

Strategic plan 2015–19

Our vision Productive and prosperous agriculture, fishing and forestry sectors

We strive to be:

- a respected collaborator and connector across government, industry and research bodies
- an outcomes-based regulator
- a high-performing customer-focused organisation.

Our purpose Facilitate the growth and sustainable development of the agriculture, fishing and forestry sectors and optimise their contribution to economic, environmental and social outcomes for Queensland

Our values



Be courageous



Customers first



Empower people



Ideas into action



Unleash potential

Our services

Our priorities

Support government's objectives for the community

Connect industry to opportunity

In partnership with industry, government and research bodies, we help the sector and farm businesses lift productivity and profitability.

- Grow markets and investment
- Drive innovation and productivity through research, development and extension
- Improve sustainability of agriculture
- Support a modern and capable workforce

Manage biosecurity risks

We lead the government's efforts to protect Queensland's agricultural production, environment, human health and social amenity from animal and plant pests and diseases, and weeds. We work to uphold the state's reputation for quality, pest-free products.

- Improve flexibility and adaptability of biosecurity service delivery
- Expand shared responsibility and partnerships
- Strengthen outcome-based regulation
- Improve biosecurity information management
- Continue to build biosecurity capability and emergency preparedness
- Enhance product value

Optimise the value of fisheries and forestry resources

We manage fisheries and state-owned forestry resources to ensure their ongoing economic, environmental and social value.

- Implement fisheries-related elements of the sustainable fishing policy
- Balance fisheries resource use and sustainability needs
- Responsibly manage state-owned forestry resources

Provide customer-responsive services

We develop our people and technologies to better engage with customers and involve them in service design. We improve internal support systems to deliver on our commitments to customers.

- Deliver service innovation
- Build organisational agility

Creating jobs and a diverse economy

We will stimulate economic growth and innovation through:

- increased value of primary and value-added production
- market-oriented producers and agribusinesses
- a skilled and ready workforce.

Building safe, caring and connected communities

We will encourage safer and inclusive communities by providing:

- safe and ethically produced food and fibre products.

We will build regions through:

- new and strengthened regional agricultural precincts
- competitive supply chains
- wider recreational opportunities.

Protecting the environment

We will protect the Great Barrier Reef through:

- environmentally responsible production and harvesting.

We will manage natural resources sustainably by providing:

- effective agriculture, fisheries and forestry resource management
- effective animal and plant pest and disease management.

Delivering quality frontline services

We will provide responsive and integrated services through:

- leadership of Queensland's biosecurity responses
- expanded one-stop shop and e-government services for customers and businesses.

We pursue opportunities and manage risks

- **Economic, social and environmental change**—source the best available information and data to provide timely responses to emerging opportunities and challenges to help our industries adapt and grow
- **Innovation**—exploit new technologies and empower our people and partners to try new approaches
- **Return on investment**—partner with like-minded organisations and investors to realise opportunities sooner

- **Governance systems**—adopt contemporary practices and monitor performance to ensure systems are effective
- **Major climatic events and biosecurity threats**—prepare for events and respond to the loss of continuity and fatigue that results when these events occur
- **Skills and capability**—ensure we can access the skills and capability to support current and future organisational functions

- **Business-critical systems**—address our technology infrastructure and processes to achieve business efficiency, digital service delivery and information sharing with service partners
- **Relationships with stakeholders and the community**—inclusively develop policy and manage expectations and issues with respect

Services

Strategies

Connect industry to opportunity

Grow markets and investment

- Connect business, industry and government to support competitive supply chains
- Collaborate with industry and across government to access new domestic and international trade opportunities for agricultural products
- Promote opportunities for investment in Queensland’s agricultural, fisheries and forestry industries
- Facilitate agricultural development to grow the northern Australian economy

Drive innovation and productivity through research, development and extension

- Develop and deliver innovative technologies and practices for farm businesses and industry
- Improve the uptake of innovative technologies and practices
- Develop and deliver solutions to remove market-access barriers
- Partner with industry and research bodies to build research, development and extension capability across Queensland
- Manage infrastructure that enables world-class research
- Build Queensland’s international reputation as an agricultural innovator

