territory	Researchers and scientists	<ul style="list-style-type: none"> Ability to quickly query over 180 000 records relating to a wide range of species, soil types and climates to identify the best opportunities for developing future varieties

Attractant lure—'slime' odour	Apiarists	<ul style="list-style-type: none"> • Ability to trap hive beetle away from apiary sites
Apple black spot warning service upgrade—a new weather station connected to the internet enabling observation of real-time data (30-minute delay) and infection period warnings without waiting for an official black spot warning (also allows for issue of warning through email and SMS)	Granite Belt apple growers, consultants and researchers	<ul style="list-style-type: none"> • Timely recommendations for disease control • Reduced need for fungicide applications

Mitigating agricultural impact on the Great Barrier Reef

Great Barrier Reef intergovernmental agreement

The *Great Barrier Reef intergovernmental agreement 2009* provides a framework for the Australian and Queensland governments to work together to protect the Great Barrier Reef and World Heritage Area.

Reef water quality protection plan

The department continues to play a major role in improving the health of the Great Barrier Reef. In 2014–15, DAF committed \$4.32 million in funding to lead and support actions of the *Reef water quality protection plan 2013*, a key component of the *Reef 2050 long-term sustainability plan*.

These actions were aimed at identifying cost-effective and profitable farm management practices to improve water quality outcomes, providing technical and economic support to accelerate the adoption of these practices and monitoring the adoption of improved land management practices.

The department has effectively engaged and developed partnerships with industry and natural resource management and community groups to help meet the ambitious targets set for improving reef water quality and land management practices.

This year, over 60 regional officers (either fully or partly) supported research, extension, economic and monitoring services to the sugarcane, horticulture, grains and Grazing Best Management Practices programs in Great Barrier Reef catchments.

In 2015, the Auditor-General released a performance audit report on managing reef water quality, which profiled DAF's extension and education programs as effectively engaging with landholders to encourage adoption of improved land management practices. The Auditor-General also found that the dual focus of productivity and environmental sustainability made it difficult to assess whether the practices adopted were improving water quality.

The benefits demonstrated to growers by the department's regional economists provide an incentive for the adoption of improved practices that increase profitability while delivering water quality benefits.

In 2014–15, DAF doubled its investment in resources to monitor industry's adoption of best management practices that improve Great Barrier Reef water quality. DAF staff also played a critical role in improving the quality of information feeding into the reef plan's Paddock to Reef monitoring and evaluation program, and to the production of the annual reef report cards.

Best management practice

Table 8: Service delivery standard—best management practice of graziers and canegrowers

Measures	2011–12	2012–13	2013–14 ¹	2014–15
Percentage of canegrowers and graziers who have increased best management practice knowledge and skills through participation in government-funded programs	Not measured	Not measured	40% ¹	74%

¹ In 2013–14, this result pertains to canegrowers only. Graziers' survey was delayed due to priorities related to drought activities.

Few extension initiatives have sought to evaluate actual practical adoption of best management practice with the level and rigour applied to this measure. The strong initial results are unlikely to be maintained, as achieving continuous management practice improvement within a defined population is expected to become less feasible over time. The Auditor-General noted that there was still considerable work to be done before the contribution that best management practice changes can make to the health of the Great Barrier Reef is fully understood.

Grazing Best Management Practices program

The Grazing Best Management Practices (Grazing BMP) program showcases the efforts to date. It's an industry-led, voluntary program to improve the long-term profitability of beef enterprises and reduce chemical and sediment load to the Great Barrier Reef. Adopting best management practices in a holistic manner helps maintain pasture productivity with positive effects for animal health and welfare, and increased business resilience to a variable climate. Through an online benchmarking process, the program provides direct feedback to individual graziers of how their management compares against their peers and allows industry to demonstrate the implementation of sound environmental management practices to the wider community. The program has been implemented in the Burdekin, Fitzroy and Burnett-Mary river catchments—the major catchments flowing to the reef.

The program is delivered through a partnership between multiple organisations that include AgForce, the Fitzroy Basin Association, the Queensland Government (DAF and the Department of Environment and Heritage Protection) and natural resource management groups. DAF provides technical advice, extension and economic support to industry and works collaboratively with its partners. A critical part of the program is the follow-up activities to provide producers with skills and information to address the opportunities and needs identified through the program. These activities included formal workshops, field days, producer meetings and property visits.

In the Burdekin catchment over the four years 2011–14, 272 unique beef businesses (42% of commercial beef properties) participated in program activities—representing over 6.2 million hectares of land (44% of the catchment) and over 850 000 head of cattle (54% of beef cattle within the catchment). The program has used a variety of processes to engage with producers to bring about practice change. The DAF beef extension team delivered and coordinated 199 activities, which included 57 workshops, 30 field days, 14 forums, 63 one-to-one engagements and 35 other activities (e.g. information mail-outs, online webinars and staff training). In 2014–15, a total of 469 businesses managing 8.9 million hectares participated in the program across all reef catchments. Producer engagements totalled 1838, with a total of 2536 participant engagements.

Documented practice changes have included:

- use of land type mapping and remote-sensing imagery for property development planning
- use of the Stocktake Plus app to help match stocking rates with paddock carrying capacity
- land reclamation to restore degraded land to productive land
- improved feed base through the use of legumes, increasing animal productivity by 11% for every \$1 invested
- improved herd management by focusing on superior breed genetics, animal condition and pregnancy testing to increase beef production from fewer cattle
- holistic business improvement to increase marketing opportunities and better management in dry seasons through increased operational efficiency, time management and staff engagement
- improved work health and safety standards on properties.

A cost-benefit analysis on the impact of grazing best management practice based on the Burdekin catchment program activities shows that for every \$1 spent, \$3.65 is expected to be generated in industry benefits. Significant public benefits, including the reduction of sediment draining into the Great Barrier Reef lagoon and the ecosystem service of maintaining healthy rangeland, were not incorporated into the analysis but would significantly increase the overall cost-benefit ratio of the extension project.

