

Overview

About this report

This annual report highlights Department of Primary Industries and Fisheries (DPI&F's) performance throughout 2007–08 and details progress against the department's 2007–12 Strategic Plan. The report provides:

- *an overview of how the department is achieving its mission of maximising the economic potential of Queensland's primary industries on a sustainable basis*
- *2007–08 highlights and challenges at a glance*
- *outlook for 2008–09*
- *performance scorecards detailing how we've delivered on our five key outcomes:*
 - improved productivity*
 - trade development*
 - and efficiency*
 - industry adaptability*
 - market access*
 - sustainable resource use.*
- *accurate corporate governance and financial information.*

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About this report

Copies of this annual report are available online at www.dpi.qld.gov.au. Limited copies can be obtained by calling 13 25 23.

Have your say

DPI&F welcomes your comments and suggestions on this annual report. To provide feedback, please use our online feedback form or call 13 25 23 (within Queensland) or 07 3404 6999 (from interstate).

Other publications

DPI&F produces a comprehensive range of industry and consumer publications. For a full list of available titles, visit www.publications.qld.gov.au or call 13 25 23 (within Queensland) or 07 3404 6999 (from interstate).

Director-General's review

2007–08: a year of change and high achievement

2007–08 was a watershed year for DPI&F. Our clients faced the critical challenges of a changing climate experiencing both drought and flood, competition from other domestic industry sectors and other exporting nations, rising input costs, and the need to boost productivity.

Through our major work programs in industry development, biosecurity and fisheries, DPI&F continues to make a valuable contribution to achieving Queensland Government's priorities of building on economic success, adapting to climate change and protecting the environment.

Rising to biosecurity challenges

The standout achievement for the year was the successful eradication of equine influenza (EI), the single largest animal disease emergency in Australia's history and a serious threat to our nation's \$6.2 billion horse industry. The dedication of our staff and close collaboration with government and industry partners over an intensive seven-month campaign resulted in Australia being one of the few countries in the world to be officially declared free of the disease. Our measures have helped position Queensland's horse industry for an even more productive future—with an increased awareness of the importance of biosecurity.

During 2007–08, DPI&F began consultation on Queensland's first totally integrated biosecurity strategy to build our emergency response capacity and protect our reputation for safe, ethical and sustainable production.

Through our major work programs in industry development, biosecurity and fisheries, DPI&F continues to make a valuable contribution to achieving the Queensland Government's priorities of building on economic success, adapting to climate change and protecting the environment.

003



DPI&F has once again made a valuable contribution to achieving the Queensland Government's priorities of building on economic success, adapting to climate change and protecting the environment.

Helping industry development services prosper

004 In 2007–08, the department worked with industry and the research community across Australia to identify where the government's investment in research and development will have the most impact on productivity in the medium term. We took on a leadership role for research and development planning for the beef and sugar industries under the national framework, and began development of industry-specific plans for these major industries. We also translated our research and development investment into practical on-farm solutions delivered through extension.

For example, more than 500 Queensland beef producers were equipped with the skills, knowledge and techniques to optimise land and stock management via a series of regional workshops. The future possibilities for technology advances to be realised through our research and development partnerships, and the world-leading facilities in which we have a stake, are truly exciting prospects.

The department assisted industry to manage the impacts of drought and flood and to look for long-term ways to adapt to climate change. We pursued new markets and trade opportunities, and developed new management arrangements for profitable and sustainable fisheries.

The future: a 'fresh approach' to getting things done

In 2007–08, we asked our clients what they expect from us in terms of service delivery—and embarked on a 'fresh approach' to revolutionise the way we do business. DPI&F's 'fresh approach' to service delivery is about better meeting our clients' needs through enhanced use of technology, modernised services and new partnerships. It will equip us to realise the ambitious vision of positioning primary industries to earn \$34 billion for Queensland by 2020.

The 'fresh approach' is based around three key pillars:

- building skills for the future
- delivering innovative research partnerships to grow investment
- networking and modernising services.

