

Department of Primary Industries – Strategic Plan 2025–2029

We contribute to the following Queensland Government’s objectives for the community.

A better lifestyle through a stronger economy

Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland’s vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women’s economic security.

A plan for Queensland’s future

Planning for Queensland’s future, by building the roads and infrastructure needed for a growing population – including a safer Bruce Highway, putting more teachers in safer schools and preparing young Queenslanders for the future, conserving our pristine environment that draws visitors from across the world, improving water security, and delivering a world-class Olympic and Paralympic Games that leaves a positive legacy for Queenslanders.

Our values

DPI supports the Queensland Public Sector values and to complement those values, has adopted a set of departmental values that drive the delivery of our strategic plan:

People first:

When one grows, we all grow

Turn up in tough times:

We lean in, find a way and support each other to help the people we serve

Agile and courageous:

New ideas and perspectives excite us

Walk the talk:

We do what we say we are going to do

Think globally, act locally:

Make connections that deliver impact for our customers.

We respect, protect and promote human rights in everything we do.

Vision

Queensland's primary industries are profitable, productive and sustainable for future generations.

Purpose

We empower our regional communities to be bold and prosperous.

Queensland's primary industries form a highly competitive sector and a key pillar of the state economy. However, climate variability, biosecurity threats, shifting global trade landscapes, and political uncertainty have heightened risks and continue to test our resilience.

Market and geopolitical shifts provide *opportunities* for expansion into new and emerging markets with new trading partners, and present *risks* related to increasing trade and geopolitical volatility, alongside evolving consumer expectations for healthy and sustainable products, posing challenges and uncertainty for primary industries.

A heightened food security and biosecurity imperative provides *opportunities* to explore and implement innovative ways of delivering our services, including collaboration and partnerships with primary industries sectors and *risks* from increasing biosecurity threats, exacerbated by climate variability and global trade dynamics.

Advances in data and digital technologies provide *opportunities* to improve profitability and productivity and advance biotechnology approaches through new technologies, artificial intelligence, predictive systems and automation, and *risks* related to pressure on producers to accelerate investments in emerging technologies whilst reskilling the workforce to remain competitive.

Regulatory settings that are timely and proportionate to risk provide the *opportunity* for primary industries sectors to adapt in time and achieve intended outcomes and *risks* related to effective protections, including data ownership and governance, lagging artificial intelligence regulation and information security.

Climate variability presents *opportunities* for new products and markets due to changing spatial distribution of food production systems and *risks* placing pressure on livelihoods, infrastructure and the ability to operate profitable primary industries businesses.

Consumer focus on positive health and environmental outcomes provides an *opportunity* to leverage Queensland's reputation for clean and green, high quality products that meet strict standards in production, processing and transportation and the *risk* of losing our competitive edge by failing to capitalise on this advantage.

Spatial conflicts in land and water use create *opportunities* for new primary production methods and technologies while posing *risks* for primary industries sectors to evolve business models, to be more integrated across the economy and co-exist with local communities and other industries.

A competitive labour market provides an *opportunity* to position primary industries sectors as a preferred employer for rewarding careers, and generates *risks* associated with competing for a skilled and stable workforce equipped for the future.

We will achieve our Vision by delivering on our Objectives

Our objectives:

Prosperous industry sectors that are competitive, have greater market share in both existing and new markets, and benefit from value-added production, and help drive us towards our shared goal of increasing primary production output to \$30 billion by 2030.

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Our key performance indicators to measure our success:

- Increase in gross value of primary production
- Increase in value of food and fibre exports
- Increase in industry adoption of AgTech

Our strategies to achieve our objectives:

- Increase market share by working with industry sectors to develop new products to meet consumer demand, capitalise on additional revenue opportunities from energy, waste and new technologies, and leverage our reputation for sustainable, ethical and high-quality products.
- Accelerate the adoption of innovative technologies and practices through the 'Sowing the Seeds of Farming Innovation' fund and build a vibrant AgTech and FoodTech innovation sector with research agencies, universities, industry, investors and government.
- Secure future supply of timber for Queensland housing through delivery of a landmark Queensland timber action plan.

- Work in partnership with First Nations communities to expand First Nations agriculture by supporting the growth of First Nations production practices, promoting traditional products, and growing Indigenous-owned agribusinesses.

Our objectives:

Resilient Queensland communities supported by data and intelligence sharing that strengthens our ability to predict, prevent, prepare for, respond to and recover from natural disasters, climate variability, biosecurity risks and other emerging challenges.