Our performance: Biosecurity Queensland

Objective 3: Manage biosecurity risks

Biosecurity Queensland works to minimise the likelihood and severity of negative impacts of pests and diseases of animals and plants, and weeds. This involves effective preparedness, prevention, response and ongoing management of biosecurity risks. Nationally, the objectives of Australia's biosecurity policies and risk-management measures are:

- to safeguard Australia's favourable animal and plant health status
- maintain access to overseas markets
- protect our economy and environment from the impacts of exotic and emerging pests and diseases.

Queensland's inherent vulnerability to biosecurity incursions is a result of a number of unavoidable factors, including the state's largely tropical climate, geography and proximity to our neighbours in the Asia-Pacific region. As a result, Queensland is a frontline state for biosecurity in Australia, combating the most biosecurity incursions each year.

Establishing and maintaining market access for our products is essential for export growth and the future prosperity of our agricultural, fisheries and forestry industries. Discerning markets and the community demand not only pest-free products, but ethically produced ones. Biosecurity Queensland assists by setting high standards for animal welfare and the use of agricultural and veterinary chemicals.

Outlook

Biosecurity incidents have, and are likely to, become even more frequent as the movement of products and people around the world increases; climates, land use and environments change; free-trade agreements become more common; and market requirements intensify.

Increased global trade is calling for a stronger biosecurity framework based on robust science, diagnostic capability and innovative tools to protect our enviable biosecurity status.

Key performance indicators

- Risk management systems preparedness for foot and mouth disease
- Significant biosecurity response programs deliver nationally agreed outcomes
- Market access maintained or opened by negotiation, certification or added surveillance

Priorities for 2015–16

Our priorities for 2015–16 are to:

- implement the *Biosecurity Act 2014* and modernise legislative arrangements for veterinary surgeons, exhibited animals and agricultural and veterinary chemicals
- strengthen and develop new state and local government partnerships and frameworks to support shared decision-making and service delivery
- finalise the review of Queensland's biosecurity capability
- continue the development of better biosecurity information management systems and practices
- manage nationally significant biosecurity eradication responses

- establish a ministerial animal welfare advisory board and a protecting puppies initiative to raise animal welfare standards
- implement a risk-based investment strategy for biosecurity resources and benchmark service delivery.

Key performance indicator: Significant biosecurity response programs deliver nationally agreed outcomes

Table 9: Service standard—significant biosecurity responses

	2011–12 ¹	2012–13	2013–14	2014–15
Percentage of significant response programs on track to deliver nationally agreed outcomes (on time and on budget)	100%	100%	100%	100%

¹ The result in 2011–12 only measured progress against delivery of agreed outcomes on time. In 2012–13, the tracking of expenditure progress was added. Therefore, the 2011–12 result is not strictly comparable with the remaining years.

Impacts from biosecurity incursions go beyond the industry involved, with significant flow-on effects to the rest of the economy, the environment and social amenity.

During the 2014–15 financial year, Biosecurity Queensland ensured all significant response programs delivered agreed outcomes on time and on budget in accordance with response plans approved under national cost-sharing arrangements.

Queensland is currently delivering six programs under national cost-sharing arrangements:

1. National Red Imported Fire Ant Eradication Program (South East Queensland)
2. National Red Imported Fire Ant Eradication Program (Yarwun)
3. National Electric Ant Eradication Program
4. National Four Tropical Weeds Eradication Program
5. National Red Witchweed Eradication Program
6. Long-term Containment Strategy for Exotic Fruit Flies in Torres Strait.

Cost-sharing arrangements are subject to reviews when circumstances change. The National Electric Ant Eradication Program was the subject of such a review in 2014. The review panel agreed that eradication remained feasible. Funding for 2015–16 has been sought on this basis.

Biosecurity Queensland also effectively responded to over 100 biosecurity incidents, including exotic and established pests and diseases of animals and plants and invasive plants and animals. Some of these included:

- Panama disease tropical race 4 in bananas in North Queensland
- cucumber green mottle mosaic virus in melons west of Townsville
- Hendra virus in a horse in Gladstone
- bovine Johne's disease in cattle on properties across Queensland
- red witchweed on sugarcane and cattle properties near Mackay
- Asian green mussels in waters at Cairns Inlet
- destruction of one American corn snake, two ferrets, one South-East Asian box turtle and two boa constrictors
- 44 class 1 weed eradication programs, such as Hudson pear, Siam weed, Karroo thorn and various cacti.

Biosecurity Queensland's expertise also assisted responses in other states and territories. These responses included:

- banana freckle in the Northern Territory
- cucumber green mottle mosaic virus in the Northern Territory
- red imported fire ants in New South Wales
- giant pine scale in Victoria
- chestnut blight in Victoria.

Intergovernmental agreement on biosecurity

The *Intergovernmental agreement on biosecurity* (IGAB) establishes nationally agreed approaches to mitigate risks across the biosecurity continuum and identifies national priorities for action. The agreement helps the federal, state and territory governments to avoid unnecessary duplication of biosecurity activities, improve the efficiency of resource use, and clarify their respective roles and responsibilities. The IGAB is linked to international agreements.

In August 2014, the National Biosecurity Committee noted that the work of most of the IGAB working groups was near completion or well underway. The committee agreed that the groups would be wound up and replaced by an IGAB Implementation Taskforce to prepare a status report on achievements to date, what needed to be completed and to identify priority reforms and the mechanisms to progress required work under the IGAB. This taskforce was led by Queensland Government's Chief Biosecurity Officer. To implement priority activities, six working groups have been established that cover:

1. national decision-making and investment
2. national emergency preparedness and response collaboration
3. implementation of the established pest and disease policy and investment principles
4. implementation of a collaborative national approach to surveillance and diagnostics
5. securing a national information management capability
6. stakeholder engagement.

The Queensland Government maintains its strong commitment to the biosecurity agenda, actively participating in and providing expertise on each of these six working groups.

Emergency response agreements

Contractual arrangements are in place between the federal, state and territory governments and relevant industry groups to collectively prepare for and share the costs of responding to an emergency pest or disease incursion. These are outlined in the Emergency Animal Disease Response Agreement, the Emergency Plant Pest Response Deed and the National Environmental Biosecurity Response Agreement.