Our intention is that, through these three pillars, we will pursue new strategic directions for industry development, biosecurity and fisheries management to enable the accelerated growth of Queensland's primary industries. During 2007–08, we began to lay the foundations for implementing the 'fresh approach' by launching our first mobile service centre and forging partnerships with key agricultural education and research providers.

I congratulate and thank our staff, stakeholders and clients for a year of high achievement and exciting transition. I would also like to acknowledge the commitment and leadership of Jim Varghese who served as our Director-General from February 2004 until March 2008 in progressing the aims of the department.

I am confident that by working together and striving for excellence, we will make 2008–09 a year to remember in accelerating the growth of Queensland's primary industries sector. I invite you to read on about our department's other achievements in 2007–08 and future challenges and opportunities.

Robert Setter
Director-General



2007–08: highlights and challenges

Case study: equine influenza successfully eradicated in Australia

In August 2007, a national horse standstill was declared as a result of an equine influenza (EI) outbreak, representing the single largest animal disease emergency in Australia's history and impacting hugely on our \$6.2 billion horse industry. In Queensland, DPI&F's newly formed Biosecurity Queensland led the government response.

Thanks to the combined efforts of federal and state emergency response teams, the outbreak was able to be contained to Queensland and New South Wales, and on 30 June 2008, Australia was officially declared free of EI.

The success of this response is unprecedented on a world scale, with most observers being sceptical that Australia would ever achieve freedom from EI. EI is present in most countries and has only been eradicated twice, including once in South Africa where it was subsequently reintroduced. A world expert on EI from the United Kingdom wrote:

“The eradication of EI virus should be heralded as a highly significant achievement in global infectious animal disease control terms.”

Not eradicating the disease in Australia would mean regularly vaccinating horses and treating sick horses unable to work or compete, as well as limiting trade with New Zealand and the United Arab Emirates.

Equine influenza: the facts

During the intensive seven-month emergency response to contain and eradicate EI in Queensland (August 2007 to February 2008):

- 6,116 samples were tested in DPI&F's laboratory over a 10 week period.
- Over 4,000 properties in Queensland were infected with EI.
- Over 68,000 horses were vaccinated in Queensland.
- Over 27,500 travel permits were issued in Queensland.
- DPI&F sourced more than 1,183 people to assist with the EI response.
- DPI&F's website received 600,000 hits and DPI&F's call centre received nearly 80,000 calls.
- More than 2,400 customers visited seven DPI&F community resource centres set up to help owners with infected properties access industry assistance packages (October 2007 to January 2008).
- The cost of the Queensland response was \$33 million of which \$30 million was reimbursed to Queensland under the national cost sharing agreement.
- An additional \$20 million assistance package was provided to the horse industry by the Queensland Government.

A response that captivated the nation

Biosecurity Queensland, in consultation with industry, was responsible for the progressive relaxation of movement restrictions and the distribution and use of vaccine to over 68,000 horses, involving difficult policy decisions and equity considerations. Leadership, good governance and risk management were critical factors in managing a crisis of this scale. The EI outbreak generated huge public interest, with an outstanding 26,925 television and radio broadcasts in Queensland and New South Wales. To meet demand for information about the outbreak, information was circulated through blogs, industry websites, campaigns, SMS messaging, direct mail and local meetings.

Figure 1: 2007 equine influenza outbreak—timeline of key events

Date	Event
25 August 2007	Decision to implement national horse movement standstill Suspect case at Morgan Park, Warwick, investigated
26 August 2007	Queensland's first case of EI confirmed at Morgan Park, Warwick
5 September 2007	Selected horse events allowed in Queensland under strict conditions
13 September 2007	A public notification divides Queensland into two zones—the 'Red Zone' and the rest of Queensland
28 September 2007	Vaccination of horses begins
4 December 2007	'Red Zone' significantly eased
25 December 2007	Last known case of EI in Queensland
16 January 2008	Equestrian events resume in Queensland's south-east
10 February 2008	Queensland reports no EI infected properties
31 March 2008	'Red Zone' turns green
30 June 2008	Australia is officially declared free of EI

Ensuring industry interests were represented

Cultivating productive working relationships with Queensland's exceptionally diverse horse industry was a key focus during the response. There are three main segments of the horse industry: racing, thoroughbred breeding, and performance and pleasure—together with a significant export industry. All were stopped when Queensland declared a standstill of horse movements.

