

Department of
Agriculture and Fisheries
Strategic Plan
2023–2027 (2024 Refresh)

VISION

Queensland is prosperous and resilient, leading global food security and sustainability.

PURPOSE

We **GROW** and protect Queensland's economy, environment, and way of life.

We pay our respects to Aboriginal people and Torres Strait Islander people and value their care of the land, waters, and sky, today and across millennia. We commit to meaningful engagement, to learn from and with, and to build empowered communities, businesses and industry that contribute to Queensland's prosperity.

We will achieve our Vision by delivering on our Objectives:

Our objectives:

Strategies to achieve our objectives:

Performance indicators to measure our success:

<p>G</p> <p>Great relationships</p> <p><i>Our stakeholders trust us to be courageous, collaborative and capable to deliver on the best interests of Queensland.</i></p> 	<ul style="list-style-type: none"> Engage our stakeholders to enhance and build active partnerships that benefit Queensland's economy, environment and lifestyle Work with partners to meet community and customer expectations for ethical and sustainable food and fibre production and high standards of animal welfare Deliver collaborative, agile and integrated services throughout Queensland Work with partners to strengthen Queensland's biosecurity Build supply chain traceability and sustainability credentialling systems Strengthen our capabilities and culture to meet future workforce challenges and opportunities Create a positive health, safety and wellbeing culture to support our people and community 	<ul style="list-style-type: none"> Customer satisfaction with departmental services Coinvestment from delivery partners Delivery of the annual <i>Queensland Biosecurity Strategy 2024–2029</i> Statements of Intent Implementation of the <i>DAF Strategic Workforce Plan 2024–2028</i> and <i>DAF Equity, Diversity and Belonging Plan 2023–2026</i> Implementation of the <i>DAF Health, Safety and Wellbeing Strategy 2024–2027</i>
<p>R</p> <p>Resilient communities</p> <p><i>Queensland communities prepare for, respond to and recover from natural disasters, climate variability and change, biosecurity risks and other emerging challenges.</i></p> 	<ul style="list-style-type: none"> Develop new markets and products to promote economic diversity and resilience Deliver policies and programs that support business and supply chains to prepare, respond to, and recover from hazards Protect Queensland from biosecurity threats, including through community education and engagement Support communities and industries to adapt to a changing and variable climate Deliver policies and programs to help reduce greenhouse gas emissions in agriculture 	<ul style="list-style-type: none"> Agribusinesses implementing climate-resilient management practices as a result of DAF support Completion of Farm Business Resilience Plans Biosecurity responses that deliver outcomes that minimise harm, safeguard the environment and Queensland's way of life, and that minimise economic loss
<p>O</p> <p>Opportunity for industry</p> <p><i>Queensland's food and fibre industries are empowered to innovate, diversify and grow sustainably and safely.</i></p> 	<ul style="list-style-type: none"> Further develop Queensland's Aquaculture industry and other new and emerging industries across Queensland Identify and invest in research, development and extension that ensures agribusinesses are internationally competitive and provide quality, affordable food and fibre to Queenslanders Build Queensland AgTech capability to accelerate innovation Support the sector to drive value-adding in key markets Build on fisheries reforms to ensure sustainability into the future Continue to deliver programs to enhance charter and recreational fishing experiences and fish stocks Finalise a policy position that supports a sustainable future of the native timber industry, balancing jobs and the environment Work with rural communities to support existing and emerging food and fibre industries 	<ul style="list-style-type: none"> Gross value of primary production Value of food and fibre exports Value added to primary production through first stage processing Sustainability of Queensland's fish stocks through implementation of the <i>Queensland Sustainable Fisheries Strategy 2017–2027</i> Social and economic value of recreational and charter fishing Implementation of the <i>Queensland AgTech Roadmap 2023–2028</i>
<p>W</p> <p>Walking with First Nations Queenslanders</p> <p><i>First Nations knowledge, wisdom and connection to land, waters and sky is honoured and embraced.</i></p> 	<ul style="list-style-type: none"> Work with key stakeholders to co-design new and sustainable charter fishing and tourism operations in Cape York Develop economic and employment opportunities with First Nations communities Walk the Path to Treaty Leverage and value traditional owners' knowledge of land, water and sky 	<ul style="list-style-type: none"> Number of First Nations fishing businesses and agribusinesses supported Number of Indigenous fishing and forestry grants delivered Enhanced job pathways for First Nations people in DAF



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We will capitalise on **strategic opportunities** and manage **strategic risks** arising from global change:

Geopolitical shifts provide **opportunities** for expansion into new and emerging markets with new trading partners, and present **risks** related to high energy input costs and destabilisation disrupting access to markets and supply chains.

Heightened community awareness of the importance of food security and biosecurity provides **opportunities** to explore and implement innovative ways of delivering our services.

Advances in data and digital technologies provide **opportunities** to improve productivity and profitability through new technologies, artificial intelligence and automation, and **risks** associated with data ownership and information security.


A changing labour market provides an **opportunity** to position the sector as a preferred employer for rewarding careers, and generates **risks** associated with sourcing a skilled workforce at the right time and place.

Climate change presents **opportunities** for new products and markets due to changing spatial distribution of food production systems and **risks** due to the increasing frequency of extreme climatic events, increasing climate variability and market consequences if greenhouse gas emissions are not reduced.





Consumer focus on positive health and environmental outcomes provides an **opportunity** to capitalise on Queensland's reputation for high quality, ethically produced food and fibre and the **risk** of losing our competitive advantage if we can't reliably authenticate our ESG credentials.


Changing economic conditions and rising input costs (particularly energy and fertilisers), present a **risk** to the economic viability and international competitiveness of Queensland agribusinesses as well as their ability to supply affordable food to Queenslanders.

The department supports the **Queensland Government's objectives** for the community:







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



Great lifestyle
Protect and enhance our Queensland lifestyle as we grow:

-  Protecting the environment
-  Growing our regions
-  Honouring and embracing our rich and ancient cultural history

Our values:

Our values drive the delivery of our plan.

-  Customers first
-  Ideas into action
-  Unleash potential
-  Be courageous
-  Empower people
-  Respect human rights