In 2014–15, the Queensland Government continued to support the national biosecurity system by honouring these three national cost-sharing agreements. Under these agreements, the Queensland Government received funding for its significant response programs. Also, in accordance with these agreements, the Queensland Government provided its commitment to cost-sharing of funding for national responses being managed by other states and territories, including red imported fire ants (New South Wales), banana freckle (Northern Territory), avian influenza (New South Wales) and giant pine scale (Victoria and New South Wales).

Focusing on capability

Queensland experienced unparalleled challenges to its capability to respond to an increasing number, scale and scope of exotic biosecurity pests and diseases in 2014–15. Recent incidents such as Panama disease tropical race 4, cucumber green mottle mosaic virus, red imported fire ants, wild dogs and tropical weeds demonstrate the breadth of serious risks to Queensland’s agricultural industries and environment.



Figure 18: iPad mini trial data collection in the field as part of the Panama disease tropical race 4 response

During 2014–15, there has been an expansion in the management of biosecurity risks to a broader consideration of system requirements and capability. In March 2015, the Queensland Government strengthened its commitment to protecting Queensland agriculture by announcing a detailed review into Queensland’s biosecurity capability. The outcome will be to develop a long-term plan to restore Queensland’s biosecurity response to world’s best practice.

A review is being conducted by a panel comprising an independent chair and two members with extensive strategic government decision-making experience and understanding of emergency responses. The panel is supported by a reference committee—comprising the Chief Biosecurity Officer, DAF Deputy Director-General (Corporate), Assistant Under-Treasurer (Budget Portfolio Division), Executive Director (Economic Policy, Department of the Premier and Cabinet) and chair (Biosecurity Queensland Ministerial Advisory Committee)—who will provide advice to the panel on biosecurity co-investment policy levers and sustainable funding models, including their costs, benefits and risks, and guidance on short, medium and long-term implementation priorities.

In delivering recommendations for the long-term plan, the review will:

1. assess Queensland biosecurity responsibilities and the roles of the various parties—government, industry and other stakeholders
2. assess Queensland's baseline biosecurity capability to meet its current objectives and future challenges
3. benchmark the capability Queensland requires to achieve world's best practice given its statewide service delivery requirements
4. identify examples of best practice in interstate and external agencies that could be used to benchmark Biosecurity Queensland's capabilities.

The final report is to be completed by September 2015 for the government to consider. The report is to state the roles and responsibilities of Biosecurity Queensland and detail a five-year plan with specific recommendations for actions, including costings and options, and key performance indicators. This review will support the work that Biosecurity Queensland had commenced to improve its own agility and capability.

Transformation roadmap

In 2014–15, Biosecurity Queensland continued to implement a roadmap to transform the way it works and to find even better ways of delivering biosecurity services. Five focus areas for improvement have been identified, each with a flagship project.

Focus area 1

A flexible and adaptable service delivery method and workforce is underpinned by the Biosecurity Workforce Plan. This plan aims to better enable access to required skills through effective succession planning and strong workforce partnerships to address surge capacity issues.

Focus area 2

Shared responsibility and partnerships are being driven by a project to develop a co-investment model for established pests and diseases.

Focus area 3

An outcome-based regulation and red-tape reduction focus seeks to improve regulatory models to deliver flexible, responsive and proportionate biosecurity regulation—through the *Biosecurity Act 2014* implementation project.

The new *Biosecurity Act 2014* was passed in March 2014. The Act deals with pests (such as wild dogs and weeds), diseases (such as foot-and-mouth disease) and contaminants (such as lead on grazing land). As the new Act draws together many previous pieces of biosecurity legislation developed independently over the past hundred years, the old supporting regulations also require updating.

Public consultation on the review of earlier biosecurity regulations and new regulations was undertaken in late 2014. The new Act must come in to effect no later than 1 July 2016 and will provide a consistent, modern, risk-based and less prescriptive approach to biosecurity in Queensland. It will make managing biosecurity risks 'a shared responsibility'—for those biosecurity risks and threats under their control.

Focus area 4

Improved biosecurity information management requires a range of business process changes supported by contemporary information management solutions to enhance Biosecurity Queensland's capability—through the Biosecurity Information Management System project.

To improve quick access to the information needed to support emergency responses and the changes to the Act, a three-year program of work—the Biosecurity Information Management System (BIMS) Program—commenced in May 2014. BIMS will deliver an integrated toolkit consisting of various information management technologies and enhanced business processes to improve the management of biosecurity risks in Biosecurity Queensland's day-to-day business operations and emergency responses. The Queensland Government is working in partnership with Biosecurity New South Wales to leverage off their system.

BIMS will reduce risks and ensure Queensland's long-term biosecurity capability by:

- enabling the integration of business processes and systems used to support operations
- enabling the sharing of biosecurity information across the department and other jurisdictions
- providing efficiencies in data capture and quality, resulting in a reduction in reporting costs for day-to-day operations and emergency responses.

In early 2015, the Panama disease tropical race 4 response in North Queensland provided a live test case to inform development of the BIMS toolkit, which helped in providing business and technology solutions for this response. Components of the BIMS toolkit were substantially completed for use by the response by 30 June 2015, including a mobility solution for infield data collection for surveillance and sample submission and related spatial information.

This included an in-depth analysis of current business processes and refinement of these processes to improve efficiency. The solutions developed will become components of the broader BIMS toolkit. The opportunity to be directly involved in an actual emergency response proved invaluable in terms of lessons learned and their application to the remainder of the BIMS program.

