

# Strategic Plan 2019–2023

Refreshed for 2020  
(Updated January 2021)

Government's objectives for the community – *Unite and Recover*

OUR CONTRIBUTION



## Supporting jobs

Boosting agribusiness competitiveness through policy, research, innovation, and workforce programs to support jobs now and in the future, diversify the sector, and strengthen the Queensland economy.



## Growing our regions

Working with agribusinesses, organisations and rural communities to grow the value chain, exports and investment that will create jobs and lift regional prosperity.



## Protecting the environment

Supporting businesses to build our natural capital, maintain high levels of biosecurity and enhance ecosystem services that protect the environment, increase productivity and profitability of the sector, and secure a sustainable future for Queensland.



## Backing small business

Growing the resilience of agribusinesses to assist them to adapt and better manage uncertainties and change such as climate, markets and biosecurity threats, by providing policy settings, support, information and tools.



## Safeguarding our health

Managing risks to production, and working with business to grow and develop food products that ensure continuous supply of safe and nutritious food, boost consumer health, support the health and wellbeing of rural and remote communities.

## VISION

A productive and profitable agriculture, fisheries and forestry sector, on a sustainable basis

## PURPOSE

Promote a sustainable and innovative agriculture, fisheries and forestry sector, maintain industry and environmental biosecurity, develop rural businesses and add value to communities and the economy

## ► Innovative

## ► Responsive

## ► Sustainable

### Objectives

*Work with industry to create the conditions to drive innovation, productivity and jobs*

*Build capacity of agribusinesses and communities to meet sector challenges*

*Promote responsible use of natural resources to underpin productivity, environmental sustainability and healthy lifestyles*

### Strategies

Inspire talent, investment and ideas to drive industry development

Anticipate and respond to the emerging needs of Queenslanders, our economy and environment

Support agricultural, fishing and forestry industries to be sustainable and responsible

### Outcomes

Increased private sector investment in agricultural supply chains  
Increased exports and job opportunities from businesses entering new and high-value markets  
Stronger regional economies  
Productivity improvements and innovation through our research, development and extension services and the rural jobs initiative

Continuity of food supply and economic activity of the sector and related processing and supply chains  
Collaborative place-based solutions addressing critical challenges and opportunities (e.g. biosecurity outbreaks, drought, animal welfare, water management and incident recovery)  
Increased awareness of biosecurity risks and industry and community participation in biosecurity prevention and response  
Greater consumer and market confidence in the quality and supply of Queensland's agricultural products  
Easier business transactions with the department

Reduced impact of agriculture, fishing and forestry on the environment, the Great Barrier Reef and climate change  
Maximum economic yield achieved from fisheries resources  
Responsible management of state-owned forestry resources  
Increased transparency and traceability across the supply chain  
New business opportunities and jobs for rural economies

### Key performance indicators

Increase in value of Queensland's food and fibre exports  
Increase in total value of primary industry commodities

Increase in gross value of production  
Cost of managing significant biosecurity responses relative to the value of agricultural industry production  
Level of satisfaction with biosecurity partnership performance

Sustainability status of Queensland fish stocks  
Improvement in water quality in the Great Barrier Reef catchments as a result of improved agricultural practices

## Strategic opportunities

**Economic shifts** – Global population growth, rapidly growing middle classes and a focus on food security in Asia, South America and Africa are driving a rising demand for high quality, safe and nutritious food and fibre, providing the department with opportunities to support Queensland's produce and agricultural expertise in new and expanded markets, and to facilitate new sources of investment for the sector.

**Virtual connections** – Exploiting advances in technology and big data will change the way government, business and customers operate and drive productivity and efficiency gains, making it easier and cheaper to interact, transact and make better decisions.

**Strategic partnerships** – Building and strengthening partnerships with research organisations, industry bodies and government agencies will enable the department to leverage expertise and share responsibility for managing risks.

**Informed consumers** – Assisting businesses to meet consumers' expectations about the origin, safety, nutritional value and ethical and sustainable production of food and fibre will help to increase demand for Queensland's trusted produce.

## Strategic risks

**Disruptive and extreme events** – Resources may be stretched across competing priorities by high impact or multiple external threats (e.g. COVID-19 or other pandemics, climatic events, pests, diseases, economic shocks and cyber-attacks) challenging the capacity of the department and the sector to respond rapidly and effectively to maintain industry activity or support recovery.

**Protection of biological ecosystems** – More efficient and environmentally sustainable industry practices, and improved management and prevention of invasive pests and weeds, may not fully meet community and industry aspirations for protecting Queensland's environment and lifestyles, reducing our ability to create sector value.

**Climate change** – Impacts from climate change may increasingly compromise agriculture, forestry and fisheries operations, placing significant pressure on production in the longer term.

**Organisational agility** – Challenges in adapting to evolving conditions (e.g. pandemics, health risks) and renewing business models, securing partnerships and resourcing may affect the department's ability to transform, innovate and meet service expectations.

## Our values

Our values drive the delivery of our plan



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people



Respect human rights



Queensland  
Government