

ANNUAL REPORT 2022–23



Department of Agriculture and Fisheries

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Letter of compliance

25 September 2023

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

Dear Minister

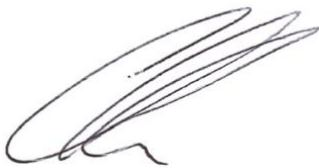
I am pleased to submit for presentation to the Parliament the Annual Report 2022–2023 and financial statements for the Department of Agriculture and Fisheries.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements is provided in Appendix 3, page 129 of this annual report.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Chris Sarra', written in a cursive style.

Dr Chris Sarra
Director-General
Department of Agriculture and Fisheries

Message from the Director-General

The Department of Agriculture and Fisheries (DAF) continues to deliver services to ensure Queensland is a world-leading provider of high-value food and fibre and creates a legacy of sustainable and inclusive prosperity. We create value for Queensland by connecting industries, the community and government to grow our economy and safeguard our natural environment.

Despite the challenges and disruptions presented by economic uncertainty, the impacts of drought and extreme weather events, emergency responses and disasters, in 2022–23, the sector remained strong and resilient, continuing to be the backbone of Queensland’s rural economy. Demand for Queensland products remained strong, with record high prices received for many of our key commodities.

This strong demand resulted in a gross value of production for 2022–23 forecast to be \$24.44 billion, the highest on record. Queensland benefited from successive seasons of favourable conditions, government investment in research, development and extension (RD&E), and drought preparedness, building resilience for expected drier conditions.

In 2022–23, Queensland exported food and fibre to over 130 destinations, with total food and fibre exports valued at \$12.51 billion.

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

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

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

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

In addition to the reform work, Fisheries Queensland launched the new Qld Fishing 2.0 recreational fishing app, deployed a network of fish aggregating devices, continued our stock assessment program to set sustainable catch limits and supported harvest strategy implementation. Since the implementation of the strategy in 2017, 36 stock assessments have been completed for 26 species and 36 fish stocks to inform the setting of sustainable catch limits.

We recognise the importance of the native timber industry in supporting employment and investment in regional and rural Queensland. DAF continues to deliver the *Native timber action plan* and implements strategies to support an internationally competitive and sustainable industry. DAF initiated a Native Timber Advisory Panel, comprising a cross-section of stakeholders, including Traditional Owners, to ensure that wide-ranging perspectives are considered.

Biosecurity Queensland maintains a response-ready workforce as part of preparedness for emergency animal disease and other biosecurity incursions. During 2022–23, DAF effectively reported and responded to 1,026 new biosecurity incidents in Queensland:

- 1 related to animal biosecurity (*Salmonella enteritidis* in poultry), a significant operational response supported by both industry and government following food poisoning cases related to a single infected premises
- 16 related to emergency plant pests considered under the Emergency Plant Pest Response Deed
- 1,009 related to invasive plants and animals, including detections of restricted and prohibited matter in Queensland.

The nature and scale of the responses managed by DAF is perhaps a more valuable measure than just the number of incidents alone. Significant responses during 2022–23 include:

- guava root knot nematode (*Meloidogyne enterolobii*)
- a focused Queensland preparedness response relating to the detection of varroa mite (*Varroa destructor*) in New South Wales
- ongoing support for the pork industry to manage Japanese encephalitis.

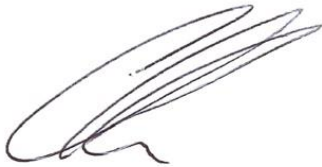
DAF has activated a range of awareness, training and prevention measures, as well as emergency response-ready activities to strengthen emergency animal disease preparedness. We continued to

deliver the National Red Imported Fire Ant (RIFA) Eradication Program to eradicate fire ants from South East Queensland. The RIFA Taskforce was formed to support the national program, which managed 10 significant detections and contained the overall spread in South East Queensland. DAF continues to work collaboratively with all levels of government, peak industry bodies, the tertiary and research sectors, primary producers and businesses on biosecurity matters to support long-term profitability, sustainability and adaptability.

The department's achievements have been made possible by the extraordinary efforts of our staff and their dedication to supporting a resilient and adaptable sector. To ensure DAF remains a collaborative, modern and agile organisation, we continue to invest in our capability and culture to drive improved performance in a rapidly changing environment.

These are just some highlights of the important work our department delivered in 2022–23. I sincerely thank our stakeholders, all staff, and Minister Furner and his office for their collaboration, dedication and hard work during the year.

On behalf of the department, I am pleased to present the annual report for 2022–23, which provides a complete overview of our highlights and achievements.

A handwritten signature in black ink, appearing to be 'Chris Sarra', written in a cursive style.

Dr Chris Sarra

Director-General

Department of Agriculture and Fisheries

Agency role and main functions

Who we are

The Department of Agriculture and Fisheries was established under the *Public Sector Act 2022*. Our responsibilities are outlined in the Administrative Arrangements Order (No. 1) 2023 of 18 May 2023. The department forms part of the portfolio of the Minister for Agricultural Industry Development and Fisheries and Minister for Rural Communities.

Our *Strategic plan 2021–25* (refreshed for 2022) provided our vision, purpose and objectives for the 2022–23 reporting period, as outlined below.

Our vision

Queensland is a world-leading provider of high-value food and fibre and creates a legacy of sustainable and inclusive prosperity.

Our purpose

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

Our strategic objectives

- **Innovative and globally competitive agribusinesses** accessing improved practices, data and new technologies to enhance the productivity, profitability and sustainability of food and fibre value chains
- **Prosperous economies** providing business and employment opportunities across regions, diversified markets, and value-added products and services
- **A resilient sector** with secure production, and value chains that can deal with natural disasters, climate change, biosecurity risks and other emerging challenges
- Food and fibre production, animal welfare and management, and our natural environment meet consumer and community expectations for **ethics, sustainability and safety**
- **Trusted, capable and connected people** who are high-performing, safe, healthy and supported to deliver services and achieve their potential within the department and the community.

Details of our performance against our strategic objectives can be found on pages 20 to 37.

Our values

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



Customer first

Know your customers. Deliver what matters. Make decisions with empathy.



Ideas into action

Challenge the norm and suggest solutions. Encourage and embrace new ideas. Work across boundaries.



Unleash potential

Expect greatness. Lead and set clear expectations. Seek, provide and act on feedback.



Be courageous

Own your actions, successes and mistakes. Take calculated risks. Act with transparency.



Empowered people

Lead, empower and trust. Play to everyone's strengths. Develop those around you.



Respect human rights

We will respect, protect and promote human rights in our decision-making and actions.

Our services

DAF's business groups deliver the following services:

- **Enabling Agriculture Industry Growth Service Area**—the objective is to deliver innovative research, policy and support services that enable agribusinesses to grow.

The **Agriculture Business Group** delivers this service area and its 3 services:

- Agribusiness and Policy
- Rural Economic Development
- Agri-Science Queensland.

- **Queensland Biosecurity Services Service Area**—the objective is to mitigate the risks and impacts of animal and plant pests and diseases and weeds to the economy, the environment, social amenity and human health. This service area also upholds standards for animal welfare and agricultural chemical use.

The **Biosecurity Queensland Business Group** delivers this service area and 3 major services, supported by the Strategy, Investment and Performance team:

- Animal Biosecurity and Welfare
- Plant Biosecurity and Product Integrity
- Invasive Plants and Animals.

- **Fisheries and Forestry Industry Development Service Area**—the objective is to position Queensland as a world leader in sustainable, high-value fisheries and fishing experiences, and to ensure the strategic management of state-owned timber and quarry resources meets community and government expectations and enables industry to invest.

The **Fisheries and Forestry Business Group** delivers this service area and its 2 services:

- Fisheries
- Forestry.

- **Rural Communities Business Group**, which was created on 29 May 2023 to drive a strong place-based and coordinated cross-jurisdictional approach to DAF's 3 service areas.
- **Corporate Business Group**, which supports the delivery of our services by providing core corporate services and a range of specialised services across the department. Our Corporate Business Group also delivers information technology services across multiple departments as part of a Business and Corporate Partnership arrangement with partnering agencies. Under the arrangement, we also receive legal services from the Department of Resources and the right to information and privacy services from the Department of Environment and Science (DES).

Details on the achievements of DAF's service areas, including results for each service standard for the 2022–2023 reporting period, can be found in Appendix 1: Performance statements.

Operating environment

Our sector

Queensland's agricultural industries (agriculture, fisheries, forestry and food) are the keystones of our economy, regions and communities, supporting Queensland to be prosperous, resilient and sustainable. With the highest proportion of land used for agriculture (84 per cent) of any Australian state, Queensland's agricultural industries are central to our culture, history and lifestyle. They directly support over 40,000 businesses across our rural and remote communities. Stretching beyond the farm gate, the agribusiness and food sector contributes over \$33.7 billion to the economy and either partly or entirely supports employment of approximately 363,000, or roughly one in seven, Queenslanders.

Our producers lead the world in innovation and resilience and continue to grow and evolve, delivering a breadth of high-quality and competitive food and fibre products to domestic and international consumers. We are positioned strongly to leverage our unique strengths, including a diverse climate, wealth of natural resources, modern supply chains, skilled workforce, world-class research and development, and long-standing trading partnerships. Queensland grows the majority of Australia's bananas, pineapples, mangoes, mandarins, avocados and tomatoes, and exports 58 per cent of all agricultural output. Queensland is a world leader in beef and beef product production, as it is host to major global processors and contributes over \$6 billion to the economy.

The 2022–23 year was marked by an easing of global trade conditions, with improved freight capacity and a softening of transport costs. While economic conditions are improving, the sector continues to face challenges, including increasing costs of production, labour supply issues and changing consumer expectations. Despite this, Queensland's agricultural industries have continued to foster strong global and domestic demand for our high-quality food and fibre products. Given Queensland has benefited from successive seasons of favourable conditions and strong prices, the outlook for future seasons is optimistic.

Queensland's gross value of production (GVP) for 2022–23 is estimated at \$24.44 billion, an increase of 4.3 per cent on the 2021–22 value of \$23.42 billion (see Table 1 below). This is driven by the Queensland Government's investment in RD&E and drought preparedness, which continues to build resilience, standing the sector in good stead for the expected drier conditions ahead. The sector remains strong, efficient and sustainable, and continues to supply consumers around the world.

Table 1 Agriculture, fisheries and forestry snapshot (by GVP, 2022–23)

Horticulture	\$4.17B
Livestock and livestock products	\$8.63B
Cropping	\$5.59B
Fisheries and forestry	\$764.70M
First round processing value added	\$ 5.29B
Total	\$24.44B

Source: Department of Agriculture and Fisheries 2023, *Queensland AgTrends*, Primary Industries data, Queensland Government, Brisbane. <https://www.daf.qld.gov.au/news-media/campaigns/data-farm/primary-industries>

Through its biosecurity functions, DAF serves all Queensland communities, protecting the state’s unique natural environment, high-quality produce and envious outdoor way of life. Businesses are being supported to build natural capital, maintain high levels of biosecurity and enhance ecosystem protection to safeguard Queensland’s economy, environment, biodiversity and social amenity.

Plant and animal pests and disease outbreaks have significant impacts on production and market access for industries and supply chains, causing substantial economic losses. As agricultural industries are the backbone of many rural and regional communities throughout Queensland, this reduced production or supply chain disruption can cause considerable economic and social ripple effects throughout entire communities.

Queensland’s biodiversity is world-renowned and is the cornerstone of our state’s tourism sector. But the state’s unique ecosystems and variable climate mean Queensland is highly susceptible to a vast number of plant and animal pests and diseases that can have devastating impacts on the environment.

Queenslanders and visitors alike relish an outdoor lifestyle. Many biosecurity threats, particularly invasive pests and weeds, have the potential to impact social amenity, considerably altering how people live and how communities function. Safeguarding Queensland’s land and waters from exotic plant and animal pests, weeds and diseases is important now and for our future generations. Equally, limiting the damaging and costly impacts of the pests, weeds and diseases already here is important to avoid adding to that burden.

DAF is also accountable for upholding community expectations for appropriate standards for both animal welfare, of which education is a key component, and chemical usage across the state.

Outlook

The outlook is one of opportunity among persistent challenges, including weakening farmers' terms of trade, geopolitical tensions, climate change and increasing biosecurity risks. With a resilient and innovative system, Queensland's agriculture, fisheries and forestry sector is well placed to capitalise on the opportunities ahead.

AgTech

Amid softening consumption of goods, heightened uncertainties regarding the future geoeconomic landscape, weak productivity growth and a more challenging financial environment, firms are looking to technology to increase productivity and profitability, maintain and grow market share, enable the redirection of labour to higher skilled activities, manage plant and animal health, and capture data to demonstrate environmental, social and governance credentials to consumers and suppliers.

