

# Strategic plan 2014–18

## Department of Agriculture, Fisheries and Forestry

### Government objectives for the community

The department contributes to government's objectives to:

- grow a four pillar economy—by increasing agricultural productivity we underpin strong and prosperous regions and competitive exports
- lower the cost of living—by simplified and more effective regulatory processes we decrease government imposed costs
- deliver better planning and infrastructure—by ensuring agricultural industry interests are accounted for in plans and decision-making across government we capitalise on unique regional opportunities and balance economic development with the sustainability of natural resources
- revitalise front-line services—by reviewing and renewing the design of our services and digitally-enabling their delivery we will be more customer-centred, effective and efficient

### Values

As individuals and as a department we embed the Queensland Public Service core values in the way we do business:

- Customers first—we know our customers, deliver what matters to Queenslanders and show empathy in decision-making
- Ideas into action—we challenge the norm, encourage new ideas and find new solutions, encourage and embrace new ideas, work across boundaries
- Unleash potential—we expect greatness, lead and set clear expectations, seek, provide and act on feedback
- Be courageous—we own our actions, successes and mistakes, take calculated risks, act with transparency
- Empower people—we lead, empower and trust, play to everyone's strengths, developing ourselves and those around us

### Strategic risks

We actively manage the following risks to achieve our objectives:

- Co-investor/partner relationships—maintaining co-investor/partner confidence in our strategy and service direction
- Natural disaster and biosecurity incidents—responding to fatigue and loss of continuity that result from natural disaster and biosecurity incidents
- Skills and capability—ensuring we can access the skills and capability to support current and future organisational functions
- Business-critical systems—addressing technology infrastructure to achieve business efficiency, digital service delivery and information sharing with service partners
- Economic and environmental trends—providing timely responses to emerging opportunities and challenges to help our industries adapt and grow

### Our vision

Efficient, innovative, resilient and profitable agriculture, fisheries and forestry industries that thrive in the long term

### Our goal

Double Queensland's agricultural production by 2040

### Our purpose

Facilitate the economic growth and resilience of agriculture, fisheries and forestry industries

### Pathways

We focus effort on the four industry-agreed pathways essential to economic resilience and growth:

1. Resource availability—securing and increasing resource availability
2. Productivity—driving productivity growth across the supply chain
3. Markets—securing and increasing market access
4. Production costs—minimising the costs of production

We advocate and represent industry needs to ensure they are reflected in government policy, investment decisions and services.

We enable industry and government to capitalise on agricultural opportunities and overcome significant challenges.

We partner with industry, research organisations and government to maximise resources, investment and outcomes.

### Services

Our services are aligned with our objectives and provide customers with:

- sector-wide strategy and industry plans
- growth-enabling policy and effective regulatory practices
- world-class research, development and extension
- effective protective systems to manage threats to productivity and sustainability
- resources from state-owned forests and other lands to help meet infrastructure demand and assist natural disaster rebuilding efforts
- farming, business practice and supply chain improvements and innovation