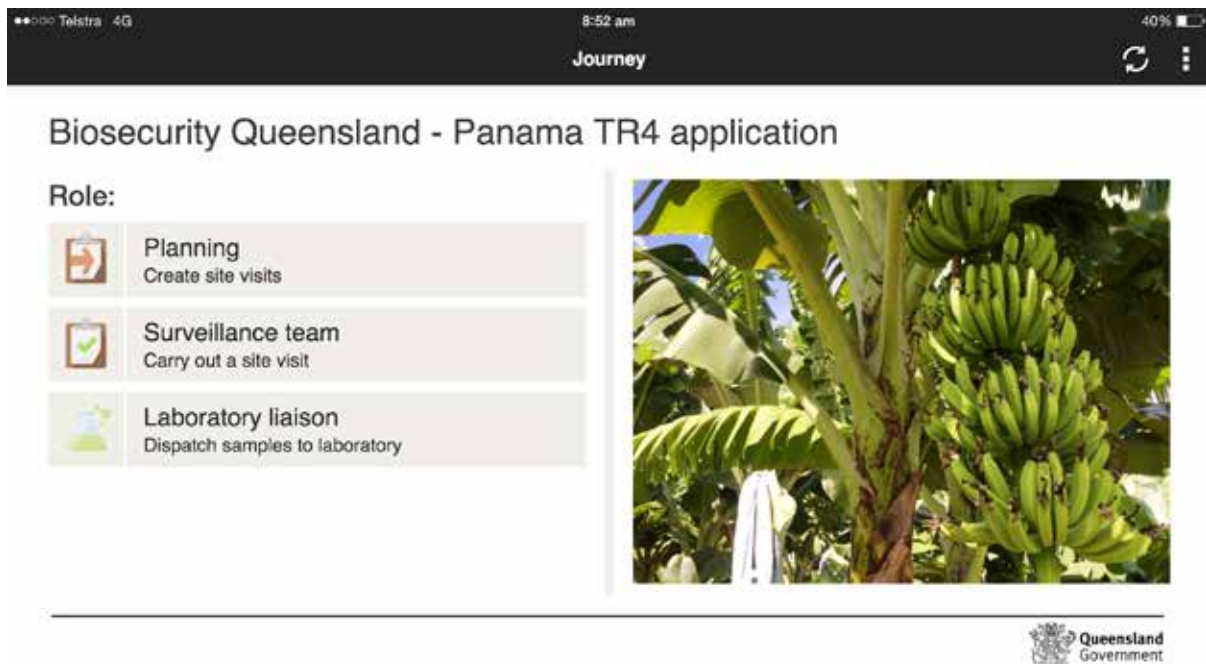


Figure 19: Biosecurity Information Management System in use for the Panama tropical race 4 response

Focus area 5

Enhancing emergency preparedness is underpinned by the Foot-and-mouth Disease Project, which is part of the larger Biosecurity Preparedness Program.

Key performance indicator: Risk-management system preparedness for foot-and-mouth disease

Foot-and-mouth disease has been used as the context to improve the capabilities of Queensland's biosecurity system. Overseas experience shows that outbreaks spread rapidly and have a broad impact on the economy.

In 2013, the Australian Bureau of Agricultural and Resource Economics estimated the impact on Australia's economy over a 10-year period of hypothetical foot-and-mouth disease outbreaks would be severe. Direct economic losses to the livestock and meat processing sector ranged from \$5.7 billion for a small North Queensland outbreak to \$52.2 billion for a large multi-state outbreak.

The Biosecurity Preparedness Program encompasses a suite of 10 targeted projects addressing key phases of disease management. Projects are aimed at increasing prevention and preparedness activities, and improving response and recovery capacity and capability in the event of an outbreak. The program is expected to be completed by July 2016. However, it is recognised that ongoing preparedness supported by partnership arrangements and a continuous improvement agenda will be essential in future years. This ongoing action will ensure Queensland remains at the forefront of new developments and retains its biosecurity preparedness status.

In 2014–15, the program led the Queensland component of the national foot-and-mouth disease standstill, Exercise Odysseus. Its aim was to enhance national (government and industry) preparedness for, and implementation of, a national livestock standstill in response to an outbreak. The successful exercise was completed, reviewed and reported by December 2014.

Additional outputs of the program in 2014–15 included:

- a *FMD surveillance strategy*
- a *FMD laboratory preparedness strategy*
- drafting of a FMD vaccination strategy, incorporating modelling of vaccination scenarios from the Australian Government's Department of Agriculture
- a *Training needs analysis and training development plan*
- a *Control centre report*
- a *Mass animal destruction analysis report*
- a *Carcass and animal product disposal analysis report*.

Key performance indicator: Market access maintained or opened by negotiation, certification or added surveillance

In 2014–15, confidence in Queensland's biosecurity assurance remained strong. Accreditation, certification and investigation services provided by DAF underpinned this consumer confidence in our reputation for safe and ethically produced agricultural products. Achievements included:

- 126 audits or investigations to ensure the safe use of chemicals in agricultural production
- 10 108 plant health certificates issued supporting market access
- 412 business accreditations renewed or created supporting supply chain competitiveness

- 638 animal welfare investigations undertaken to support the ethical production of food products
- 3965 agricultural chemical users licences issued to support environmentally responsible production
- 93 wildlife exhibit licences renewed or issued to wildlife demonstrators or exhibitors to ensure effective management of animal pests and diseases.

Effective systems and surveillance programs are also critical components of a strong biosecurity system for ensuring freedom from disease. During the year, the department led and coordinated Queensland's participation in a number of national assurance programs, including the:

- National Livestock Identification System—identification and traceability system for livestock
- National Transmissible Spongiform Encephalopathy Freedom Assurance Program—demonstrating to trading partners and the World Organisation for Animal Health that Australia is free of transmissible spongiform encephalopathy (including mad cow disease and scrapie in sheep)
- National Significant Disease Investigation Program—promoting and supporting high-quality disease investigations by private veterinarians to boost Australia's capacity for the early detection of livestock and wildlife diseases that might impact on trade, productivity, public health, wildlife or biodiversity
- Australian National Arbovirus Monitoring Program—monitoring the distribution of the three most economically important arboviruses (insect-borne viruses) affecting livestock that are important to trade (namely bluetongue, Akabane and bovine ephemeral fever)
- National Surveillance System for Fruit Flies—providing a network of fruit fly traps throughout high-risk areas of Queensland for the early detection of the two most economically damaging fruit flies to Australia and providing evidence to trading partners of Queensland's and Australia's continuing freedom from exotic fruit fly
- National Early Warning Surveillance Program for Exotic Plant Pests—pest inspections in areas surrounding locations at risk to the introduction of exotic pests (e.g. airports and seaports) before they become established in Australia.