Over the medium term, integrated AgTech solutions will transform Queensland agriculture and drive productivity, sustainability, traceability, provenance, biosecurity preparedness and response, climate resilience and emissions reduction. AgTech will play a critical role in enabling producers to differentiate themselves and be competitive in global markets.

Development in remote sensors, robotics and automation has the potential to replace some low-skilled human labour while increasing the demand for high-skilled workers. Agricultural technology advancement will help increase crop production and increase productivity while more efficiently using scarce resources such as water and fertiliser.

Sustainability

Queensland's agriculture, fisheries and forestry supply chains are changing to meet the state's 2030 carbon emissions reduction target and lucrative market opportunities.

Consumers, markets and producers are demanding improved production and quality of food and fibre products, transparency along the value chain, lower carbon emissions, environmental sustainability and social outcomes for regional, rural and First Nations Australian communities. Data and our ability to demonstrate progress towards meeting environmental, social and governance standards will be key for Queensland in maintaining its reputation as a clean, green leader in agriculture production.

Producers are increasingly seeking to engage in market mechanisms such as carbon farming, natural capital accounting, and sustainability and biodiversity frameworks to satisfy changing consumer expectations and remain competitive in international markets.

Supporting industry in meeting sustainability goals is our strong biosecurity system. Our biosecurity system protects Queensland's agriculture fisheries and forestry exports of over \$12.5 billion, protects approximately 363,000 jobs along the entire food and fibre supply chain, supports thriving regional tourism and protects our unique environmental assets.

Trade

Global growth is expected to slow in 2023 but set to improve in 2024. Economic growth in Queensland's key agricultural trading partners is expected to be resilient, but challenges will remain as rising interest rates and inflation weaken demand for premium agricultural products.

Open, stable and transparent trade policies are key for economic growth and resilience, with Queensland exporters expected to benefit from diversification in export markets in the medium term. The Australia–India Economic Cooperation and Trade Agreement entered into force in December 2022, and the Australia–United Kingdom Free Trade Agreement entered into force in May 2023. While in 2022–23 our 3 largest export markets (China, South Korea and Japan) collectively accounted for over 50 per cent of our exports by value, we are likely to see greater trade market and product diversification looking ahead.

Recent weakening of the Australian dollar will assist in the overall competitiveness of Queensland exports, with demand for sustainable, high-quality food products to remain strong. Imports of key inputs to production, such as fertiliser, electricity and labour, are, however, expected to remain elevated, putting pressure on producers' production margins.

Pest and disease threats

Queensland is currently facing multiple, concurrent plant and animal pest and disease threats, both from within Australia and overseas. Foot-and-mouth disease, lumpy skin disease and African swine fever are all on our doorstep in Asia. Within Australia, we are faced with outbreaks such as varroa mite and white spot disease in New South Wales and banana freckle disease in the Northern Territory. There are currently 7 outbreaks being managed in Queensland, including browsing ants, electric ants, red imported fire ants, red witchweed, tropical weeds, Torres Strait exotic fruit fly and white spot disease. (www.outbreak.gov.au)

Our strategic opportunities and risks

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

Strategic opportunities

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

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

Digital technologies, data and information security—Improved information systems, information security, data collection and digital innovations will change the way government, business and customers operate. These will drive productivity and efficiency gains, make it easier and cheaper to interact and transact, enable better decisions, and support improved consumer and customer confidence.

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

Building workforce capability—Modelling and reinforcing a high-performing, healthy and safe workplace culture and developing new and existing talent will help to build an empowered, engaged and innovative workforce.

Strategic risks

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

Labour market pressures—Difficulties in finding and retaining a skilled workforce at the appropriate place and time may limit the capacity of the sector and the department to respond to new opportunities, and evolving challenges and threats.

Climate change and other disruptive and extreme events—Climate change (including increasingly frequent extreme climatic events), increasing complexity and volume of border biosecurity risks, changing pest and disease distribution, as well as other external threats may stretch resources across competing priorities and challenge the capacity of the department and the sector to respond rapidly and effectively to maintain industry activity, continue labour supply or support recovery.

Ecosystem change—External threats to ecosystems may challenge our ability to sustainably manage, regulate and safeguard the natural resources that our industry and communities depend on now and into the future.

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

Government bodies (statutory bodies and other entities)

Our work is complemented by the following bodies:

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

Details on the roles and functions of these entities can be found in Appendix 2.

Contribution to the Queensland Government’s objectives for the community

In 2022–23, the department contributed to all 3 Queensland Government objectives for the community.

<p>Good jobs: Good, secure jobs in our traditional and emerging industries</p> <ul style="list-style-type: none"> • Supporting jobs • Backing small business • Making it for Queensland • Investing in skills 	<ul style="list-style-type: none"> • We improved agribusiness competitiveness through policy, research, innovation and workforce programs that support jobs now and in the future, diversify the sector and strengthen the Queensland economy. • We engaged with Queensland’s innovation system to identify, promote and support high-potential and high-value practices and technologies. • We provided policy, support, information and tools to help improve the resilience of agribusinesses and assist them to adapt and better manage uncertainties and change in climate, markets and biosecurity threats. • We led and enabled research and development that will deliver improved technologies, production systems, genetics and products, and provide business and employment opportunities across diversified markets and value-added products. • We supported our agribusinesses to meet their current and future workforce and skills needs through innovative programs and partnerships.
<p>Better services: Deliver even better services right across Queensland</p> <ul style="list-style-type: none"> • Backing our frontline services • Keeping Queenslanders safe • Connecting Queensland 	<ul style="list-style-type: none"> • We engaged with and provided quality frontline agriculture, biosecurity, fisheries and forestry services to our diverse customers and stakeholders. • We continued to deliver a regulatory environment that gives consumers and communities confidence that primary production is safe, ethical and sustainable. • We supported swimmer safety along Queensland’s coastline by continuing to deliver an effective shark control program,

	<p>a SharkSmart drone trial, catch alert drumline trial, research into alternative technologies and SharkSmart education program.</p> <ul style="list-style-type: none"> • We built agricultural technology (AgTech) and digital capability and capacity across value chains. • We established the Queensland Racing Appeals Panel to deliver an efficient, effective, fit-for-purpose and independent body to hear appeals relating to racing stewards' decisions under the Rules of Racing.
<p>Great lifestyle: Protect and enhance our Queensland lifestyle as we grow</p> <ul style="list-style-type: none"> • Protecting the environment • Growing our regions • Honouring and embracing our rich and ancient cultural history 	<ul style="list-style-type: none"> • We delivered policies and programs that minimise the impact of endemic pests and diseases on our environment and food chain, and that support industry to be resilient to and recover from natural disasters, biosecurity incidents and other disruptive events. • We supported businesses and communities to build our natural capital, maintain high levels of biosecurity and enhance ecosystem services to protect the environment, and secure a sustainable future for Queensland. • We supported farm infrastructure investment and identified agriculture, fisheries and forestry priorities that support the government's infrastructure planning and investment decisions. • We worked with agribusinesses, organisations and rural communities to grow the value chain, exports and investment that will create jobs and lift regional prosperity. • We continued our long history of working on land and sea, alongside those that live, work and care for these places. We recognise Aboriginal peoples and Torres Strait Islander peoples as the Traditional Custodians of the land and sea on which we work and are committed to integrating this recognition into our everyday business.

The relationship between DAF's service areas, strategic objectives and the Queensland Government's objectives for the community is shown below in Table 2.

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

Queensland Government’s objectives	Sub-objectives	DAF strategic objectives				
		Innovative and globally competitive agribusiness	Prosperous economies	A resilient sector	Ethics, sustainability and safety	Trusted, capable and connected people
		DAF service areas				
		<ul style="list-style-type: none"> • Enabling Agricultural Industry Growth • Queensland Biosecurity Services • Fisheries and Forestry Industry Development 				
Good jobs: Good, secure jobs in our traditional and emerging industries	Supporting jobs	✓	✓	✓		
	Backing small business	✓	✓			
	Making it for Queensland	✓				
	Investing in skills			✓		✓
Better services: Deliver even better services right across Queensland	Backing our frontline services			✓	✓	✓
	Keeping Queenslanders safe			✓	✓	✓
	Connecting Queensland	✓	✓			
	Educating for the future					
Great lifestyle: Protect and enhance our Queensland lifestyle as we grow	Protecting the environment			✓	✓	
	Growing our regions	✓	✓	✓		
	Building Queensland					
	Honouring and embracing our rich and ancient cultural history		✓		✓	✓

Other whole-of-government plans and initiatives

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

Intergovernmental Agreement on Biosecurity

Biosecurity Queensland works collaboratively within a strong national biosecurity system under the Intergovernmental Agreement on Biosecurity (IGAB), which was first signed in 2012. IGAB2 (the revised agreement) was signed in 2019. IGAB2 will be reviewed in 2023–24 to determine where adjustments are needed to ensure that the biosecurity system operates effectively, efficiently and with sufficient responsiveness, and continues to support market access for Australian products, to minimise primary production costs and to support a healthy economy, environment and community.

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

As part of this national system, Biosecurity Queensland is a signatory to the 3 formal agreements that outline responses to exotic pests and diseases that have potential to impact animal, plant or human health or the environment. These are the Emergency Animal Disease Response Agreement and the Emergency Plant Pest Response Deed between industry and governments, and the National Environmental Biosecurity Response Agreement between governments. The majority of cost-shared eradication responses are conducted under these agreements. IGAB2 can be found at

<https://www.agriculture.gov.au/biosecurity-trade/policy/partnerships/nbc/intergovernmental-agreement-on-biosecurity>.

Reef 2050 Plan

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

The Reef 2050 Plan is divided into 5 work areas and 4 enabler functions, with a collective total of 182 actions. DAF's efforts in achieving these actions are directed towards reducing land-based and water-based activity impacts. We are accelerating the implementation of major fisheries management reforms under the *Queensland sustainable fisheries strategy 2017–2027*. We also conduct RD&E to introduce and facilitate adoption of best management practices by primary producers, leading to reduced pollutant loads within reef catchments.

Great Barrier Reef Marine Park Authority Intergovernmental Agreement

Schedule E of the agreement recognises Australia's international responsibilities for the GBR World Heritage Area under the World Heritage Convention, Offshore Constitutional Settlement arrangements, the intergovernmental agreement, and associated Australian and Queensland government legislative provisions. The intergovernmental agreement is currently under review by the Australian and Queensland governments.

Conservation agreement for assessment of applications under the *Great Sandy regional marine aquaculture plan*

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

Shared waters

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

Australian Fisheries Management Forum

The Australian Fisheries Management Forum (AFMF) is an informal network for sharing information and enhancing collaboration between state, territory and federal government fishery management agencies. The heads of these agencies are members of the forum, with observers from relevant bodies (including the Fisheries Research and Development Corporation).

AFMF is currently administered by Queensland and chaired by Graeme Bolton (Deputy Director-General, Fisheries and Forestry, Department of Agriculture and Fisheries). The members meet in person twice a year and the first meeting was chaired by Queensland was held in Brisbane in April 2023. Fisheries Queensland also has an Executive Officer working to support the AFMF chair and members with planning and administration of AFMF activities.

Agency objectives and performance

Objective 1: Innovative and globally competitive agribusinesses

Accessing improved practices, data and new technologies to enhance the productivity, profitability and sustainability of food and fibre value chains.

Key performance indicators

Indicator	Results				
	2018–19	2019–20	2020–21	2021–22	2022–23
Growth in productivity of Queensland agriculture ¹	5.7%	-2.7%	-0.9%	6.5%	Not available
Increase in value added to primary production by first-stage processing ²	\$4.27 billion	\$4.38 billion	\$4.33 billion	\$5.07 billion	\$5.29 billion

Notes:

1. This key performance indicator (KPI) is sourced from ABARES. The 2022–23 result is not yet available and is expected to be published in mid-2024. It is an estimate of climate adjusted Total Factor Productivity Growth, an important measure of Queensland’s broadacre agricultural performance. It shows how efficiently inputs (labour, capital, land, materials and services) are used to produce outputs (crops, wool and livestock) over time. Adjusting for climatic effects removes the transient impact of adverse seasonal conditions and provides an improved indicator of the desirable underlying causes of productivity growth.
2. This KPI is calculated using first stage processing data available at <https://www.daf.qld.gov.au/news-media/campaigns/data-farm/primary-industries>. The 2022–23 figure shows an increase of 4.3% over the previous year.

Performance snapshot

- **41,891** agriculture, forestry and fishing businesses supported across Queensland in 2021–22.
- **More than 300,000** page views from **168,300** visitors on the FutureBeef website, providing **more than 1,362** pages of information for northern beef producers.
- **3,303** inspections and **503** audits undertaken to provide market access for Queensland commodities.
- **289** live animal export certificates issued to facilitate international market access for Queensland animals.