Industry were invited to be involved in EI decision making by participating in:

- DPI&F's EI Control Group
- the broader State Disaster Management system
- the whole-of-government Chief Executive Officers EI Control Group
- a temporary Crisis Committee to represent the diverse membership and needs of the performance and pleasure horse industry (this included representatives from the Queensland Horse Council, Queensland Pony Club and the Equestrian Federation Australia).

007



During the response, DPI&F needed to manage the conflicting needs of different parts of the industry, while balancing disease control imperatives against the need to minimise impacts.

Having the right people in place

During the seven-month response, DPI&F sourced more than 1,183 people (including DPI&F staff, staff seconded from other government departments, private veterinarians, the horse industry and other agencies within Queensland, interstate and internationally) to support Queensland's EI disaster management system.

In order to 'keep up' with the constant demand generated by the rapid spread of the disease, staff worked in state and local disease control centres and community resource centres. DPI&F employed 10 industry liaison officers who were well known and respected members of the horse community to act as a two-way communication channel between industry and government. Guidance on emergency risk management was provided by incident and emergency management mentors with support and resources from Emergency Management Queensland. Despite the huge task, only two health issues were reported during the response, demonstrating excellent DPI&F workplace health and wellbeing strategies.

Critical success factors

Critical success factors contributing to the eradication of EI in Queensland included:

- our ability to demonstrate good governance arrangements
- working with our government partners to manage economic, health and wellbeing risks
- engaging industry and stakeholders to manage risks together
- using innovative science such as new diagnostic tests and genetically modified vaccines
- communicating effectively with stakeholders and the community.

DPI&F continues to work with industry to ensure better preparedness for future emergencies.

Safeguarding the future

DPI&F continues to work with industry to ensure better preparedness for future emergencies. Stakeholders have been involved in a post-response review and will continue to be consulted to ensure lessons learnt are incorporated into the department's emergency management system for future response situations. DPI&F is also assisting the Queensland Horse Council to develop a governance model that ensures systems are in place for industry to work together and with government in the future.

008

A 'fresh approach' to how we do business

Queensland's primary industries sector is changing, with the national skills shortage, rising food and fuel prices, climate change and increasing biosecurity threats now at the forefront. To capitalise on these challenges and opportunities, a 'fresh approach' to growing Queensland's primary industries was announced by the Minister in June 2008. This new approach will refocus the way DPI&F works over the next three to five years, with the ultimate goal of making Queensland primary industries a \$34 billion industry by the year 2020 (nearly three times today's value).

The 'fresh approach' is based around three pillars:

- building skills for the future
- delivering innovative research partnerships to grow investment
- networking and modernising services.

These three pillars will be supported by new strategic directions for biosecurity and fisheries.

DPI&F is consulting closely with staff, local government, industry, universities, the Australian Agricultural College Corporation (AACC) and other stakeholders such as exporters and large industry development corporations. Stakeholder consultation has already delivered some clear messages on the range of services government should offer and how those services are best delivered.

Pillar 1: build skills for the future

A significant shortage of qualified, technology-savvy skilled workers is having a considerable impact on the productivity of Queensland's primary industries sector. Initiatives are underway to accelerate industry growth by giving people access to the knowledge and practical skills needed by employers. DPI&F will also seek innovative partnerships with secondary schools, the AACC and the tertiary sector to create and strengthen career paths for the next generation of industry development professionals.

A significant step forward in addressing the critical skills and labour shortage is the formal transfer of the AACC from the Department of Education, Training and Arts to DPI&F on 1 July 2008. After the transfer, a review of the AACC business model will take place to ensure an integrated suite of training, extension, education and science services are offered to meet the skills and development needs of industry now and into the future.