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Our key performance indicators to measure our success:

- Level of satisfaction with biosecurity partnership performance
- Percentage of primary producers adopting improved practices to address climate variability as a result of resilience planning

Our strategies to achieve our objectives:

- Strengthen Queensland's biosecurity frontline to protect Queensland from biosecurity threats to agriculture and our Queensland lifestyle, including through community education and engagement.
- Work with partners to meet community and customer expectations for ethical and sustainable food and fibre production and high standards of animal welfare.
- Support primary industries, supply chains and communities to adapt to a variable climate and prepare, respond to, and recover from hazards.
- Implement a strengthened Shark Control Program for the protection of Queensland beach goers.

Our objectives:

Optimal policy and regulatory settings are underpinned by stable system settings that make doing business with government easier, provide clarity for investment and enable business viability and fairness across the supply chain to capitalise on market opportunities.

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Our key performance indicators to measure our success:

- Improved performance in customer complaints

- Proportion of stakeholders who consider that the department's Primary Industries Regional Economic Development services positively influence their operations

Our strategies to achieve our objectives:

- Provide certainty to industry and investors through appropriate levels of regulation and systems, and fair, transparent and coordinated planning.
- Use science and data to drive evidence-based decision-making and certainty for the primary industries sector and investor partnerships.
- Improve supply chain efficiencies by facilitating the creation of investment opportunities in common user infrastructure.
- Share our data and intelligence to equip producers with the knowledge to negotiate across the supply chain for more equitable outcomes.
- Support Queensland's commercial and recreational fishing sectors through only legislating scientifically backed changes to regulation and fairly compensating all fishers for any changes required.
- Work across government to reduce red tape and encourage investment where possible to help primary producers diversify into other sectors, including tourism, to improve their profitability.

Our objectives:

Strong science, research, development and extension that drives innovation and provides primary industries with options to achieve optimal sector efficiency and outcomes and capitalise on market opportunities.

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Our key performance indicators to measure our success:

- Assessed impact of completed primary industries research, development and extension projects and/or programs
- Sustainability of Queensland's fish stocks

Our strategies to achieve our objectives:

- Advance scientifically backed research for the future of Queensland's food, fibre and foliage production.
- Conduct research, development and extension that ensures agribusinesses are internationally competitive and provide quality, affordable food, fibre and foliage to Queenslanders.
- Deliver ongoing research and development into new fishing methods and fisheries.

Our objectives:

Positive and productive relationships building trust with other government agencies, participants in the primary industries sector and the community.

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Our key performance indicators to measure our success:

- Overall stakeholder and customer satisfaction with the department's services
- An increase in the number of people engaging across our communication and engagement channels

Our strategies to achieve our objectives:

- Work to boost Queensland's primary production output to \$30 billion by 2030 by co-designing, co-delivering and co-investing in Primary Producers Prosper 2050 and 5-year action plans in partnership with industry.
- Identify industry-led Best Management Practice programs to increase sustainability and support landholders to get the best outcome for their crops.
- Support long-term industry growth by working with primary industry peak bodies and other government agencies to attract and retain skilled workers and drive the future skills requirements to build and maintain a skilled and agile Queensland's primary industries workforce.

Our objectives:

Empowered, capable and future-focused workforce that embraces fairness, equity, accountability, safety, wellbeing and innovation.

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Our key performance indicators to measure our success:

- Improved Working for Queensland results for fair and equitable treatment, workload and wellbeing
- Progress towards achievement of diversity targets

Our strategies to achieve our objectives:

- Strengthen our capabilities to meet future workforce challenges and opportunities.
- Create a positive health, safety and wellbeing culture.
- Grow our current and future leaders.
- Encourage a culture of accountability, innovation and problem-solving.

Our objectives:

Robust governance systems that underpin accountability, encourage innovation, and enhance our organisational performance.

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Our key performance indicators to measure our success:

- Improved legislative compliance
- Percentage of digital projects delivered within the expected timeframe and budget

Our strategies to achieve our objectives:

- Optimise service delivery through contemporary organisation design responsive to the needs of customers and stakeholders.
- Build our capability to deliver efficient and effective services through financial sustainability planning and training.
- Continue to evolve a portfolio management framework across the department.
- Accelerate the adoption of innovative digital solutions to create a digital future that optimises the value of data and embraces emerging technologies to drive productivity and connect industry, community, and government.

The Department of Primary Industries proudly acknowledges Aboriginal people and Torres Strait Islander people as the Traditional Custodians of the Country. We recognise their continuing connection to land, sea, waters and sky. We pay our respect to them, their cultures and to their Elders past and present and commit to ongoing reconciliation.