Performance highlights

In 2022–23, we:

- managed an RD&E investment of \$140 million with a portfolio of over 300 projects to deliver high-impact agricultural and food research, partnering with industry to develop and commercialise new products, and enhance adoption of innovative new practices across the sector. This included:
 - completion of a market access project for 12 horticulture commodities, securing current export pathways of \$404 million per annum and supporting access to new markets
 - release of 5 new varieties under the Strawberry Breeding Program—Susie-ASBP, Tahli-ASBP, Tamara-ASBP and 2 speciality varieties (pink and white)
 - release of 2 new mandarin varieties with disease resistance, attractive appearance, easy peeling and excellent eating quality (flavour and low seediness)
 - a critical breakthrough in tropical blacklip rock oyster production, with a new settling technique producing a 400 per cent increase in the number of free-swimming larvae induced to settle as spat, significantly boosting the potential for a Queensland blacklip rock oyster industry
 - launch of the fall armyworm RD&E Engagement Hub (eHub). The eHub is designed to engage growers, industry and stakeholders with fall armyworm RD&E activities, including regular updates from our demonstration sites, the latest news on fall armyworm management, moth activities and insecticide resistance results
- entered into an 8-year Australian Horticultural Market Access Research Partnership with Horticulture Innovation Australia and a range of other partners. The partnership will deliver scientific research services that mitigate trade risks and improve market access to grow and protect horticultural exports domestically and internationally
- progressed Queensland Smart Farm initiatives to establish a network for farms and industry learning centres dedicated to advancing Australia’s agriculture and food industries through AgTech innovation. This included:
 - committing to the supply of a range of new scientific equipment at the Gatton Smart Farm, including a 1,000 m² retractable roof greenhouse
 - progressing the possible transition of Emerald Research Facility to the Central Queensland Smart Cropping Centre, including identifying options for modernising site infrastructure to expand research capacity, engaging with industry on future RD&E opportunities and delivering a portal to support engagement with AgTech service providers and industry
- released the sugarcane industry roadmap and action plan, *Sugar Plus – fuelling the future of food, energy and fabrication* on 6 July 2022. DAF worked with the sugar industry to support the development of the roadmap and action plan

- released a draft *Queensland AgTech roadmap 2023–2028* for public consultation
- through the Agribusiness Digital Solutions Grant Program, provided grants to 9 organisations, which were matched with industry funding to deliver projects that support the trialling and adoption of digital solutions into Queensland supply chains
- in partnership with the Office of the Chief Entrepreneur and Trade and Investment Queensland, supported a delegation of 20 business leaders at EvokeAG 2023, the premier AgTech event to connect and collaborate in the Asia–Pacific
- continued to support agricultural development opportunities in the north-west and deliver practical solutions that will inform decision-making and unlock the region's dryland agricultural potential
- delivered online extension support for the northern beef industry through the FutureBeef website, a collaborative project in partnership with the Northern Territory Department of Industry, Tourism and Trade, the Department of Primary Industries and Regional Development Western Australia, and Meat and Livestock Australia to support sustainable and profitable productivity gains for northern beef producers
- enhanced our Queensland eFisher commercial reporting app and grew the number of users to 320. An average of 33 per cent of reports are now submitted electronically to provide more timely and reliable information. This has reduced industry red tape by removing the need to provide manual copies of logbooks
- enhanced the Qld Rec Fishing App 2.0, which has now been downloaded by more than 100,000 users. The app continues to be enhanced to enable reporting of recreational catch
- progressed planning for a trial of onboard cameras as part of the independent data validation project. The trial will inform implementation of a larger scale program that will provide accountability and transparency within the industry on their interactions with threatened, endangered and protected species.

Objective 2: Prosperous economies

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

Key performance indicators

Indicator	Results				
	2018–19	2019–20	2020–21	2021–22	2022–23
Increase in gross value of production ¹	\$18.88 billion	\$19.12 billion	\$20.18 billion	\$23.42 billion	\$24.44 billion
Increase in value of Queensland’s food and fibre exports ²	\$8.68 billion	\$9.54 billion	\$8.54 billion	\$10.72 billion	\$12.51 billion

Notes

1. This KPI is sourced from Queensland AgTrends data published by DAF on <https://www.daf.qld.gov.au/news-media/campaigns/data-farm/primary-industries>.
2. This KPI is sourced from International Merchandise Trade Data provided by the ABS and published on <https://www.daf.qld.gov.au/news-media/campaigns/data-farm/export-trade>. It excludes confidential items such as sugar exports.

Performance snapshot

- **58,050** Queenslanders directly employed in agriculture, forestry and fishing jobs.
- **363,000** Queenslanders employed across the entire food and agribusiness supply chain (**more than 13 per cent** of Queensland’s workforce), with a corresponding supply chain output value of **around \$33.7 billion**.
- **13,023** tonnes estimated total production of Queensland’s aquaculture industry, worth **\$225 million** in total value (2021–22), a record high and up **16.1 per cent** on 2020–21.
- **889** full-time staff employed by the aquaculture industry.
- **\$2.5 billion** annual value of GDP for recreational fishing in Queensland.

Performance highlights

In 2022–23, we:

- strengthened trade and investment relationships with our key and emerging agricultural export markets by supporting in-bound delegations and ministerial engagement. The Director-General presented a keynote speech to approximately 700 guests at the Global Agriculture Investment conference in the United States

- facilitated a ministerial trade mission to Vietnam including participation by industry organisations
- developed and executed 8 collaborative agreements under the Food and Fibre to Market: Industry Partnerships Program. Projects co-funded with industry will support supply chain, capability building and market development work in diverse international markets including India, Japan, Malaysia and the United States
- continued to support Queensland's agricultural businesses navigate federal processes and reforms as part of the Pacific Australia Labour Mobility (PALM) scheme, including worker welfare and pastoral needs
- worked with stakeholders to maximise reciprocal benefits from more than 14,500 Pacific Island and Timor-Leste workers engaged in Queensland—addressing statewide agricultural labour shortages while providing remittances back to the Pacific nations
- supported the PALM scheme through the engagement of 2 Workforce Liaison Officers to complement existing regional pastoral care providers and identify state-based emerging issues that arise with PALM workers in the agriculture sectors to ensure welfare and wellbeing is addressed
- provided an additional \$3.9 million for Round 5 of the Rural Economic Development Grants program to fund the purchase of innovative equipment and build new infrastructure that creates jobs and expand supply chains in the regions. A total of 88 expressions of interest were received, with 24 successful applicants to receive funding in 2023–24
- completed Round 1 of the Rural Agricultural Development (sheep and goats) (RAD) Grants program to support economic development in rural areas and support growth within the industry. More than \$1.8 million was provided across 10 projects, creating up to 77 new jobs
- provided \$1.9 million for Round 2 of the RAD Grants program. Successful applicants will be notified and receive funding in 2023–24
- continued the Rural Jobs Initiatives with funding of \$4.416 million for a further 3 years until 2025. This renewed funding will enable the Queensland agriculture sector to continue efforts to attract, train and retain a skilled and high-performing workforce
- contributed \$15,000 to fund an expanded Blue Light Shearing Program in Central West Queensland, which will deliver 6 camps for up to 72 young people to gain a Certificate II in Rural Operations and find work in the wool industry
- continued to actively target investment in the aquaculture sector including:
 - supported proponents through research and extension services and worked with other agencies to identify and develop legislative opportunities to further streamline the aquaculture planning and development assessment process

- launched the Aquaculture Transformation Project, which provides an additional \$7.5 million over 5 years to support Queensland’s growing aquaculture industry
- commenced work to identify aquaculture development areas (ADAs) in the marine environment to complement the existing land-based ADA network and facilitate expansion of the industry through a coordinated and supported planning framework. There are now 8 ADAs across the state, covering more than 9,000 hectares
- awarded grants totalling \$246,278 to community organisations to support activities and projects that enhance the recreational fishing experience and support Aboriginal peoples’ and Torres Strait Islander peoples’ traditional fishing in Queensland
- provided a record \$1.106 million to Queensland stocking groups in 2022–23 as part of the Stocked Impoundment Permit Scheme
- successfully demonstrated that the installation of fish attractors can be used to aggregate fish in impoundments and lead to greater recreational angler catch rates and satisfaction
- delivered the Fish ‘n Sips tagged fishing competition in central and western Queensland to boost economic development
- partnered with the Department of Transport and Main Roads to evaluate the use of cameras and artificial intelligence technologies to better understand recreational fishing behaviour
- continued supply of state-owned forest products and quarry material on a commercial and environmentally responsible basis, contributing to the prosperity of regional economies
- convened 3 meetings of the Timber Industry Ministerial Roundtable as a forum for industry to work more closely with the government on its future strategic direction
- continued to implement the *Native timber action plan*, including supporting the Native Timber Advisory Panel, and developing a directions paper that considers the future of native timber harvesting in Queensland to support an internationally competitive and sustainable industry, balancing both jobs and the environment
- worked with native title holders and local government authorities to negotiate Indigenous Land Use Agreements that secure access to state-owned quarry material into the future.

Objective 3: A resilient sector

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

Key performance indicators

Indicator	Results				
	2018–19	2019–20	2020–21	2021–22	2022–23
Decrease in cost of managing significant biosecurity responses relative to the value of agricultural industry production ¹	1:696	1:603	1:520	1:2240	1:1145
Increase in proportion of agribusinesses implementing climate-resilient management practices ²	Not available	Not available	32%	49.5%	28%

Notes:

1. This KPI is calculated and expressed as a ratio of the 5-year average of the GVP over the expenditure on the significant incident. The 2022–23 result is based on the available GVP for 5 years from 2017–18 to 2021–22. These are the latest official figures, which show an increasing trend. The ratio of cost of managing biosecurity incidents to the value of production protected was impacted by the decrease in Queensland’s contribution to funding the National Red Imported Fire Ant Eradication Program due to investment being brought forward in previous years.
2. The 2022–23 result reflects further uptake, adoption and participation in the Drought and Climate Adaptation Program (DCAP) programs in 2022–23, particularly in the DCAP Farm Business Resilience Program Projects. More primary producers were successfully engaged in developing and adopting farm business planning outcomes than the 20% target anticipated for the year.

Performance snapshot

- **9.7 per cent** of Queensland drought declared in June 2023 and **2** outback local government areas drought declared (Bulloo and Diamantina)—showing a **dramatic improvement in drought conditions** in 2022–23 and the lowest percentage of the state drought declared since the drought began in 2013.
- **\$1.181 million** provided for freight subsidies and emergency water rebates for **183** claims by drought-affected producers under the Drought Relief Assistance Scheme in 2022–23.
- **255** claims worth \$5.266 million under the Drought Preparedness Grant and **23** Drought Ready and Recovery Loans worth **\$2.9 million** finalised by QRIDA since commencement of the program in early 2022.
- **7,288** attendees engaged with the jointly funded Farm Business Resilience Program (FBRP), including **2,480** one-on-one support sessions in 2022–23.