To create an attractive career pathway from school to vocational and academic studies, a Gateway Schools of Agribusiness pilot project will be undertaken to develop engagement between schools and Queensland's primary producers. Dalby was chosen as the site for the pilot project as the local agricultural college, schools and TAFE are supportive, and a Western Downs Skills Formation Strategy has already brought local industry groups together. To ensure the pilot meets industry needs, representatives such as Agforce, AACC, the Queensland Farmer's Federation, Rabobank and Canegrowers will be involved. Once the pilot is successfully established around the Dalby hub, the initiative will be rolled out to other regions across Queensland.

009



Pillar 2: deliver innovative research partnerships to grow investment

The second pillar relates to realising Queensland's potential in research and development through world class 'centres of excellence'. DPI&F's current regional infrastructure has increasingly limited capacity to foster research and development innovation. Proposals are underway to upgrade or replace ageing facilities in many parts of Queensland.

An exciting development is a new Australian Institute for Tropical Agricultural Sciences, the result of an innovative research partnership between DPI&F and James Cook University. A Statement of Intent was signed on 24 June 2008 to form the Institute, which will focus on tropical agriculture, aquaculture and biosecurity. Key aims are to attract and retain outstanding scientific staff to North Queensland and maximise the integration of research disciplines to support industry growth.

Pillar 3: network and modernise services

To support industry to drive sustainable growth, DPI&F's products and services need to be modern and relevant. The third pillar relates to planning for new and flexible services, including agribusiness services centres and mobile offices.

The mobile offices of DPI&F have been trialed for the past 12 months. These vehicles are visually high profile with large signage and have the latest technology to provide our clients with modern, innovative products and services.

The department has also invested in a Mobile Office Unit, which was unveiled on 24 June 2008 in Townsville. The intent of the Mobile Office Unit is to actively engage in rural communities, delivering high quality products and services. The Mobile Office Unit will aim to provide specific educational and training tools for primary producers, which will be an integral part of our 'fresh approach' to enhance service delivery.

All business groups across the department will have access to the Mobile Office Unit to engage the wider community on a face-to-face basis. It will provide excellent opportunities for various DPI&F groups to hold workshops and training sessions, inform various audiences of new science and technology, and engage the community in specific environmental issues (e.g. biosecurity). The Mobile Office Unit will also offer support during emergency responses such as EI. The itinerary of the Mobile Office Unit will be strategically coordinated, determined by the client base within each specific region of Queensland. The Mobile Office Unit will attend various field days, salesyards, forums and other major events (e.g. Beefex 2008).

Future initiatives include assisting producers and other sectors in the supply chain to conduct their business online to boost productivity and efficiency.

Our mobile office coming to a town near you

In June 2008, DPI&F introduced a mobile office in the form of a bus that travels around Queensland, visiting regional and remote communities. The mobile office gives primary producers immediate access to DPI&F services without the need to travel long distances and provides the opportunity to talk face-to-face with staff about issues that affect them. It's all part of our 'fresh approach' to delivering the best possible advice and services to Queensland's rural primary producers.

010



Figure 2: Facilities co-funded by DPI&F

Facility	Location	Status
Queensland Crop Development Facility	Redlands, Brisbane	Completed 2007
Centre for Advanced Animal Science	Gatton	First stage opened 2007, second stage due for completion 2008
Bribie Island Research Centre upgrade	Bribie Island	Due for completion 2009
Health and Food Sciences Precinct	Coopers Plains, Brisbane	Due for completion 2010
Ecosciences Precinct	Boggo Road Urban Village, Dutton Park, Brisbane	Due for completion 2011

Investment in world-class facilities to support Queensland science

Queensland is set to become a leader in science and technology research and development, through DPI&F's co-investment with other agencies in a range of new facilities. These cutting-edge facilities are the first stage of DPI&F's 'fresh approach' to networking and modernising research and development services across Queensland.

Queensland crops to benefit from futuristic glasshouse research

DPI&F plant scientists and other research organisations now have access to a secure, world-class glasshouse facility in which to 'grow' their experiments, courtesy of the \$8.6 million Queensland Crop Development Facility (QCDF) completed in late 2007. The facility is located at DPI&F's Centre for Lifestyle Horticulture in Redlands (outer Brisbane) and is a collaboration between DPI&F, The University of Queensland and the Queensland University of Technology.