Our performance: Fisheries and Forestry

Objective 4: Ensure sustainable use of fisheries resources

The effective management of fisheries supports a balance between the economic, social and environmental value of the resource.

Queensland has over 7000 kilometres of coastline, many thousands of kilometres of rivers and streams, and hundreds of freshwater impoundments where fishing occurs. To ensure sustainable fisheries resources, during 2014–15 DAF managed and monitored:

- wild capture commercial fisheries, in which 1433 commercial fishing boat licence holders may operate in a variety of fisheries (including trawl, net, crab, line and lobster fisheries)
- harvest fisheries, in which 328 licence holders may operate in a variety of fisheries (including aquarium, bait, shell, sea cucumber and trochus)
- aquaculture businesses, of which there are 139 producing farms
- over 642 000 recreational fishers.

In addition, a number of commercial fisheries are managed by the Australian Government operating in Queensland and a number of fisheries are managed under joint authority arrangements, including fisheries in the Torres Strait and some fish species in the Gulf of Carpentaria.

Outlook

In 2015–16, there will be a significant opportunity to make improvements to fisheries management policy settings and frameworks. We will continue to engage with stakeholders as we work our way through the fisheries reform program.

Key performance indicators

- Queensland fish species assessed as sustainably fished
- Compliance with laws by commercial and recreational fishers
- Queensland fisheries accredited for export

Priorities for 2015–16

Our priorities for 2015–16 are to:

- implement fisheries-related elements of the government's sustainable fishing policy
 - develop a fisheries resource allocation policy based on maximising economic value
 - develop a charter fishing action plan
 - establish three net-free fishing zones in North and Central Queensland
 - review the regulatory structure of commercial fishing to ensure the sustainability of Queensland's fisheries
 - consider Queensland Competition Authority review of aquaculture regulations

- improve consultation mechanisms for fisheries stakeholders
- balance resource use and sustainability needs
 - authorise the use of natural resources
 - monitor and assess fisheries resources
 - maintain trade and access through the accreditation of commercial fisheries
 - undertake education and compliance activities
 - minimise unintended impacts of fishing and developments
 - adopt new technologies that lead to more cost-effective catch reporting and compliance outcomes
 - continue the Shark Control Program.

Key performance indicator: Queensland fish species assessed as sustainably fished

Table 10: Service standard—Queensland fish stock sustainability

Measure	2011–12	2012–13	2013–14	2014–15
Percentage of key Queensland fish stocks assessed as being sustainably fished	58.33%	75.6%	Methodology changed	

In 2013, the Queensland Government joined other jurisdictions in moving to agreed national protocols for the stock status assessment process. The most recent stock assessment process has been altered to align with a nationally consistent methodology for determining the status of key Australian fish stocks. This has meant that the 2014 assessment will not be directly comparable to previous years' results, which use the former methodology.

Under the new national system for stock status assessment, an assessment of all Queensland species of importance will be completed over 24 months, rather than 12 months. This means a different group of species will be assessed each year, as well as a reassessment of any species of concern. For this reason, the performance may vary over a two-year cycle.

The nationally consistent assessment completed in December 2014 (year one of the new nationally compatible system) indicated that 65% of key Queensland fish stocks were sustainable and 29% were undefined but not considered problematic. Of the 49 stocks formally assessed, 3 (6%) were considered to be problematic in terms of their sustainability. This means 94% of stocks were not considered to have sustainability concerns.

Year two of the new nationally compatible system (2015–16) will involve assessment of a different group of species. For this reason, the 2015–16 target for stocks considered to have no sustainability concerns may be different.

There are no new concerns around sustainability compared with previous years. Changes in recorded performance are reflective of the change in methodology introduced to align performance assessment nationally.

For a full understanding of the changes, including details of the methodology and the fish stocks assessed please refer to stock assessment information on the DAF website at www.daf.qld.gov.au.

Key performance indicator: Queensland fisheries accredited for export

Table 11: Queensland fisheries accredited for export

Measure	2011–12	2012–13	2013–14	2014–15
Queensland fisheries accredited for export	21	19	19	19

Fisheries export accreditations are based on independent assessment of how well DAF manages the sustainability of the nominated Queensland fisheries (i.e. those that commercial fishers are interested in exporting). Accreditation to export is granted by the federal Department of Sustainability, Environment, Water, Population and Communities.

In 2012–13, Queensland withdrew the rocky reef fin fish fishery from the accreditation process as there had been no export from that fishery. In the same year, the coral reef and deepwater fin fish fisheries were combined. The past year saw no changes to the number of export approvals granted for Queensland fisheries.

Fisheries management reforms

The government's sustainable fishing policy sets a new path for fisheries management in Queensland. The policy outlines a five-pronged approach to managing fisheries, four of which are relevant to DAF:

1. develop a fisheries resource allocation policy based on maximising economic value
2. develop a charter fishing action plan
3. establish three net-free fishing zones in North and Central Queensland
4. review the regulatory structure of commercial fishing to ensure the sustainability of Queensland's fisheries.

Work has commenced on the charter fishing action plan and progress has been made to implement the three net-free zones by the end of the 2015 calendar year. Implementation of the net-free zones includes a \$10 million buyback and settlement scheme for impacted commercial fishers.

In 2014–15, DAF also undertook other reform actions and improvements:

- introduced electronic logbooks to improve the accuracy and timeliness of collection of logbook data to simplify the process for trawl fishers and promote more responsive and effective fisheries management
- completed the \$9 million voluntary buyback of commercial net fishing licences that
 - purchased 76 primary licences and 331 fishing symbols, including 117 east coast large mesh netting symbols
 - removed approximately 25% of the capacity of Queensland net fishery
- facilitated an independent review of fisheries by MRAG Asia-Pacific, including releasing the report for public comment on recommendations
- progressed administrative and accountability improvements to the Stocked Impoundment Permit Scheme
- worked closely with the State Assessment and Referral Agency, providing advice on further improvements to the system of providing technical advice on development applications that impact marine plants or that are about waterway barrier works or aquaculture—the Department of Environment and Heritage Protection manages the *Queensland environmental offsets policy*, which includes fisheries offsets.