- **3,458** producers attended group workshops delivered through funding under the FBRP.
- **435** producers developed farm business resilience plans and **870** producers completed a holistic self-assessment checklist for their business.
- **1,026** biosecurity incidents effectively responded to across animal biosecurity, plant biosecurity and invasive plants and animals:
 - **1** related to animal biosecurity (*Salmonella enteritidis*, a significant operational response supported by both industry and government)
 - **16** related to emergency plant pests managed under the Emergency Plant Pest Response Deed
 - **1,009** detections of restricted and prohibited environmentally invasive biosecurity matter in Queensland.
- **5** nationally cost-shared eradication programs led by Biosecurity Queensland.
- **90,540** biosecurity entities registered with livestock, poultry or bees, ensuring up-to-date information is available in the event of an emergency disease or pest incursion.
- **Improvement in partnership metrics** under the *Queensland biosecurity strategy 2018–2023* between 2018 and 2023. Scores out of 5:

Partnership metric	2018	2019	2021	2022	2023
Mutual trust	3.5	4.25	4	N/A	3.92
Purpose	3.1	3.5	3.9	N/A	3.30
Role clarity	2.8	3	3.3	N/A	2.83
Empowers responsibility	2.7	3.5	3.6	N/A	2.61
Collaborates	3	3.4	3.92	N/A	3.22

Performance highlights

In 2022–23, we:

- built capability and explored potential diversification opportunities in agribusiness, including tourism
- delivered the Taste Farm Life campaign encouraging domestic tourists to try established farm and food experiences

- held statewide agritourism workshops to support farmers to diversify and expand agritourism
- awarded grants, in partnership with the Queensland Farmers' Federation, to assist farmers to establish or expand agritourism
- continued the ongoing implementation of the Queensland Drought Assistance and Reform Package. Up to \$79.6 million over 4 years was allocated commencing 2022–23 to continue to deliver drought assistance programs and reforms to support industry to respond in a changing climate, and \$150 million over 3 years commencing 2022–23 for drought preparedness and emergency drought assistance loans. Measures first announced in the 2021–22 Budget include the Farm Business Resilience Program, Farm Management Grants, Drought Preparedness Grants, Drought Ready and Recovery Loans, Emergency Drought Assistance Loans and Drought Carry-on Finance Loans
- continued delivery of DCAP, which is an RD&E program aimed at improving the drought resilience and preparedness of primary producers, improving their capacity to manage climate variability and adapt to climate change. DCAP has been funded for 4 years (from 2022–23 to 2025–26) with a total allocation of \$10 million, leveraging a further \$11.7 million in cash and \$19 million in-kind from other state, national and international project partners
- continued to support the response to the impact of fall armyworm on Queensland's agricultural industries through RD&E, as well as collaboration with industry and other researchers to leverage outcomes for Queensland's grains industry
- continued to support industry to respond to natural disasters including:
 - securing additional assistance in response to the 2023 northern and central Queensland monsoon and flooding event. The \$6 million package provided support for the costs of primary producers, and state and local government, to supply fodder to flood impacted livestock, as well as carcass disposal
 - innovative, resilience-based projects to determine the viability of raising farm infrastructure and of livestock refuge mounds in high flood risk areas
 - enhancing the Disaster Impact Survey to provide real-time data access, allowing for rapid support to impacted producers
 - engaging Industry Recovery and Resilience Officers to support disaster impacted primary producers with resilience building activities such as development of tailored on-farm flood management plans. Officers also provided coordinated access to financial support measures and mental health initiatives
 - working with peak agriculture bodies to establish the Queensland Agriculture Disaster Taskforce to better support natural disaster management in Queensland

- expanding disaster communications capability to support pre-season preparedness and developed a suite of pre-approved communications to support real-time communication responses targeted at primary producers before, during and after a disaster
- conducting virtual control centre exercises that helped ensure DAF is better equipped to effectively manage information in the event of a significant emergency response
- continuing to prevent and mitigate financial risks to Queensland from priority animal and plant pests and diseases
- helping maintain community and trading partner confidence in Queensland’s biosecurity system through African swine fever prevention and preparedness, biosecurity emergency operations, marine pest surveillance and plant diagnostics
- continued to meet Queensland’s obligations within the national biosecurity system to mitigate the risks and impacts of significant pests and diseases
- strengthened Biosecurity Queensland’s response capacity in the Torres Strait and northern Cape York through the Far Northern Biosecurity Initiative by building strong working relationships with Torres Strait and Northern Peninsula Area agencies, Traditional Owners and communities, and by transferring biosecurity technical knowledge and key activities to those agencies
- continued to deliver the 10-year plan and 3-year strategy for the National RIFA Eradication Program to eradicate red imported fire ants from South East Queensland and support the current review of the program
- maintained a response-ready, diagnostic capability for exotic plant pests and diseases, supported by quality management and laboratory information systems and a high biosecurity containment facility
- grew and developed the DAF Significant State Collections for plant pathogens and insect pests located at the Ecosciences Precinct
- introduced legislation to the Queensland Parliament in February 2022 to support Queensland’s vital beekeeping industry and support critical pollination services for Queensland’s agriculture sector. In October 2021, the Queensland Government approved the preparation of legislative amendments to grant a 20-year extension to allow the continuation of beekeeping in national parks until 2044
- committed \$7.565 million over 5 years, with ongoing funding of \$1.656 million per year thereafter, for 10 additional biosecurity preparedness officers. All regionally based biosecurity officer jobs have been filled. Preparedness officers are located in Toowoomba, Charleville, Gatton, Dalby, Bundaberg, Townsville, South Johnstone and Cairns

- finalised contractual agreements with 4 successful applicants under the Enhancing Local Government Biosecurity Capacity project
- endorsed 10 projects totalling almost \$1 million under Round 7 of the Queensland Feral Pest Initiative for on-ground management of invasive plants and animals across Queensland
- finalised the *Queensland feral deer management strategy 2022–2027*, which sets the direction for management from 2022 to 2027
- continued the Panama disease Tropical Race 4 (Panama disease TR4) Program to facilitate transition of responsibility for management of the disease from government to the Australian Banana Growers' Council on behalf of the banana industry.

Objective 4: Ethics, sustainability and safety

Food and fibre production, animal welfare and management, and our natural environment meet consumer and community expectations for **ethics, sustainability and safety**

Key performance indicators

Indicator	Results				
	2018–19	2019–20	2020–21	2021–22	2022–23
Improvement in sustainability of Queensland fish stocks ¹	85%	85%	94%	93%	93%
Increase in proportion of primary producers in Great Barrier Reef catchments who adopt improved management practices ²	40%	75%	80%	54%	51%

Notes:

1. As reported in the 2020 status of Australian fish stocks online report (latest available report). Note the change from 94% in 2020–21 to 93% in 2021–22 is due to the East Coast Spanish Mackerel stock being reclassified as depleted. Under the nationally consistent system for stock status assessment, an assessment of all Queensland species of importance is completed over 24 months. A different group of species/stocks will be assessed each year and there will be a reassessment of any stocks of concern.
2. This KPI is based on a survey/questionnaire of participants (primary producers) who have attended DAF extension workshops, training, trials, and other extension activities, conducted at the end of the workshop or training activity, with a further follow up 12 months after the activity. It is important to note that behavioural change within the realm of primary producers adopting improved management practices is a complex and dynamic process. There are various interrelated factors at play, including economic, social, and cultural, that can lead to fluctuations in the adoption rates of improved management practices from year to year. DAF will continue to monitor and adapt its programs in partnership with relevant agencies and industry partners.

Performance snapshot

- **13** audits or investigations completed to ensure the safe use of chemicals in food production and reduce contaminant risks.
- **7** new licences issued, **4** licences renewed and **11** licences amended under the *Drugs Misuse Act 1986* for the commercial production of industrial cannabis (hemp) in Queensland.
- **1,970** new licences issued and **3,908** licences renewed under the *Agricultural Chemicals Distribution Control Act 1966* to ensure the safe distribution of agricultural chemicals.
- **1,582** animal welfare investigations undertaken to ensure high standards of animal welfare and support the ethical production of food.
- **1,936** commercial fishing licences and **318** charter fishing licences managed under the *Fisheries Act 1994*.

- **1,767** commercial fishing vessels with vessel-tracking units registered in Trackwell (the vessel-monitoring platform managed by the Australian Fisheries Management Authority).
- **87 per cent** of all inspections conducted under the *Fisheries Act 1994* were compliant with relevant fisheries regulations.
- **More than 950** fisheries infringement notices and **1,568** cautionary infringement notices issued by the Queensland Boating and Fisheries Patrol (QBFP) under the provisions of the *Fisheries Act 1994*, resulting in total penalties of more than \$392,000.
- **10** court prosecutions finalised for offences against the *Fisheries Act 1994*.
- **4** unauthorised activity investigations closed—**1** related to unauthorised interference with timber and **3** related to unauthorised interference with quarry material.
- **More than 2,100** quarry pits authorised under the *Forestry Act 1959* and **more than 240** sales permits currently administered for the sale of state-owned native timber, quarry material and other miscellaneous forest products.
- **732 licences** for intensive livestock environmentally relevant activities (ERAs) administered under the Environmental Protection Regulation 2019, including:
 - **346** cattle feedlots and 3 sheep feedlots (ERA 2)
 - **186** piggeries (ERA 3)
 - **197** poultry farms (ERA 4).

Performance highlights

In 2022–23, we:

- released the *Queensland low emissions agriculture roadmap 2022–2032*, a strategic plan to assist Queensland's agriculture sector to transition towards lower emissions production
- continued to capitalise on new and existing research and development opportunities, including those that improve reef water quality as well as productivity under the Queensland Reef Water Quality Program
- progressed 9 amendments to the Rural and Regional Adjustment Regulation 2011, implementing financial assistance schemes that foster the development of a more productive and sustainable rural and regional sector in Queensland
- finalised the review of the *Animal Care and Protection Act 2001* with the commencement of the *Animal Care and Protection Amendment Act 2022* in December 2022

- amended the *Racing Integrity Act 2016* to establish the Racing Appeals Panel as the new independent review body for racing decisions made by stewards. The Queensland Racing Appeals Panel commenced on 31 March 2023
- received more than 1,500 stakeholder responses to a DAF customer insights survey, designed to better understand stakeholder behaviours and needs when engaging with the department. The survey results showed high satisfaction with DAF’s Customer and Business Services Centre and these results will inform the department’s investment in contemporary, technology-enabled choices that meet the needs of our customers
- continued the fisheries reform process as detailed in the *Queensland sustainable fisheries strategy 2017–2027*, supporting commitments under the Reef 2050 Plan. Highlights included:
 - convening the Gulf of Carpentaria inshore fishery working group, with meetings held to consider and develop management arrangements and harvest strategies of key fish species
 - following significant public consultation, introducing new east coast Spanish mackerel fishery management arrangements that strike a balance between rebuilding the stock and providing more controlled access for recreational and commercial fishers
 - work to ensure Queensland fisheries have approvals in place under the *Environment Protection and Biodiversity Conservation Act 1999* to export product
 - ongoing planning for a voluntary electronic monitoring (e-monitoring) field trial to identify the most suitable data validation solution for priority fisheries
 - enhancements to the recreational and commercial fishing apps
 - continued implementation of the *Queensland shark management plan 2021–2025*, including ongoing delivery of the SharkSmart drone trial, catch alert drumline trial, SharkSmart education program and research into alternative technologies to support swimmer safety
- pursued the development of marine aquaculture development areas suitable for tidal aquaculture, such as oyster and pearl production
- established the Cape York Special Working Group to identify new economic pathways for Traditional Owners through charter fisheries and tourism operations, while ensuring sustainable fisheries are maintained in Cape York
- continued to supply state-owned forest products and quarry material on a commercial and environmentally responsible basis, contributing to the prosperity of regional economies
- supported Timber Queensland’s implementation of the Timber Industry Regulatory Capacity Building Project. The project, which was established to support the industry to understand current and emerging regulatory requirements to harvest state-owned timber, was initiated under a collaborative agreement with the department

- maintained certification of forestry businesses to the Australian Standard ® for Sustainable Forest Management (AS4708)
- continued to collaborate with the Queensland Racing Integrity Commission and Racing Queensland to implement the Queensland Government’s response to recommendations from the independent *Inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland* (the Martin Inquiry)
- worked with the RSPCA to implement the Queensland Audit Office’s recommendations on regulating animal welfare services
- chaired the national Animal Welfare Task Group (AWTG) and led 2 major standard and guideline development projects on behalf of the AWTG
- continued the joint Fire Ant Suppression Taskforce to support suppression activities with local governments, industry and the Queensland Government, including:
 - finalising a memorandum of understanding with the Department of Education to treat school land
 - negotiating a collaborative agreement for a rolling self-treatment and surveillance program with Canegrowers Rocky Point (Gold Coast local government area)
 - community suppression activities in Ipswich and Logan
- assessed and processed 169 applications associated with environmental authorities, including the issuing of 18 new environmental authorities under the Environmental Protection Regulation 2019
- received and investigated 158 public complaints, conducted 86 site inspections and carried out 28 environmental monitoring investigations to ensure intensive livestock ERAs are constructed and managed in accordance with the *Environmental Protection Act 1994*.

Objective 5: Trusted, capable and connected people

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

Key performance indicators

Indicator	Results				
	2018–19	2019–20	2020–21	2021–22	2022–23
Improvement in work health and safety performance ¹	Not available	Not available	Not available	4% improvement	21.3% improvement
Increase in diversity across our workforce ²	Not available	Not available	Not available	Improvement in 2 of 4 diversity categories	Improvement in 2 of 4 diversity categories

Notes:

1. This KPI is measured by the percentage of work health and safety (WHS) events not closed out on time and overdue actions. 2021–22 was the baseline year. The department continues to monitor this through the WHS Committee, which is working with key staff across business groups to proactively manage WHS events reported.
2. The 2022–23 results were based on achievement against 4 MOHRI data categories (Aboriginal Peoples and Torres Strait Islander Peoples, People with Disabilities, Culturally and Linguistically Diverse, and Women in Leadership Roles). The 2022–23 results showed an improvement in DAF diversity percentages across 2 categories (Culturally and Linguistically Diverse people and Women in Leadership Roles). Refer to the Governance—human resources section, page 65 for actual results across the individual diversity categories.

