

Department of

Agriculture and Fisheries

Strategic Plan

2021–2025

VISION

Queensland is a world-leading provider of high-quality, safe and sustainably produced food and fibre.

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



Prosperous economies providing business and employment opportunities across diversified markets and value-added products



- 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
- Improve demand and market access for Queensland's food and fibre products, including by showcasing them
- 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



A resilient sector with secure production, and value chains that can deal with natural disasters, climate change 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, biosecurity incidents and other disruptive events
- Deliver policies and programs to minimise the impact of endemic pests and diseases
- Support industry to meet its current and future workforce and skills needs



Consumer and community expectations for ethically produced food and fibre, a sustainable natural environment and high standards of animal welfare are met



- 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 improve environmental, social and governance practices
- Monitor the condition of targeted natural resources to demonstrate outcomes
- Deliver a regulatory environment that gives consumers and communities confidence that primary production is ethical and sustainable



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
- Grow workforce capability in a safe, healthy and rewarding working environment
- Use public resources responsibly, effectively and efficiently

Through this strategic plan, we will contribute to the nine Queensland Government objectives for the community—*Unite and Recover*.



Safeguarding our health



Supporting jobs



Backing small business



Making it for Queensland



Building Queensland



Growing our regions



Investing in skills



Backing our frontline services



Protecting the environment

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 community 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 and data—Data and digital innovations will change the way government, business and customers operate, drive productivity and efficiency gains, and make it easier and cheaper to interact, transact and make better decisions.

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.

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, 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.

Protection of ecosystems—Competing pressures may impact on the department's ability to ensure that essential resources that industry and communities depend on are regulated, sustainably managed and safeguarded for the future.

Organisational agility—Challenges in adapting to evolving conditions (such as economic shifts and health 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.

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