Recreational fishing

Obtaining reliable information about the numbers of individuals engaged in recreational fishing and their related direct and indirect expenditure is not easy. To inform the processes, DAF has recently completed the analysis of the most recent recreational fishing survey undertaken during 2013–14.

The 12-month telephone–diary survey revealed that recreational fishing remains a popular activity, with 642 000 Queenslanders over the age of five years old having fished during the 12-month period. The total number is down slightly on previous survey results. This decline is consistent with similar declines reported by the Australian Bureau of Statistics in a range of other outdoor recreational pursuits.

Key performance indicator: Compliance with laws by commercial and recreational fishers

Table 12: Service standards—compliance with laws by commercial and recreational fishers

Measure	2011–12	2012–13	2013–14	2014–15
Percentage of units inspected that are compliant with fisheries laws	95%	93%	93%	93%

This measure indicates the effectiveness of DAF’s recreational and commercial fishing education and compliance/enforcement services. Maintaining the highest levels of compliance with fisheries regulations ensures the sustainability of fisheries resources, and provides fair and equitable access for all users.

Queensland Boating and Fisheries Patrol

Compliance education and monitoring is undertaken by the Queensland Boating and Fisheries Patrol’s (QBFP) 89 authorised officers stationed throughout the state. QBFP conduct regular patrols along the Queensland coast, from the border to Torres Strait.

Compliance rates by both commercial and recreational fishers remain consistently high at 93%. QBFP continues to achieve efficiencies in its compliance program by actively promoting ‘cross-decking’ or joint patrols with its compliance partners. In 2014–15, QBFP officers were involved in 397 joint patrols, including 346 with Queensland Police, Maritime Safety Queensland and the Department of National Parks, Sport and Racing.

In 2014–15, 70 court prosecutions were finalised for offences against the *Fisheries Act 1994* and 1031 fisheries infringement notices were issued. To help inform fishers, QBFP advocates improved signage and social network messages.



Figure 20: The Queensland Boating and Fisheries Patrol is working in partnership with BCF (Boating Camping Fishing Limited) to communicate regulatory information to the state’s recreational fishing community

Engaging the public

Community awareness and their active participation in reporting illegal activity and marine life inadvertently tangled in shark nets and drum lines helps achieve high levels of compliance with laws. In 2014–15:

- 835 fisheries-related calls were received by the 24-hour toll-free Fishwatch hotline (1800 017 116)
- education and advice was made available through brochures, guidebooks, signage and beach patrols
- increased in-time information was provided through social networking sites such as Facebook, YouTube and Twitter—campaigns over the past six months
 - posted over 369 messages, reaching a total audience of over 536 000 people
 - generated almost 3500 comments and over 14 000 likes on Facebook
- the first Qld Fishing app for smartphones was downloaded over 19 977 times (the free app is available through Google Play and the Apple Store for IOS and android systems).

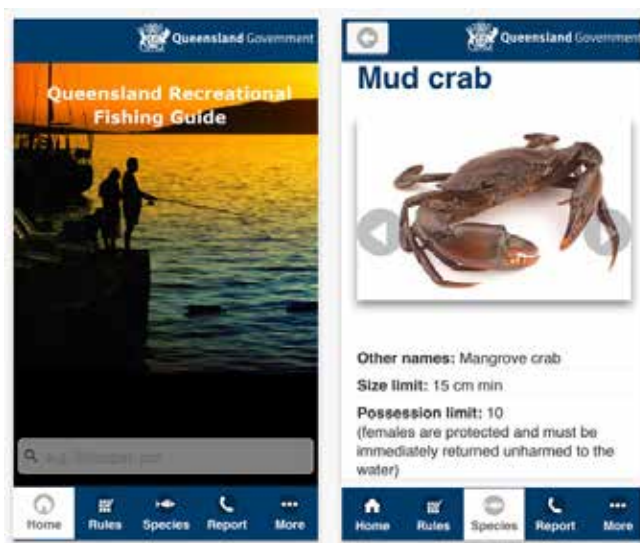


Figure 21: The Queensland recreational fishing guide



Figure 22: The Queensland recreational fishing guide is also now available on the Qld Fishing app

Intergovernmental agreements relating to management of marine parks

Accreditation of aquaculture discharge adjacent to the Great Barrier Reef Marine Park (2005)

Queensland law is accredited under the federal Great Barrier Reef Marine Park (Aquaculture) Regulations 2000. Based on this agreement, permission from the Great Barrier Reef Marine Park Authority is not required to operate any land-based aquaculture facility that discharges aquaculture waste to a waterway leading to the Great Barrier Reef Marine Park.

Conservation agreement for assessment of applications under the Great Sandy regional marine aquaculture plan (2011)

The conservation agreement between Queensland and Australian government ministers for the *Great Sandy regional marine aquaculture plan* (GSRMAP) means that applications for aquaculture that comply with the GSRMAP do not require a separate assessment or approval under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC). Instead, EPBC matters are covered through the issue and conditions of the development approval (under the *Sustainable Planning Act 2009*) and resource allocation authority (under the *Fisheries Act 1994*), which are assessed under the GSRMAP.

Intergovernmental agreements relating to management of shared waters

Management arrangements are established under the *Offshore constitutional settlement 1995* agreement and 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 northern fin fish stocks relevant to Queensland, excluding certain species, within the Gulf of Carpentaria.

The areas of some fisheries, such as the East Coast Spanish Mackerel Fishery, extend to the outer edge of the Australian Exclusive Economic Zone. These fisheries are managed by Queensland under the *Offshore constitutional settlement 1995* agreement.