Performance snapshot

- **14,188,345** unique web page views.
- Digital footprint of **426,058** stakeholders, comprising e-news subscribers and followers on Facebook, Instagram, LinkedIn and Twitter.
- **1,208** Women in Recreational Fishing Network (WIRFN) Queensland Facebook page members since its launch on 10 June 2022.
- **20,544** inspections of commercial and recreational fishers by QBFP officers.
- **\$587 million** infrastructure and right-of-use assets portfolio managed by DAF, comprising **245** sites (**94** DAF-owned sites and **151** leased sites).
- **75 per cent** of **65,819** customer enquiries resolved at the first point of contact by the Customer Service Centre.
- **86** DAF houses and residential units.
- **605** QFleet leased vehicles in the DAF fleet.

Performance highlights

In 2022–23, we:

- prepared the Queensland Agricultural Training Colleges' Longreach Pastoral College land for sale, with an open tender process commencing from Monday 12 December 2022
- finalised the Agri-Science Queensland (ASQ) capability assessment, ensuring ASQ can continue as a world-leading provider of high-quality, safe and sustainably produced food and fibre
- celebrated 3 staff who received Public Service Medals—2 staff in recognition of their outstanding public service during the COVID-19 pandemic for the protection and development of agribusiness in Queensland, and one former staff member for their outstanding public service to state and national biosecurity
- reached 1,208 members on the WIRFN Queensland Facebook page. The WIRFN encourages women of all backgrounds, skills levels and ages across Queensland to participate in recreational fishing activities and engage on their own social media platform, creating a safe space to share knowledge and tips to the wider female audience
- developed a 2023 WIRFN strategy with a focus on communications, event management and budget and planning. The WIRFN leaders have been involved in numerous community engagement activities throughout the year in several parts of Queensland, including Cairns, Sunshine Coast, Brisbane and the Gold Coast
- provided bursaries to Women in Seafood Australasia (WISA) to support the attendance of women who work in the Australian seafood industry to attend the Seafood Directions September 2022 conference in Brisbane. This included leadership development and networking opportunities with women in the industry from around Australia and overseas
- continued to engage in the WISA program to help support new and emerging leaders in the industry. WISA received a grant of \$3.3 million under the Women's Leadership and Development Program through the Department of the Prime Minister and Cabinet's Office for Women. The grant will be used to provide developmental opportunities to women in the seafood sector
- expanded fee-for-service biosecurity activities with local Indigenous councils and organisations, including entering into a contract with Torres Strait Island Regional Council to provide a range of biosecurity surveillance and compliance activities in the outer Torres Strait Islands
- with support from key stakeholders, delivered the Torres Strait and Northern Peninsula Area biosecurity strategy
- delivered training to Indigenous rangers and local government officers in the Torres Strait and Northern Peninsula Area in a wide range of biosecurity areas
- identified training needs and processes to build capability of all Biosecurity Queensland officers

- delivered performance management training for all Biosecurity Queensland supervisors, and further invested in people management and written communication training for Biosecurity Queensland officers
- invested in an inaugural emerging leaders program to develop future leaders.

Priorities for 2023–24

In 2023–24, we will:

- assist Queensland agribusinesses to lower their greenhouse gas emissions through the implementation of the *Queensland low emissions agriculture roadmap 2022–2032*
- strengthen our digital capabilities and grow economic opportunities through the development of the Queensland AgTech roadmap
- provide round 2 funding under the Agribusiness Digital Solutions Grant program to enhance the development, trialling and adoption of digital solutions across the agriculture and food supply chains
- work with key industry peak bodies through industry extension services to identify gaps in technologies to assist in increasing sustainable production, AgTech capability and digital literacy within the Queensland agriculture sector
- expand productive, sustainable and resilient food and fibre exports to international markets
- continue to support productivity improvements, new investment in manufacturing and value-adding opportunities through a network of smart farms in Queensland
- continue to support Queensland’s aquaculture transformation through industry development, stakeholder engagement, regulatory reform and RD&E
- deliver drought reforms and preparedness programs to support industry to respond to natural disasters
- provide Round 6 funding of \$3.3 million for the Rural Economic Development Grants program to fund the purchase of innovative equipment and new infrastructure that creates jobs and expands supply chains in the regions
- through the PALM scheme, continue to assist Queensland agribusinesses to fill regional employment gaps unable to be met by the Australian workforce, and work with stakeholders to maximise reciprocal benefits from Pacific Island and Timor-Leste workers engaged in Queensland—addressing statewide agricultural labour shortages while providing remittances back to the Pacific nations
- provide Round 2 funding under the Rural Agricultural Development Grants program to fund more cluster fencing and other measures that help grow the sheep industry in western and southern Queensland
- advocate for agricultural interests through the Regional Planning Framework 2023–24 and seek to identify opportunities where new or expanded agricultural production can occur, and coexistence and complementarity with other types of land uses can be achieved

- continue to manage the environmental regulation and administration of intensive livestock ERAs as described under the Environmental Protection Regulation 2019 as ERA 2 (intensive animal feedlotting), ERA3 (pig keeping) and ERA4 (poultry farming)
- continue to manage the environmental regulation of dairy farming, livestock holding facilities and intensive animal feeding activities that fall outside the ERAs described in the Environmental Protection Regulation 2019
- amend the Food Production (Safety) Regulation 2014 in support of the introduction of new food safety standards in horticulture for berries, leafy vegetables and melons
- prepare an action plan in response to GasFields Commission Queensland's Review of the *Regional Planning Interests Act 2014 Assessment Process Report*
- consolidate existing disaster plans to deliver a single, all-hazards focused disaster management plan that reflects DAF's elevated response agency status and aligns with the recommendations in the Inspector-General Emergency Management's *Review of the Queensland Disaster Management Arrangements (QDMA) Report 2: 2022–23*
- build on DAF's disaster response approach from reactive to proactive in line with best practice by expanding its communication strategy to further support pre-season preparedness
- work to further enhance DAF's preparedness communication to reach primary producers in the Cape York and Torres Strait region by working with Indigenous groups and councils and other stakeholders to drive disaster resilience within local communities
- implement actions from the ASQ capability assessment to ensure ASQ can continue as a world-leading provider of high-quality, safe and sustainably produced food and fibre
- continue to deliver key biosecurity initiatives including:
 - ongoing emergency animal disease preparedness
 - Fire Ant Suppression Taskforce program in collaboration with the critical National Red Imported Fire Ant Eradication Program
 - Far Northern Biosecurity Initiative projects from the *Torres Strait and Northern Peninsula area biosecurity strategy* to build capability in early detection and response to a range of biosecurity pests and diseases in this region
- successfully transition responsibility for leading the management of Panama disease TR4 from government to the Australian Banana Growers' Council on behalf of the banana industry from 1 July 2023
- deliver Round 8 of the Queensland Feral Pest Initiative to support the innovation and diversification of effective and humane feral pig control tools

- develop innovative rapid detection tools to support the identification and management of insect-borne exotic disease incursions that are a danger to the Queensland beef industry
- address plant pests and diseases and broader biosecurity threats to Queensland's economic, social and environmental wellbeing and prosperity
- meet Queensland's obligations under the National Biosecurity System to help mitigate the risks and impacts of significant animal and plant pests and diseases
- co-design the next iteration of the Queensland Biosecurity Strategy in collaboration with partners in the Queensland Biosecurity System
- continue to lead and contribute to the review and development of national standards and guidelines for animal welfare and facilitate their implementation in Queensland
- continue to implement the recommendations of the *Queensland Audit Office Report 6: 2021–22 – Regulating animal welfare services*
- continue implementation of the *Queensland sustainable fisheries strategy 2017–2027*, paving the way for a world-class fisheries management system, including:
 - continuing the fisheries reform process, which includes upgrades to the compliance system and fish aggregating devices
 - implementing independent data validation that will monitor commercial fishing activities at sea to provide more accurate data on protected species interactions and support sustainable fisheries management
- progress the phase-out of gillnet fishing in the Great Barrier Reef by mid-2027 and transition to more sustainable fishing practices
- expand the Queensland Seaports eDNA Surveillance Program to include a site at the port of Weipa
- continue to implement the *Queensland shark management plan 2021–2025* and maintain an effective shark control program that reduces the risk of shark bites in coastal waters, while researching and trialling new shark mitigation technology (including drones) and boosting community education on SharkSmart behaviours
- continue to deliver the Cape York election commitment, creating new fisheries and economic development opportunities
- continue to work with industry, recreational fishers and Traditional Owners to foster economic prosperity through innovative, sustainable and responsible management of Queensland's fisheries, and work with First Nations communities to acknowledge and resolve native title rights and develop economic and employment opportunities

- continue to work with and support the WISA program and the WIRFN
- continue to implement the *Native timber action plan*, including releasing for public consultation a directions paper that considers the future of native timber harvesting in Queensland to support an internationally competitive and sustainable industry, balancing both jobs and the environment
- facilitate meetings of the Timber Industry Ministerial Roundtable, a forum for government to work more closely with industry about its future strategic direction
- support Timber Queensland's implementation of key initiatives under the Timber Industry Regulatory Capacity Building Project
- continue to supply state-owned forest products and quarry material on a commercially and environmentally responsible basis
- administratively support the new Queensland Racing Appeals Panel to operate as an independent statutory authority undertaking its functions outlined in the *Racing Integrity Act 2016*.

Financial overview

This financial overview provides a summary of DAF’s financial performance and position for controlled and administered activities, and comments on significant movements for the period 1 July 2022 to 30 June 2023.

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

This overview explains how to interpret DAF’s financial statements (including explanatory variance notes) by providing a summary (in Table 3, pages 42–44) of the 3 primary financial statements:

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

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

For a more comprehensive detail covering all aspects of the department’s activities, see ‘Financial statements’ on page 68.

Table 3 Summary of DAF’s financial statements for the period 1 July 2022 to 30 June 2023

Statement of comprehensive income	2022–23 Actual (\$m)	2022–23 Budget (\$m)
Total income	616.0	608.3
Less: total expenses	613.2	608.3
Operating result	2.8	..

The total income from operations for 2022–23 was an increase of \$7.7 million (or 1.3%), mainly driven by additional funding for biosecurity response and preparedness, coupled with an increase in research and development funded projects and activities, and increased forestry product royalties. In addition, there was a one-off gain on the sale of the former Queensland Agricultural Training Colleges (QATC) property at Longreach and higher than expected information technology project revenue through the Business and Corporate Partnership arrangements. This was offset by the deferral of funding to 2023–24 to realign forecast with the budgeted cash flows.

The total expenses from operations for 2022–23 was an increase of \$4.9 million (or 0.8%), resulting from the 2.5% annual enterprise bargaining increase, and higher expenditure associated with biosecurity responses and preparedness. In addition, there was further funding released in 2022–23 from the funds held centrally by the government for the continuation of the Drought Assistance Package.

Statement of financial position	2022–23 Actual (\$m)	2022–23 Budget (\$m)
Current assets (including cash balances)	195.7	89.9
Non-current assets (including property, plant and equipment)	594.1	541.4
Total assets	789.8	631.3
Current liabilities	149.4	50.4
Non-current liabilities	105.2	104.1
Total liabilities	254.6	154.5
Net assets (equity)	535.2	476.8

The total assets held by the department as at 30 June 2023 were \$789.8 million, an increase of \$158.5 million (or 25.1%) compared to budget. This was mainly due to the revaluation increment associated with buildings, infrastructure and land assets (reflecting the increase in prices of construction materials and labour, and an upward movement in land prices) and an increase in cash and cash equivalents due to the deferred appropriation payable to Consolidated Fund, coupled with the net proceeds on sale of the former QATC Longreach property that are to be returned to the Consolidated Fund in 2023–24.

The total liabilities held by the department as at 30 June 2023 were \$254.6 million, an increase of \$100.1 million (or 64.8%) compared to budget. The increase is predominantly due to higher than budgeted deferred appropriation payable to the Consolidated Fund. Also contributing to the increase is higher than expected revenue received in advance for contractual agreements for research and development projects, and contributions received under national cost share arrangements for the National Red Imported Fire Ant Eradication Program from other states.

	2022–23	2022–23
Statement of cash flows	Actual	Budget
	(\$m)	(\$m)
Balance of cash at 1 July	86.0	39.9
Operating activities	32.5	27.3
Investing activities	(3.1)	(21.5)
Net increase/(decrease) in cash held	16.9	0.1
Cash as at 30 June	102.9	40.0

The increase in cash balances at the end of financial year is largely attributed to unexpended appropriation funds at year end related to the appropriation payable to Queensland Treasury (which was either deferred to 2023–24 or lapsed), higher than expected funding received from external research and development funding bodies under contractual arrangements, and proceeds from the sale of the former QATC Longreach property.

Controlled funds

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

Operating result

The operating result for 2022–23 is a \$2.8 million surplus.

