

## VISION

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

## PURPOSE

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

### Objectives

### Key performance indicators

### Strategies



**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



- Growth in productivity of Queensland agriculture
- Increase in value added to primary production by first-stage processing

- Develop and deliver a future-focused agribusiness and food strategy
- Engage with Queensland's innovation system to identify, promote and support high-potential and high-value practices and technologies and their adoption

- Lead and enable research and development to deliver improved technologies, practices, production systems, genetics and products
- Build agtech and digital capability and capacity across value chains



**Prosperous economies** providing business and employment opportunities across regions, diversified markets, and value-added products and services



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

- Support industry to intensify, diversify and expand
- Responsibly manage Queensland's fisheries and state forest resources to ensure enduring economic benefits
- Promote and improve market access for Queensland's food and fibre products to grow demand

- Develop integrated value-chain solutions that improve traceability, biosecurity and food safety through digital transformation
- Develop and use real-time intelligence and networks to attract investment, support value-chains and drive job creation
- Ensure First Nations voices are heard and we build empowered, vibrant and dynamic First Nations communities, businesses and industries



**A resilient sector** with secure production, and value chains that can deal with natural disasters, climate change, biosecurity risks and other emerging challenges



- Decrease in cost of managing significant biosecurity responses relative to value of agricultural industry production
- Increase in proportion of agribusinesses implementing climate-resilient management practices

- Deliver policies and programs to support industry to be resilient to and recover from natural disasters, pandemics, biosecurity incidents, and other supply chain disruptions
- Deliver policies and programs to minimise the impact of pests and diseases

- Support industry to meet its current and future workforce and skills needs
- Support the sector to understand the impact of climate change and adopt appropriate adaptation and mitigation measures
- Support rural communities' health and wellbeing through regional service delivery



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



- Improvement in sustainability of Queensland fish stocks
- Increase in proportion of primary producers in Great Barrier Reef catchments who adopt improved management practices

- Engage and partner with research providers, industry and communities to develop environmental, social and governance credentials and practices as a competitive advantage
- Assess the condition of targeted natural resources to provide assurance to markets and regulators
- Deliver a regulatory environment that gives consumers and communities confidence that primary production is ethical and sustainable

- Contribute to improved consumer health by ensuring the availability of high quality, safe and nutritious food
- Deliver animal welfare policy, legislation and standards, and engage with stakeholders, to protect the health and wellbeing of Queensland's animals



**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



- Improvement in work health and safety performance
- Increase in diversity across our workforce

- Lead and connect across organisations to harness our collective capacity and capability to respond to challenges and deliver outcomes
- Engage with and provide quality service to our diverse customers and stakeholders
- Implement a workforce strategy to build a trusted, empowered, engaged and innovative workforce in a safe, healthy and rewarding working environment

- Apply contemporary governance and risk management to ensure public resources are used effectively and efficiently
- Build innovation capability across industry, community and government to lead positive change

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

**GOOD JOBS:** Good, secure jobs in our traditional and emerging industries

**BETTER SERVICES:** Deliver even better services right across Queensland

**GREAT LIFESTYLE:** Protect and enhance our Queensland lifestyle as we grow



Supporting jobs



Backing small business



Making it for Queensland



Investing in skills



Backing our frontline services



Keeping Queenslanders safe



Connecting Queensland



Protecting the environment



Growing our regions



Honouring and embracing our rich and ancient cultural history

In implementing our plan, we will capitalise on strategic opportunities and manage 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 regions and communities 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, make 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.

**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, 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.

**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, evolving challenges and threats.

## 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**