The Torres Strait Protected Zone Joint Authority (established in 1984) is responsible for the management of all fisheries (excluding recreational) in the Torres Strait Protected Zone. This zone is defined in the Torres Strait Treaty, which was ratified in 1985 between Australia and Papua New Guinea, and now appears as a schedule in the *Torres Strait Fisheries Act 1984*. As of 1 July 2015, this responsibility will be assumed by the Australian Fisheries Management Authority.

Objective 5: Responsibly manage the allocation and use of state-owned forest and related resources

The department's forestry group administers the allocation and sale of state-owned native forest log timber, quarry material and other forest products on a commercial basis under the *Forestry Act 1959*.

This group also oversees the 99-year plantation licence held by HQPlantations Pty Ltd, which enables the company to manage, harvest and regrow plantation timber on state-owned land.

Queensland's domestic production of softwood and hardwood log timber is around 2.5 million cubic metres a year. Around 80% of this total is privately produced plantation softwood, virtually all of which is sold by HQPlantations.

The regionally based timber industry sources some 40% of their native hardwood forest and 90% of native cypress log timber requirements from forest production operations that the department oversees on state forests, timber reserves and state leasehold land. These forests provide ongoing supplies of sawlogs, poles, girders and other log timber.

The department's quarry material sales are the source of some 16% of the quarry material used in Queensland each year, and these sales play a key role in supporting infrastructure, mining, industry and commercial development across the state.

Outlook

Short- to medium-term demand for state-owned native forest log timber and quarry material will be impacted by commodity prices affecting minerals, subduing development of mining infrastructure and the decline in government revenue across the three tiers of government, impacting public infrastructure investment.

Key performance indicators

- Financial returns from sales align with business forecast
- Australian forestry standard certification
- Compliance with plantation licence requirements

Priorities for 2015–16

Our priorities for 2015–16 are to:

- fulfil the state’s contracted supply commitments for native forest log timber, other forest products and quarry material
- review and update the Queensland Government’s response to the joint industry–government *Queensland forest and timber industry plan* that was developed in 2012
- implement the forest and timber industry RD&E program in consultation with industry.

Key performance indicator: Financial returns from sales aligned with business forecast

Table 13: Service standard—forest product sales

Measure	2011–12	2012–13	2013–14	2014–15
Total of forest product sales, quantities per total forest product full-time equivalent (FTE):				
• native forest timber (m ³ /FTE)	2 297	2 600	3 000	3 210
• quarry material (m ³ /FTE)	64 585	69 340	66 950	49 790

The measures shown in Table 13 assess the efficiency of management and administration of sales of state-owned forest and related resources. The measures specify the total of forest product sales quantities per the department’s forest product full-time equivalent (FTE) staffing for 2014–15.

In 2014–15, the department met very strong timber industry demand for native forest log timber products—such as sawlogs, poles, girders and landscaping timber—by selling 279 000 cubic metres of log timber, an increase of 10% on the previous year’s sales.

The department also sold 4.3 million cubic metres of quarry material to the extractive industry in 2014–15. The department’s quarry material sales were down 24% on the previous year’s, mostly due to significantly reduced investment in mining and other infrastructure construction, particularly in North and Central Queensland.

The department is expecting reduced market demand for native forest log timber products and quarry material in 2015–16 compared to 2014–15. As a result, the department’s sales of state-owned native forest log timber in 2015–16 are expected to be 240 000 cubic metres (39 000 cubic metres lower than in 2014–15), while its sales of state-owned quarry material are expected to be 4.2 million cubic metres (100 000 cubic metres lower than in 2014–15).

Key performance indicator: Australian forestry standard certification

In March 2015, DAF achieved certification of its native forest management for a further three-year term, following a comprehensive third-party audit that achieved recertification to the *Australian standard: sustainable forest management (AS4708:2013)*. Recertification confirmed DAF’s management practices conform to enhanced requirements of the revised standard, adopted by DAF in August 2014. The revised standard sets strict criteria for legislative compliance, stakeholder engagement, and protection of biodiversity, soil, water and cultural heritage values. The standard is endorsed by the Program for Endorsement of Forest Certification, the international organisation dedicated to promoting sustainable forest management.

Forest certification verifies, by an ongoing independent third-party audit process, that the department’s native forest harvesting activities on state forests, timber reserves, state leasehold and other lands conform to the requirements for sustainable forest management.

DAF's forest certification provides assurance that these state-owned forests continue to deliver a balanced range of custodial and commercial benefits and uses to the community—including conservation, recreation and cultural heritage, as well as the production of timber and other forest products.

The department's continued certification to the standard allows sawmillers and other timber processors that purchase log timber from state-owned native forests to obtain timber 'chain-of-custody' certification under prescribed standards. Such companies are able to label and promote their timber products as being sourced from sustainably managed forests. This process helps DAF customers access increasingly discerning markets requiring legally sourced and environmentally credentialed timber products.

Key performance indicator: Compliance with the state forest plantation licence

The department oversees compliance with the conditions of a 99-year plantation licence held by HQPlantations over about 300 000 hectares of state plantation forest. Under the plantation licence arrangements, HQPlantations owns the plantation trees but the underlying land is retained in the state's ownership as state forest tenure.

The department monitored HQPlantations' compliance with the requirements of the state plantation licence throughout the year. HQPlantations collaborated with the department to address a range of tenure dealings, forest management and public access requirements during 2014–15.

Natural disasters once again created challenging conditions and damage to HQPlantation's estate in 2014–15. In February 2015, severe tropical cyclone Marcia severely damaged most of the Byfield plantation estate in Central Queensland, with an estimated 1 million cubic metres of timber being damaged. HQPlantations initiated a large salvage operation to recover commercially viable log timber, with the first shipment of logs being loaded for export from the Port of Gladstone in June 2015. Departmental officers inspected this operation in 2015 and noted the overall high standard of management and the significant progress made by HQPlantations in relation to the salvage operation. It is expected that this operation will continue for around two years before the logs become degraded due to fungi and insect damage. The salvage operation is expected to make a significant contribution to forest gross value of production next financial year.