Income—where the dollars came from

Total income from operations was \$616.0 million, including:

- \$342.9 million (55.7%) through funding provided as appropriation revenue by parliament
- \$165.9 million (26.9%) in user charges and fees for goods and services (including national cost sharing revenues for biosecurity pest and disease programs from other states and territories, income received for research and development projects, and the provision of services to other government agencies through the Business and Corporate Partnership arrangements)
- \$63.0 million (10.2%) from grants and other contributions (including national cost sharing revenue from the Australian Government for biosecurity pest and disease programs)
- \$40.2 million (6.5%) from other income sources (including royalty revenues on forest products removed from state land)
- \$4.1 million (0.7%) from the disposal and re-measurement of assets.

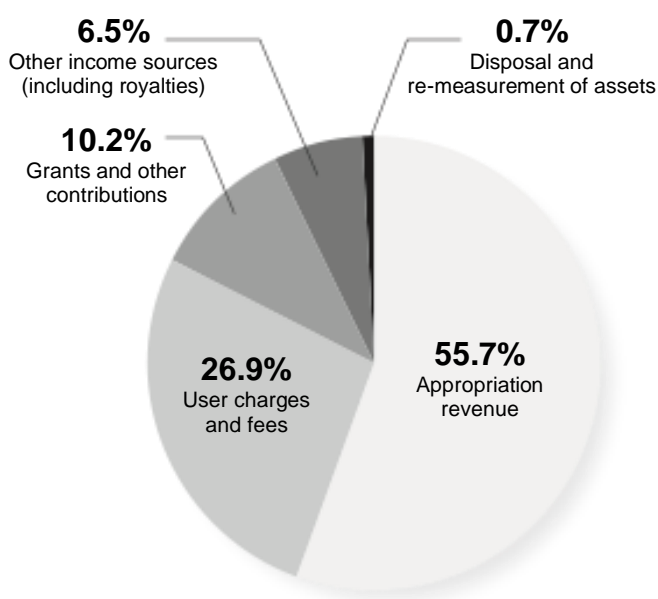


Figure 1 Income from operations, 1 July 2022 to 30 June 2023

Expenses—where the dollars were spent

Total operating expenses were \$613.2 million, including:

- \$260.8 million (42.5%) in employee expenses
- \$287.8 million (46.9%) for supplies and services (including contractors for national cost sharing biosecurity pest and disease programs, outsourced service delivery arrangements, research and development projects, computer/information technology costs, accommodation, provision of services through Business and Corporate Partnership arrangements and other operating costs)
- \$29.5 million (4.8%) in grants and subsidies (including payments under the Drought Relief Assistance Scheme, Horticultural Netting Program and Rural Economic Development Grants)
- \$29.4 million (4.8%) in depreciation and amortisation expenses
- \$2.3 million (0.4%) in finance/borrowing costs
- \$3.4 million (0.6%) in other expenses (including special payments, Queensland Government Insurance Fund premiums, audit fees and impairment losses).

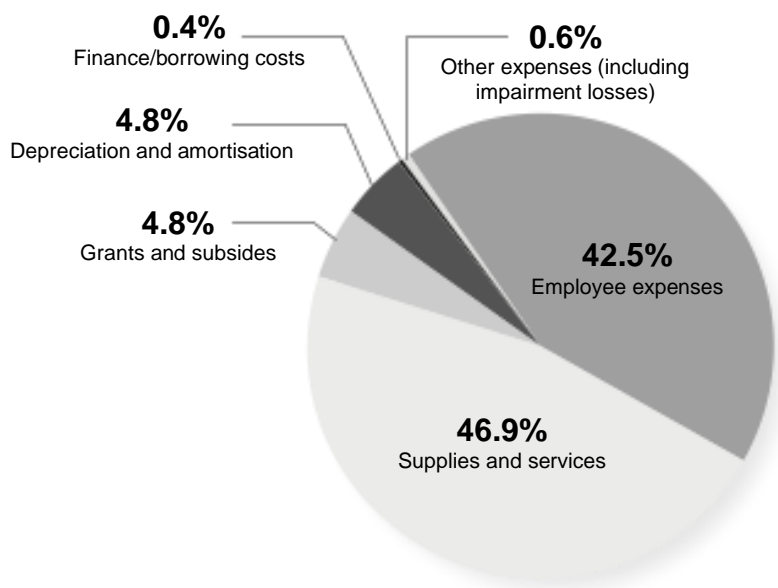


Figure 2 Operating expenses, 1 July 2022 to 30 June 2023

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

- Enabling Agricultural Industry Growth (\$274.6 million or 48.4%)
- Queensland Biosecurity Services (\$192 million or 33.8%)
- Fisheries and Forestry Industry Development (\$101.1 million or 17.8%).

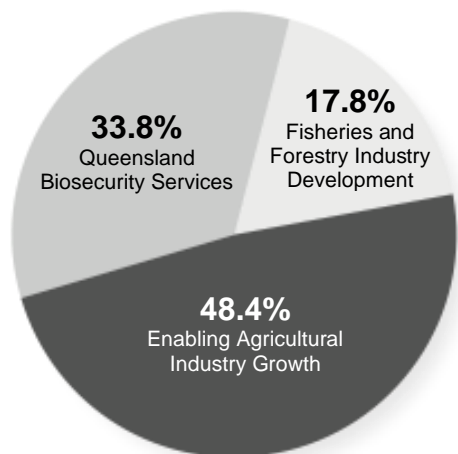


Figure 3 Operating expenses by service area, 1 July 2022 to 30 June 2023

Corporate services expenses (\$45.4 million) relating to DAF provided through the Business Corporate Partnership arrangements have been allocated to respective departmental services. Expenses attributed to other agencies through Business Corporate Partnership activities are shown separately and are not allocated across departmental services.

Equity—what we are worth

Equity represents net worth, which is calculated by ‘what we own’ (total assets of \$789.8 million) less ‘what we owe’ (total liabilities of \$254.6 million). As at 30 June 2023, DAF’s equity was \$535.2 million.

Assets—what we own

At 30 June 2023, DAF had total assets of \$789.8 million. The department’s major assets comprise cash, property, plant and equipment (mainly land, buildings, infrastructure, plant and equipment), right-of-use assets (for leased properties), prepayments, receivables (including trade debtors) and other assets (including contract assets).

Liabilities—what we owe

At 30 June 2023, DAF had total liabilities of \$254.6 million, which included accrued employee expenses, lease liabilities, payables (including trade creditors, appropriation payable to the Consolidated Fund for end of year appropriation adjustments, and revenues received in advance of service delivery (largely funding received in advance of service delivery for research and development projects)).

Capital expenditure

Capital outlays of \$17.9 million in 2022–23 were focused on developing and upgrading research facilities and replacing plant and equipment to deliver outcomes for agriculture, biosecurity, fisheries and forestry.

Administered funds

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

During 2022–23, DAF received administered revenue of \$83.3 million, comprising administered appropriation revenue from the Queensland Government, Racing Queensland's contribution to the Queensland Racing Integrity Commission and the collection of regulatory receipts (including taxes, fees and fines) on behalf of the Queensland Government.

Grants were paid to QRIDA for the administration of government financial assistance schemes and to the Queensland Racing Integrity Commission as a contribution to oversee the integrity and welfare standards of racing animals and participants in Queensland. Regulatory receipts and Racing Queensland's contribution were paid into the Queensland Government's Consolidated Fund.

At 30 June 2023, DAF had net administered assets of \$0.4 million. DAF also manages surplus assets that were transferred back to the government prior to the sale of Forestry Plantations Queensland to the private sector.

Governance—management and structure

The Director-General, as the accountable officer for DAF, has responsibility under the *Public Sector Act 2022* (s. 177) for the governance and operation of the department. The Director-General is supported in this role by DAF’s executive leaders.

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

Organisational structure

DAF’s organisational structure was made up of 5 business groups—Agriculture, Biosecurity Queensland, Fisheries and Forestry, Rural Communities and Corporate. Each business group was led by a Deputy Director-General.

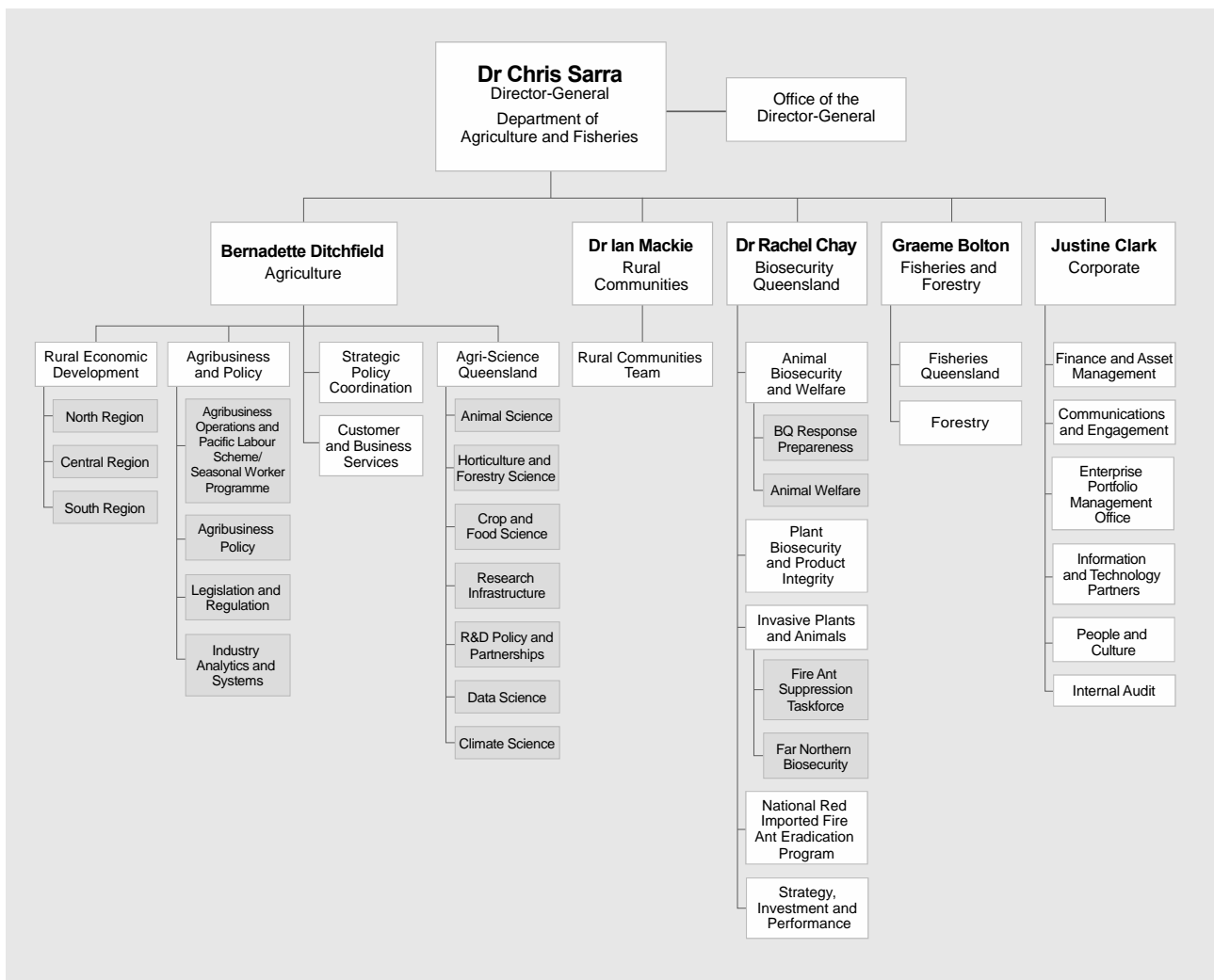


Figure 4 DAF organisational structure as at 30 June 2023

Our executive leaders

Dr Chris Sarra

Director-General

Dr Chris Sarra is a Gurang Gurang/Taribelang man from Bundaberg.

In May 2023, Dr Sarra became Director-General for the Department of Agriculture and Fisheries. Dr Sarra's strong and positive sense of culture and identity is leading DAF's continued commitment to working within diverse environments and industries across both land and sea.

Dr Sarra brings a wealth of experience working in complex economic, scientific and social contexts. His experience as Director-General of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, from 2018 to 2023, demonstrated incredible things can be achieved through partnerships and in the spirit of helping each other succeed.

Robert Gee APM

Director-General

Robert (Bob) Gee APM was appointed Director-General for the Department of Agriculture and Fisheries in early 2021, and held this role until May 2023. He then took up the role of Director-General, Department of Youth Justice, Employment, Small Business and Training.

Bernadette Ditchfield

Deputy Director-General, Agriculture

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

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

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

Dr Rachel Chay

Deputy Director-General and Chief Biosecurity Officer, Biosecurity Queensland

Dr Rachel Chay was appointed as the new Deputy Director-General and Chief Biosecurity Officer for the Department of Agriculture and Fisheries in early 2023.