Improve sustainability of agriculture

- Advocate for protection of agriculturally important land and water
- Support producers to manage risks associated with extreme weather events, climate change and climate variability
- Improve management practices to reduce the impacts of agriculture on the environment
- Develop energy-, input- and resource-efficient food and fibre production systems

Support a modern and capable workforce

- Support industry to improve rural job services and skills development to meet rural workforce needs
- Facilitate partnerships between training providers and universities to enhance skills-based training

- Market and investment opportunities facilitated by the department
- Business improvement and sector productivity attributed to research, development and extension products and services
- Producers adopting improved land management and production practices

Manage biosecurity risks

Improve flexibility and adaptability of biosecurity service delivery

- Implement a risk-based investment strategy for biosecurity resources that aligns with state, national and international priorities
- Benchmark service delivery against other jurisdictions

Expand shared responsibility and partnerships

- Develop state and local government weed and pest animal partnerships and frameworks to support shared decision-making and service delivery
- Implement shared responsibility with other agencies, industries, businesses and individuals through co-investment, partnering, contracting and capability building

Strengthen outcome-based regulation

- Implement the new *Biosecurity Act 2014*
- Modernise legislative arrangements for veterinary surgeons, exhibited animals and agricultural and veterinary chemicals

Improve biosecurity information management

- Develop the Biosecurity Information Management System

Continue to build biosecurity capability and emergency preparedness

- Review the state’s biosecurity capability
- Implement the Biosecurity Emergency Preparedness Program to improve the capability of biosecurity management and surveillance and detection systems to identify and respond quickly to threats and outbreaks
- Expand partnerships with industry, local government, community and private providers to better manage pest and disease outbreaks

Enhance product value

- Maintain and facilitate new trade and market access arrangements
- Manage agricultural chemical use and food contaminants, and ensure animal welfare standards meet community expectations

- Minimum standards for normal biosecurity commitments demonstrated
- Significant biosecurity response programs deliver nationally agreed outcomes

Optimise the value of fisheries and forestry resources

Implement fisheries-related elements of the sustainable fishing policy

- Implement fisheries resource allocation arrangements that provide the greatest economic and social returns
- Develop and implement a charter fishing plan
- Implement net-free fishing zones as outlined in the sustainability fishing policy
- Streamline complex management arrangements in consultation with stakeholders

Balance fisheries resource use and sustainability needs

- Authorise the use of natural resources
- Monitor and assess fisheries resources
- Maintain trade and access through the accreditation of commercial fisheries
- Deliver education and compliance activities
- Minimise unintended impacts of fishing and development
- Adopt new technologies and co-management arrangements that lead to more cost-effective catch reporting and compliance outcomes
- Continue the Shark Control Program

Responsibly manage state-owned forestry resources

- Manage the allocation and sale of state-owned native forest and quarry resources under the provisions of the *Forestry Act 1959*, in accordance with environmental and social expectations
- Promote business growth and innovation in Queensland’s forest and timber industry
- Manage the state plantation licence on behalf of the state and oversee compliance

- Sustainability of Queensland fish stocks
- Level of compliance with fisheries laws
- Financial returns from forestry resources in state-owned forests and other lands
- Internationally recognised accreditation of fishery and forest certifications

Provide customer-responsive services

Deliver service innovation

- Involve customers and stakeholders in developing, evaluating and enhancing services and legislation
- Expand the network of delivery partnerships, digital service delivery and one-stop shop services to improve customer experience

Build organisational agility

- Develop the capabilities of our people and partners to support the agriculture, fisheries and forestry sectors’ resilience and innovation
- Enable a culture of innovation, safety and dynamic risk management
- Improve business performance through strong governance, well-managed service delivery arrangements and knowledge sharing
- Actively support the principles of open government
- Improve value for money of services and corporate support functions
- Ensure business systems and processes, information and communication technology, and physical infrastructure are fit for purpose

- Customer, stakeholder and partner trust and confidence
- Integration with one-stop shop services
- Reduction of red tape and regulatory burdens
- Improved staff and partner capabilities
- Service costs, service standards and benchmarks met

Performance indicators