Support for the forest and timber industry

The department leads the Queensland Government's participation in the joint industry–government *Queensland forest and timber industry plan*. The plan was developed in 2012 by forest and timber industry representatives and departmental officers to meet the economic challenges facing the industry and to sustain growth and innovation. The plan is built around three strategic priority areas:

1. timber markets and community support
2. business environment and manufacturing
3. forest resources.

Within these priorities, the plan identifies actions for implementation by industry and/or the Queensland Government. A committee, comprising industry and government representatives, provides oversight and advice on the implementation of the plan's actions, a number of which were completed during 2014–15. A Queensland Government funding allocation of \$2.7 million supports implementation of the plan.

Support for RD&E is a major action in the plan. A separate industry-led advisory committee has developed a framework to guide RD&E investment towards industry priorities. The framework describes eight priority research themes across the forest and timber supply chain. A number of major projects targeting the delivery of industry-focused RD&E solutions were developed during 2014–15 and they are currently in the process of being commissioned.

Our performance: Organisational capability

Objective 6: Modernise service delivery and strengthen capability

Pervasive use of technology in personal and professional life requires DAF to adapt its service delivery and the supporting business processes and systems to enable the community to better access quality and professional services as and when they need them. While a significant proportion of our business is supported by personal interaction with technical experts, phone enquiries and support services, the department has made considerable investment in expanding our service delivery channels and updating supporting systems.

DAF also focuses on sustaining its existing workforce capability and capacity to meet current service demands, while also looking to develop future capabilities. To this end, the department aligns current workforce capabilities with business priorities and access to modern technology, and undertakes ongoing capability and succession mapping to inform the department's workforce planning.

'Our workforce' (p. 68) outlines in greater detail the development of our people, business systems and processes, and financial capability and public accountabilities.

Outlook

Whole-of-government initiatives will continue to drive change and unify the sector to make it easier for individuals and businesses to find and use services, participate in policy and service development, and access open data held by departments.

Key performance indicators

- Customer satisfaction
- Integration with the government's One-Stop Shop
- People, budget and service performance measures
- Services and administrative costs

Priorities

Our priorities for 2015–16 are to:

- provide services through one-stop shops (e.g. North Queensland land and water approvals, land management and QGov)
- improve consultation with stakeholders and the community, and co-design of policy and service developments
- open DAF data to support community accountability and transparency
- develop existing and new partnerships to achieve innovations in service delivery for the benefit of Queenslanders.

Key performance indicator: Customer satisfaction

Table 14: Customer satisfaction

Measure	2011–12	2012–13	2013–14	2014–15
Customer enquiries resolved at first point of contact (industry standard 80%)	83.9%	82.60%	82.48%	80.05%
Grade of service (industry standard 80% in 20 seconds)	77.96%	89.03%	90.53%	89.80%
Abandonment (industry standard 4%)	3.34%	2.42%	2.14%	2.22%

DAF's first point of contact for the public is managed through our Customer Service Centre and network of regional counters.

The Customer Service Centre handled 78 166 DAF customer interactions through multiple channels (phone calls, web and emails) in 2014–15. Customer interactions were down by 3.29% from 2013–14 (80 827), but around the same level as 2012–13. The Customer Service Centre consistently exceeds the industry standard of 80% resolution of enquiries at first point of contact, with 80.05% achieved for 2014–15.

Key performance indicator: Integration with the government's One-Stop Shop

Integration with the government's One-Stop Shop progressed according to established plans and timelines. During 2014–15, DAF worked across government to streamline customer services through the QGov one-stop shop. This integrated approach aims to improve the customer experience with government services and obligation requirements.

We delivered:

- transition of all tier one (routine information) transactions to relevant government franchises during 2014–15, while work continues to enhance content in line with One-Stop Shop project timelines
- 21 new online self-service transactions
- an interim channel management strategy for DAF in June 2015
- a database of pests, diseases and disorders affecting the agriculture industry, published on the Business and Industry Portal, that enables users to filter and search for information based on different criteria such as common name, scientific name or animal/crop affected—the database also allows pre-filtered lists to be published in multiple locations even though the information is maintained in one central place (the database contained 49 entries when published live on 30 September 2014, with a further 300 entries being refined for publication).

Our involvement in the government's One-Stop Shop regional and rural counter service delivery pilots in the Scenic Rim and Lockyer Valley involved the transfer of one counter services officer to the Beaudesert one-stop shop. Experience gained from interaction with other agencies' systems has helped inform the future delivery of integrated services across government.

DAF is working on a roadmap for 2015–16, which will specify our deliverables and commitments for the One-Stop Shop initiative for the coming year.

Key performance indicator: People, budget and service performance measures

Table 15: Departmental human resource indicators compared to public sector benchmarks

Measure	Target	Status
Workforce indicators equal to or exceed public service benchmarks	Based on service average	<ul style="list-style-type: none"> Sick leave at end of June 2015 was 3.2%, which is slightly above the public service average of 2.9% 85% (averaged across the department) of performance development agreements established, regularly reviewed and assessed 100% of SES officers had their performance development agreements reviewed and assessed in line with Public Service Commission timelines

The department benchmarks its performance against the public service workforce indicators and the service's results from the annual Working for Queensland survey. This enables us to monitor our performance against service average and target initiatives to strengthen our capability. Additional information on workforce is located in the 'Our workforce' section (p, 68).

Key performance indicator: Services and administrative costs

Table 16: Budget and service performance standards met

Measure	Status
Balanced budget	<ul style="list-style-type: none"> DAF recorded a balanced budget for the 2014–15 financial year—the department's operating result as at 30 June 2015, excluding an increase in the asset revaluation reserve of \$16.2 million, is a break-even result (for details see 'Our financial performance summary', p. 13)
Service standards	<ul style="list-style-type: none"> 13 of the 14 standards were within or exceeded targeted performance levels in 2014–15 (one measure was unable to be reported due to change of methodology)

Details of budget expenditure and performance against the service standards have been highlighted throughout this report. To review DAF's 2014–15 service standards and actual results against the estimated actual published in the budget papers, see Appendix 3 (p. 126).