Prior to this, Rachel was the Chief Operating Officer for the Australian Pesticides and Veterinary Medicines Authority. She has worked in animal health, regulatory and government leadership roles for 25 years. She believes in lifelong learning, and has an undergraduate qualification in veterinary science and master's degrees in both human resources and organisational development and public administration.

Her focus is on effective public sector leadership, building organisational capability and strong, collaborative partnerships with stakeholders to ensure Biosecurity Queensland continues to protect Queensland's ecosystems, industries and our way of life, along with maintaining our reputation for product safety and integrity and ongoing market access for our commodities.

Malcolm Letts

Deputy Director-General and Chief Biosecurity Officer, Biosecurity Queensland

Malcolm held this role from October 2017 until his retirement in 2023.

Graeme Bolton

Deputy Director-General, Fisheries and Forestry

Graeme Bolton was appointed as Deputy Director-General for Fisheries and Forestry with the Department of Agriculture and Fisheries in May 2019. Before this role, he held short-term Deputy Director-General positions in both the Department of Agriculture and Fisheries and the Department of State Development, Manufacturing, Infrastructure and Planning.

Prior to these roles, Graeme worked in various senior executive positions within the Queensland Government, local government, and internationally with the government of Qatar. Throughout his career in the public sector, he has led projects focused on economic development, policy creation and legislative reform.

Graeme also has experience in the private sector, having served as a director in a consultancy catering to developers in Queensland. In addition to his professional roles, he has been actively involved in government and not-for-profit boards and taskforces.

Graeme's career has been marked by his dedication to bringing about positive change in both the public and private sectors, particularly aimed at leaving lasting legacies of better communities.

Dr Ian Mackie

Deputy Director-General, Rural Communities

Dr Mackie was appointed as the new Deputy Director-General for Rural Communities for the Department of Agriculture and Fisheries in May 2023.

He will drive a strong enterprise approach to stimulating agriculture, fishing and forestry sector jobs and other employment opportunities in regional, rural and remote communities in Queensland. His remit includes strengthening relationships across local government, the Commonwealth and other agencies, as well as with community and industry stakeholders.

Prior to joining DAF, Dr Mackie was the Deputy Director-General for Culture and Economic Participation with the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. Other significant roles Dr Mackie has held include Executive Director of Cape York Co-ordination (Department of the Premier and Cabinet) and Assistant Director-General, Indigenous Education and Training Futures (Education Queensland), where he helped improve educational outcomes for Aboriginal people and Torres Strait Islander people.

Justine Clark

Acting Deputy Director-General, Corporate and Chief Financial Officer

Justine Clark was appointed acting Deputy Director-General, Corporate for the Department of Agriculture and Fisheries in June 2023. She is also the department's Chief Finance Officer (CFO).

Justine is responsible for the delivery of a broad range of corporate services to enable the department to meet its strategic objectives.

Prior to DAF, Justine was responsible for the financial management and investment frameworks for the Public Trustee in her role of Executive Director Investments and Finance Services and CFO.

Justine brings a wealth of knowledge to her role, with extensive experience in senior leadership roles and corporate operations in both the private and public sector.

Justine has spent most of her career working in rural and regional communities and is passionate about delivering efficient and effective services to these locations.

Sinead McCarthy

Deputy Director-General, Corporate

Sinead held the role of Deputy Director-General Corporate from May 2019 to May 2023, when she took up the role of Deputy Chief Executive, Strategy and Corporate Services, Queensland Police Service.

Governance committees

Departmental governance committees advise and assist the Director-General in managing the department in a way that promotes the effective, efficient and responsible management of public resources. These committees also provide shared leadership across DAF.

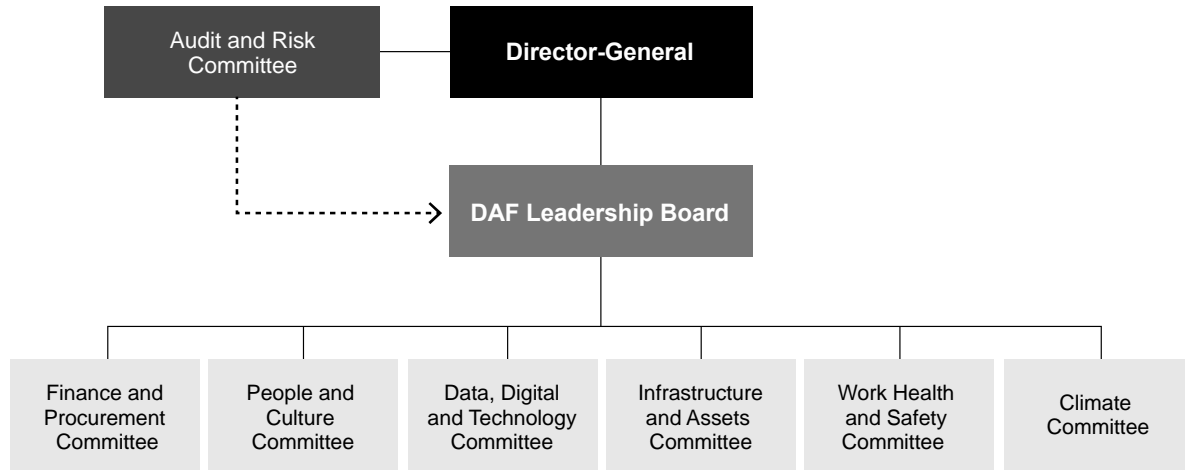


Figure 5 DAF’s governance committee structure as at 30 June 2023

Further details on the key responsibilities of the committees can be found in Table 4 on the next page.

Table 4 DAF’s governance committees at 30 June 2023

Committee	Chair and key responsibilities
DAF Leadership Board	<p>Chair: Dr Chris Sarra, Director-General</p> <p>Provide leadership and decision-making that set the strategic direction of the department to ensure goals and objectives are met.</p>
Finance and Procurement	<p>Chair: Elton Miller, Executive Director, Agribusiness Policy, Agriculture</p> <p>Provide oversight of the department’s financial resources and make recommendations to the DAF Leadership Board on a range of financial management and procurement issues.</p>
Work Health and Safety	<p>Chair: Peter Donaghy, General Manager, Agribusiness Operations and Pacific Labour Scheme/Seasonal Worker Programme, Agriculture</p> <p>Provide WHS leadership and promote a positive and proactive safety culture within DAF.</p>
Infrastructure and Assets	<p>Chair: Leith Brown, General Manager, Customer and Business Services, Agriculture</p> <p>Provide oversight of the department’s physical assets and make recommendations to the DAF Leadership Board on a range of asset management issues.</p>
People and Culture	<p>Chair: Fiona Thompson, Director, Biosecurity Response Preparedness, Policy, Biosecurity Queensland</p> <p>Drive the department’s commitment to attracting, building and maintaining an effective and contemporary workforce. The focus is on talent management, culture, capability development and improving the way our employees work within the allocated resources of the department.</p>

<p>Data, Digital and Technology</p>	<p>Acting Chair: Sarah Goswami, Chief Economist and A/Director, Industry Analytics and Systems, Agribusiness and Policy, Agriculture</p> <p>Provide oversight of the department’s digital initiatives and priorities and make recommendations to the DAF Leadership Board on a range of digital initiatives and issues.</p>
<p>Climate Committee</p>	<p>Chair: Justine Clark, Acting Deputy Director-General, Corporate and Chief Financial Officer</p> <p>Provide leadership and oversight of the department’s climate initiatives and provide relevant advice to the DAF Leadership Board.</p>
<p>Audit and Risk</p>	<p>Chair: Sue Ryan (independent member)</p> <p>Provide oversight of governance, risk management, financial control and compliance activities in line with legislation and government policy.</p> <p>Provide independent advice and assurance to the Director-General on meeting obligations under the <i>Financial Accountability Act 2009</i>.</p>

Ethics and integrity

DAF’s Integrity Framework supports a high level of honesty, objectivity, ethics and accountability within the department. The Code of Conduct for the Queensland Public Service guides the department’s conduct and decision-making to ensure it is based on ethics, principles and values fundamental to good public administration. In 2022–23, we continued to build a strong and accountable workforce.

Education and training in public sector ethics and the code of conduct occurs at induction and on an annual basis for all employees through online learning. This training is complemented by tailored training and awareness initiatives, including face-to-face and virtual sessions.

The department is also committed to supporting ethical decision-making, and has policies and procedures to support human resource management practices, the reporting of wrongdoing, information security and information privacy. A continued area of focus is a zero tolerance for fraudulent or corrupt behaviour, and the department’s 2-yearly online fraud awareness and corruption prevention training was provided to all employees.

Human rights

DAF is committed to protecting and promoting the 23 fundamental human rights of all Queenslanders.

As public service employees, we must consider the impact of our decisions and actions on the human rights of Queenslanders and understand how the *Human Rights Act 2019* applies to our day-to-day work, particularly when dealing with the public or each other.

In 2022–23, the department continued to drive a culture that respects, promotes and protects human rights in everyday business by:

- continuing to progress proposed actions that address the results of the department's legislation review for compatibility with the *Human Rights Act 2019*. This included the potential incompatibility of certain sections of the *Brands Act 1915* through the *Livestock brands and earmarks in Queensland: Consultation Regulatory Impact Statement*, which was released for public consultation in November 2022. DAF is continuing to progress reforms that will ensure future regulation of brands and earmarks is compatible
- disseminating information via the human rights intranet page and communications distribution networks, which includes links to training, department advice and guides
- continuing to integrate and assess human rights considerations in employment, service delivery operations, and legislative and policy proposals
- requiring all new employees to complete mandatory training on the department's human rights responsibilities as part of their induction
- introducing new learning and development for inspectors appointed under the *Animal Care and Protection Act 2001*, which includes training about consideration of human rights in relation to performing a regulatory function.

Two customer complaints were identified to engage human rights. The identified human rights engaged were the 'right to privacy and reputation' and were resolved between the agency and the individual.

Governance—risk management and accountability

Risk management

In keeping with the Financial and Performance Management Standard 2019, the department has an enterprise risk management framework that reflects the department's business and operating environment. Under this framework, DAF operates with 3 levels of risk management—enterprise, operational and tactical.

The framework is used across the department to help set strategy, achieve objectives and make informed decisions. It assists DAF's Leadership Board with governance of the department by identifying and managing enterprise and operational risk, at any time, and at all levels of the department. The framework is based on the International Standard for risk management (AS/NZS ISO 31000:2018) and is reviewed annually to ensure it is contemporary and meets the department's needs.

By managing risk, we aim to improve organisational performance against our strategic plan. We identify opportunities and risks and prioritise resources according to our risk appetite. The framework ensures that we identify, monitor and manage risks to minimise their impact on the achievement of objectives. Enterprise risks are managed at the executive level through DAF's governance committees. Each enterprise risk has an assigned executive sponsor and governance committee, as well as a designated risk action officer responsible for risk assessment and the implementation and monitoring of appropriate controls and treatments. Our enterprise risks are reviewed and monitored regularly, with a comprehensive review undertaken annually.

Operational and tactical risk management responsibilities are devolved throughout the department. The Audit and Risk Committee continues its role of assuring the risk management framework, and its suitability for the needs of the department.

Business continuity management

Business continuity management (BCM) remains a high priority in DAF as we transition to business-as-usual following the COVID-19 pandemic and respond to a range of emergent business disruptions.

Key areas of focus in 2022–23 included:

- reviewing and confirming critical and essential business functions
- standardising and simplifying business continuity plans for those functions
- integrating and harmonising DAF's BCM and disaster management systems
- developing protocols to respond to increasing cyber threats.

Our BCM was tested in December 2022 through the whole-of-government cybersecurity exercise 'Exercise Steel Brolga'. The objectives of the exercise were to:

- socialise the non-technical impacts of a cyber crisis throughout the business
- engage executive leadership on cybersecurity risk decision-making
- rehearse the execution of cyber crisis response arrangements.

The exercise highlighted the need to develop a cyber-threat response plan to guide our response in the event of a cyber security incident, and the need for an integrated all-hazards approach to disaster management and business continuity across DAF.

Information Security Management System

The department is committed to protecting the security of all information that is provided to or generated by it. In line with the Queensland Government *Information security policy 2018* (IS18:2018), the department has implemented an Information Security Management System (ISMS) to meet this commitment.

Throughout the year, our focus was on continual and incremental improvements across all areas of the system. We continued to undertake detailed risk assessments across our information assets to identify opportunities to strengthen the department's information security controls.

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

Audit and Risk Committee

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

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

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

The committee membership comprises independent and departmental representatives. Independent members, who are external to the public service, are entitled to be remunerated for their time.