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<b>Our vision</b>		Efficient, innovative, resilient and profitable agriculture, fisheries and forestry industries that thrive in the long term			
<b>Our goal</b>		Double Queensland’s agricultural production by 2040			
<b>Our purpose</b>		Facilitate the economic growth and resilience of agriculture, fisheries and forestry industries			
<b>Pathways</b>	<b>Resource availability</b>	<b>Productivity</b>	<b>Markets</b>	<b>Production costs</b>	
<b>Objectives</b>	<b>Strategies</b>				<b>Performance indicators</b>
<b>Build sector capacity and industry resilience</b> Services: <ul style="list-style-type: none"> <li>• Strategy policy and legislation reform</li> <li>• Regional agribusiness services</li> </ul>	Profile the location of land important for agriculture Implement the Growing Agriculture Workforce initiative Advocate the interests of agriculture: – in statutory regional planning – for shared access to and use of land, water, forest and marine resources – to increase the uptake of agricultural skills and professional qualifications – to enable coexistence of the agricultural and resources sectors Support the development of the northern regional economy and other new commercial agricultural areas with our development partners	Work with partners to implement: – <i>Queensland’s agriculture strategy</i> – industry action plans, commencing with the <i>Queensland forest and timber industry plan</i> Deliver reforms for sustainable fisheries resources which help the economic viability of fishing and aquaculture and the enjoyment of recreational fishing. Work with producers and supply-chain partners to improve skills, knowledge and business management practices Prepare producers and the community to manage the risks associated with weather and natural disaster events	Promote opportunities for trade and investment in Queensland’s agricultural, fisheries and forestry industries Provide analysis to support industry meet market growth Influence transport infrastructure development and logistics planning	Deliver growth-enabling policy and regulatory reforms that advances Queensland’s biosecurity status Implement industry recovery programs in response to significant natural disasters Work with industry to develop supply-chain efficiency, timing and economies of scale in commodity movement Advocate within government for industry access to reliable and cost-effective water and energy infrastructure and supply arrangements	<ul style="list-style-type: none"> <li>• Trend in value of agricultural, fisheries and forestry production</li> <li>• Trend in agricultural land use</li> <li>• Reduction in red tape and regulatory burdens</li> <li>• Trend in export value of agricultural commodities</li> </ul>
<b>Improve industry performance through innovation</b> Services: <ul style="list-style-type: none"> <li>• Agricultural research, development and extension (RD&amp;E)</li> <li>• Agriculture research infrastructure</li> </ul>	Use agricultural RD&E expertise to reduce the impact of production systems on land, water and communities Provide the right infrastructure to enable research and development to support industry and attract and retain the brightest minds Create new and strengthen existing partnerships to build critical mass of agricultural RD&E expertise across Queensland	Strengthen our lead role in subtropical and tropical agriculture RD&E to maintain Queensland’s competitive advantage in beef, horticulture, sugar and broadacre crops Include industry in the design and implementation of RD&E projects to increase uptake of new knowledge, products and technologies	Connect industry to world-class RD&E expertise and the right infrastructure to help bring the best quality food and fibre products to market Work with industry to ensure production processes meet or exceed market requirement	Work locally and nationally to ensure the cost of RD&E is shared by producers, private investors and government Support industries with RD&E to reduce costs and improve resilience to disease and climate conditions	<ul style="list-style-type: none"> <li>• New varieties, products or technologies released and adopted</li> <li>• Royalty returns from departmental research and development</li> <li>• Level of innovation by agricultural businesses</li> </ul>
<b>Manage biosecurity risks</b> Services: <ul style="list-style-type: none"> <li>• Animal and plant health service</li> <li>• Pest management</li> </ul>	Improve biosecurity systems, surveillance and detection to protect agricultural production, the environment, human health and social amenity	Manage biosecurity threats and incidents in collaboration with industry, landholders and other stakeholders	Maintain and facilitate new trade and market access, and manage food contaminants Maintain community confidence that animals are treated humanely	Minimise the impact of established animal and plant pests and diseases	<ul style="list-style-type: none"> <li>• Risk management systems preparedness for foot and mouth disease</li> <li>• Significant biosecurity response programs deliver nationally agreed outcomes</li> <li>• Market access maintained or opened by negotiation, certification or added surveillance</li> </ul>
<b>Ensure sustainable use of fisheries resources</b> Services: <ul style="list-style-type: none"> <li>• Fisheries licensing, monitoring and assessment</li> <li>• Fisheries compliance and education, including the shark control program</li> </ul>	Balance resource use and sustainability needs through: – licensing and authorisation of use – online and on-water fisher education – monitoring fisheries resources – monitoring and enforcing fisheries laws – minimising unintended impacts of fishing and developments	Monitor key fisheries resources and conduct scientific assessments	Maintain trade and market access through accreditation of fisheries	Adopt new technologies and cooperative arrangements that lead to more cost- effective catch reporting and compliance outcomes	<ul style="list-style-type: none"> <li>• Queensland fish species sustainably fished</li> <li>• Compliance with laws by commercial and recreational fishers</li> <li>• Queensland fisheries accredited for export</li> </ul>
<b>Responsibly manage the allocation and use of State-owned forest and related resources</b> Service: <ul style="list-style-type: none"> <li>• Commercial management of state- owned forest and related resources</li> </ul>	Manage the sale and harvest of resources from designated state-owned forest and other lands	Promote business growth and innovation in Queensland’s forest and timber industry	Manage the supply of resources from designated state-owned forest land and other lands to meet industry demand and natural disaster rebuilding efforts	Ensure financial performance targets are met and are consistent with environmental and social expectations	<ul style="list-style-type: none"> <li>• Financial returns from sales align with business forecast</li> <li>• <i>The Australian forestry standard</i> certification</li> <li>• Compliance with the state forest plantation licence</li> </ul>
	<b>Customer service</b>	<b>People</b>	<b>Business systems</b>	<b>Finance</b>	
<b>Modernise service delivery and strengthen capability</b>	Revitalise frontline services using delivery partnerships and digital service delivery Support the culture of open government	Develop our people and partner capability linked to the forward direction of the department Create a culture of innovation and a dynamic approach to managing risks Support engagement and renewal through effective leadership Ensure a safe and healthy work environment	Improve business performance through strong governance, well managed service delivery arrangements and knowledge sharing Review and apply contestability and efficiency to services and delivery models Ensure business systems and processes, ICT and physical infrastructure are fit for purpose	Improve the value for money of services and corporate support functions	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Integration with the government’s one-stop shop</li> <li>• Services and administrative costs</li> <li>• People, budget and service performance measures</li> </ul>