The committee convened 6 times during 2022–23. Four ARC meetings and 2 dedicated financial statements meetings were held, with the Internal Audit Unit providing secretariat support.

The committee’s key achievements in 2022–23 included:

- overseeing the delivery of the internal audit program, including reviewing the findings and recommendations of internal audits
- monitoring the external audit plan, including oversight of the findings and recommendations
- overseeing the implementation of agreed recommendations from internal and external audit activities, with a focus on the implementation of overdue recommendations
- reviewing and endorsing the 2021–22 Financial Statements and CFO Assurance Statement
- monitoring the 2022–23 financial statements project plan
- reviewing and endorsing the 2021–22 ISMS attestation for DG approval
- monitoring key governance frameworks such as risk management, cyber security, WHS, integrity and misconduct, and performance to ascertain if the frameworks are operating effectively and efficiently.

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

Table 5 Audit and Risk Committee membership between 1 July 2022 and 30 June 2023

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Sue Ryan	Consultant	Chair External member	6	6	\$15,180 (excl. GST)
Virendra Dua	Consultant	External member	6	6	\$13,090.91 (excl. GST)
Bernadette Ditchfield	Deputy Director-General, Agriculture	Internal member	6	5	Not applicable
Elton Miller	Executive Director, Agribusiness and Policy	Internal member	6	6	Not applicable

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

As an independent external member and chair of the committee, Sue Ryan (including GST) was entitled to be paid \$2,530 per meeting. Virendra Dua was entitled to be paid \$2,400 per meeting (including GST). These fees were payable to the external members for their services to prepare for and attend meetings.

Internal audit

Internal audit provides an independent, objective assurance and advisory service to the Director-General and ARC that is designed to add value and improve departmental operations.

Internal audit operates under the powers pursuant to section 78 of the *Financial Accountability Act 2009* and the approved Internal Audit Charter.

ARC monitors the performance of the internal audit function to ensure it operates in accordance with the requirements of the charter. Progress against the 2022–23 Annual Internal Audit Plan was reported to ARC on a quarterly basis. All internal audit reports are tabled with ARC for endorsement prior to approval by the Director-General. Internal audit monitors whether agreed remedial actions to address audit findings have been undertaken and reports quarterly on the status of implementation to ARC.

In 2022–23, the Internal Audit Unit:

- developed a risk-based annual and strategic plan, which was approved by the Director-General
- completed 6 internal audit reviews and one management request
- conducted analysis and consultation across the department to identify areas of significant operational and financial risk in preparation for the development of the 2023–24 audit plan.

External scrutiny

Independent scrutiny of departmental performance may be carried out by several external entities to help DAF improve and meet community expectations of accountability. Throughout 2022–23, the QAO conducted performance management system audits and whole-of-government audits. In 2022–23, there were no specific external audits in relation to DAF services or deliverables. Having regard to whole-of-government reports issued by the QAO in 2022–23, there were no significant findings or issues directly relevant to DAF.

QAO Report 11: 2022–23: State entities 2022 (tabled 16 March 2023) made one recommendation, applicable to all public sector entities, for audit committees to actively monitor all audit recommendations. DAF has enhanced its existing monitoring processes to ensure timely resolution of audit recommendations.

Information systems and recordkeeping

Information systems

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

This year's key digital initiatives included:

- implementation of a proof-of-concept data warehousing solution to support improved data governance, management and sharing, both across the department and more broadly with stakeholders
- continued implementation of remote sensing surveillance to support the National Red Imported Fire Ants Eradication Program. This solution enables broad-scale monitoring of fire ants to increase efficiency of surveillance and treatment activities
- further enhancements to the Laboratory Information Management System Sample Manager, which supports Biosecurity Queensland to manage sample collections and results efficiently
- implementation of a new Learning Management System (MyLO) to enable staff to access online learning and track progress
- continued implementation of the modernisation of the fisheries compliance management solution, which will replace legacy systems and end-of-life hardware to support more efficient and effective fisheries compliance activities.

Records governance

The department has a comprehensive records management framework that is consistent with the *Public Records Act 2002*, the *Queensland Public Sector Act 2022* and the Queensland State Archives (QSA) *Records Governance Policy*. Departmental policies that allocate responsibilities for recordkeeping are in place.

Strategic Recordkeeping Enhancement (2022–2025) focuses on new ways to optimise and automate recordkeeping to minimise user effort and maximise continuity, security, accessibility and use. A new interface for the corporate eDRMS is being configured for the department.

There is an end-to-end recordkeeping service supporting business areas to develop an effective recordkeeping culture. Digital recordkeeping is enabled through use of the corporate eDRMS, automated capture of records, and assessment of business systems for records compliance allowing recordkeeping in place.

The *Digitisation Disposal Policy* supports digital recordkeeping by enabling the early disposal of paper records that have been digitised and are managed securely. Key legacy email records are being identified and captured into the corporate eDRMS. Identification of permanent and high-value records for improved recordkeeping practices and risk mitigation is ongoing.

The records held in the corporate eDRMS have file structures with appropriate security markings and access controls according to the *Information Security Policy*. Regular audits of access controls are in place. There have been no security breaches of this system. Online eDRMS and records awareness training is available for all staff.

The department is using the QSA Archives Gateway to administer retrieval of files and access controls for permanent departmental records held at QSA. Storage and retrieval of paper records held by the department is managed and monitored; paper files are scanned for digital delivery.

Records are retained in accordance with the following approved retention and disposal schedules:

- General Retention and Disposal Schedule (GRDS) – QDAN 415 v.4 (2020)
- Agriculture – QDAN 719 (2015)
- Fisheries – QDAN 724 (2015)
- Forestry – QDAN 725 (2015)
- Agricultural Education – QDAN 704 (2014).

There is an active appraisal and disposal program, and permanent records are identified for transfer. Authorised disposal processes and controls are in place for physical and electronic records. During the reporting year, 453 boxes of time expired records were disposed of under approved disposal schedules.

Releasing information

Open data

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

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

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

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

Governance—human resources

Strategic workforce planning and performance

In 2022–23, DAF continued to deliver on initiatives under the *Workforce strategy and action plan 2021–2025*. The strategy and action plan commits to 5 areas of focus: Leadership, Future Ready Skills, Talent Management, Sustainability and Productive Culture. The DAF People and Culture Committee has continued to support and govern initiatives as part of the strategy and action plan.

In 2022–23, under the workforce strategy and action plan, the following initiatives were actioned:

- implementation of the 2023 DAF Graduate Connect Program, with 20 graduates recruited to fill roles across the state, located in Biloela, Nambour, Townsville, Rockhampton, Emerald, South Johnstone, Brisbane, Charleville and Toowoomba. The graduates come from diverse backgrounds and their disciplines are policy, science, business and data analytics. QRIDA has partnered with DAF, with 2 graduates participating in the DAF program
- commencement of a recruitment capability uplift program to deliver key skills to hiring managers on contemporary recruitment practices
- delivery of 2 cultural capability workshops focusing on building a culture of inclusion for our First Nations people, partnering with the Department of Resources
- projects to support talent management, productive culture and future ready skills and sustainability, including the second phase of the Employee Value Proposition Project, High-Performance Culture Project and the ASQ Capability Study and Assessment. These projects continue to support an organisational culture that is inclusive, empowers its people and supports the department to be future ready. The outcomes of the projects will contribute to a narrative for potential employees about DAF's value- and purpose-driven work, which is critical in a time of increasing high demand for talent with low supply
- the roll out of the leadership development strategy to over 200 leaders and emerging leaders. The programs focus on developing people leadership and adaptive leadership skills to meet the current and future challenges facing the agriculture, forestry and fisheries industries, both domestically and globally. The programs developed people leadership, employee engagement, and change management capacity in the context of volatility, uncertainty, complexity and ambiguity
- the introduction of an improved MyLO for DAF to support ongoing capability development in an increasingly digitally demanding environment. This system will include the functionality of digitally recorded performance development agreements, which will optimise our capability for succession planning and capability building investment funding.

Workforce profile

Table 6 Workforce profile data

	FTE	Headcount
Total workforce for the Department of Agriculture and Fisheries	2,101.39 ¹	2,198 ¹

1. Includes 215 Business and Corporate Partnership staff providing services to other agencies.

Table 7 Occupation type by FTE

Occupation type	Percentage of total workforce (calculated on FTE)
Corporate	20.54% ¹
Frontline and frontline support	79.46%

1. DAF hosts the corporate function Information and Technology Partners (ITP), which services multiple departments within the Business and Corporate Partnership.

Table 8 Appointment type by FTE

Appointment type	Percentage of total workforce (calculated on FTE)
Permanent	87.78%
Temporary	10.99%
Casual	0.10%
Contract	1.13%

Table 9 Employment status by headcount

Employment status	Percentage of total workforce (calculated on headcount)
Full-time	89.31%
Part-time	10.28%
Casual	0.41%

Table 10 Gender

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	1,007	45.81%
Men	1,191	54.19%
Non-binary ¹	<5	0.00%

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

Table 11 Diversity target group data

Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	1,007	45.81%
Aboriginal people and Torres Strait Islander people	18	0.82%
People with disability	75	3.41%
Culturally and linguistically diverse ¹	124	5.64%

1. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Table 12 Target group data for Women in Leadership roles

	Women (headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s. 122 equivalent combined)	45	56.96%
Senior Executive Service and Chief Executives (Classified and s. 122 equivalent combined)	14	43.75%

Workforce diversity and performance

DAF is committed to creating an inclusive, equitable and diverse workforce where each employee feels valued, respected and empowered to bring their whole self to work. During 2022–23, DAF conducted an annual equity and diversity audit and produced a report with key insights and opportunities. The opportunities informed the DAF *Equity, Diversity and Belonging Plan 2023–2026* and commitment to create a culture of diversity and inclusion. The audit and action plan support section 28, Part 2 of the *Public Sector Act 2022*, which aims to promote, support and progress equity and diversity in relation to employment matters.

By embracing a diverse workforce, DAF recognises the benefits of varied perspectives, skills and experiences in driving innovation and excellence in service delivery. For over 7 years, DAF's Diversity and Inclusion Working Group members have come together from across the state and from various business areas to create opportunities that promote a respectful and safe workplace, where we all belong, and our culture and diversity are embraced and celebrated.

During 2022–23, DAF actively participated in:

- profiling and collaborating on events during Reconciliation Week—'Be a Voice for Generations', and NAIDOC Week—'For Our Elders'
- hosting an International Women's Day event to build awareness around women's health issues and to celebrate the achievements of women
- creating awareness and celebrating Pride Month—teaching tolerance, education in pride history and continuing the conversations around equity.

The department effectively engaged with employees and unions on matters involving organisational change regarding relocations and one centre closure, the COVID-19 pandemic and enterprise bargaining. During 2022–23, regular consultative committee meetings continued at local and agency level. These meetings provided an important opportunity for employees to raise workplace concerns and resolve matters, including COVID-19 vaccination requirements, safety and wellbeing, and flexible work arrangements.

The department took active steps to raise awareness of domestic and family violence and create safer and more respectful workplace cultures. To achieve this, we strengthened support for employees experiencing domestic and family violence by reviewing and developing policies, processes and resources, and offering training to all employees to increase capability to recognise, prevent and respond to domestic and family violence. DAF employees also supported the Save the Children Refuge and participated in activities such as Domestic and Family Violence Month and Darkness to Daylight events.

Healthy and safe people

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

This year we:

- developed and implemented the *Workplace Health, Safety and Wellbeing Policy Statement*
- visibly raised the profile of WHS through activities that highlighted the importance of health and safety at home and at work during Safe Work Month (October 2022)
- achieved increased accountability for health, safety and wellbeing through implementation of a new dashboard to provide DAF leaders and DAF WHS consultants/leads with the ability to easily access trends and data related to hazards, incidents, near misses and injuries/illnesses
- continued to refine and build on governance structures for health and safety, including the WHS Committee and business group specific health and safety committees, by using these forums as a mechanism for consultation, focusing on key areas of risk and building leadership capability
- developed the *2023–2024 Work health and safety strategy* and operational plan to articulate the organisational priorities for next year
- integrated WHS into the DAF Enterprise Risk Register, with key actions identified
- delivered wellbeing programs and initiatives including flu vaccinations, Fitness Passport (a statewide fitness program) and the blood donation program, and provided awareness about healthy bodies, financial wellbeing and social wellbeing
- continued the Employee Assistance Program, which allows all staff to access confidential and professional support
- commenced development of the action plan to manage psychosocial hazards at work, incorporating a risk management approach
- assessed physical work environments to ensure suitable facilities were in place through scheduled inspections, and conducted risk assessments to ensure safe work design and systems.

Early retirement, retrenchment and redundancy

During the period, one employee received a redundancy package at a cost of \$63,001.83.