With CSIRO signing a long term lease to use the complex, QCDF will house the glasshouse research projects of DPI&F and CSIRO scientists who will work in the Ecosciences Precinct (when completed in 2011). The new facility has been designed to meet the needs of scientists working in new plant bio-industries encompassing aspects such as molecular farming and DNA-based plant breeding.

Built to world-best standards, QCDF has 1,350 square metres of glasshouse growing space as well as additional areas for plant preparation and processing, sterilisation, offices and amenities. The facility is the only one of its kind in Australia able to accommodate such a broad range of research projects, and meets strict Australian Quarantine and Inspection Service standards.

011

DPI&F plant scientists and other research organisations now have access to a secure, world-class glasshouse facility in which to 'grow' their experiments.



New animal science research facilities at Gatton

The new state-of-the-art Centre for Advanced Animal Science (CAAS), located at The University of Queensland's Gatton campus about one hour's drive west of Brisbane, is the outstanding result of a collaborative project between DPI&F and The University of Queensland. The first stage, opened in November 2007, incorporates grouped and individual animal pens for nutrition trials, a feed-processing shed, cattle-handling yards and a large hay shed. Due for completion in late 2008, CAAS will boast world-class animal research facilities in the fields of animal growth, adaptation, welfare, health and vaccines. The centre has been planned to complement the existing animal infrastructure at the Gatton campus, which includes a modern dairy, piggery, poultry unit, equine centre and wildlife enclosure.

CAAS will encourage increased national and international collaboration between scientists, and strengthen interaction between researchers and industry with a focus on 'real-world' outcomes. Together with a planned relocation of the university's School of Veterinary Science to the Gatton campus, the Centre will also enable advanced education for future generations of researchers and practitioners in the animal industries. Significant investment has been made in this project, with the Queensland Government contributing \$22 million and The University of Queensland providing \$11 million.

Upgrade of Bribie Island facility to boost fisheries and aquaculture research

Due for completion in early 2009, a Bribie Island Research Centre combining both fisheries and aquaculture research will be the result of a \$5 million redevelopment of the existing Bribie Island Aquaculture Research Centre (BIARC). BIARC was one of the first dedicated multi-functional aquaculture research facilities to be built in Australia, and boasts commercial scale production facilities including specialist laboratories, seawater supply/filtration/aeration systems, a commercial size nursery, growout ponds, water tanks and other scientific equipment. The redevelopment will result in more efficient and integrated infrastructure such as upgraded sea and freshwater tank systems. DPI&F scientists based at the new Ecosciences Precinct will use these facilities and CSIRO is looking to co-locate its marine facilities with DPI&F at Bribie Island as part of its move to the Ecosciences Precinct.

Two cutting-edge science precincts coming to Brisbane

Two new science precincts—the first of their kind in Australia—will be purpose-built in Brisbane in partnership with the CSIRO which, together with the Queensland Government, will invest over \$375 million to see the vision become reality. DPI&F has the largest stake in the project, taking responsibility for about 45% of infrastructure costs and set to occupy about 70% of available laboratory space.



The two precincts are the Health and Food Sciences Precinct and the Ecosciences Precinct.

- *Health and Food Sciences Precinct:* Existing Queensland Health laboratories at Coopers Plains in southern Brisbane are being expanded to form the Health and Food Sciences Precinct. The precinct will house around 700 scientists whose research will focus on ways to help people live longer, healthier and more fulfilling lives through advances in healthcare, medicine, food and nutrition. The precinct will be the first in Australia to link health for both humans and animals in one physical location. The Health and Food Sciences Precinct is due for completion in early 2010.

- *Ecosciences Precinct:* Over 1,000 Queensland researchers will join together in one location to create Australia's first Ecosciences Precinct. The precinct will be located in the Boggo Road Urban Village on a 9.5 hectare site south of the city at Dutton Park along with residential and commercial areas and transport hubs. The precinct's facilities will support the development of Queensland industry and allow better management of natural resources. The Ecosciences Precinct is due for completion in early 2011.



Queensland is set to become a leader in science and technology research and development, through DPI&F's co-investment with other agencies in a range of new facilities.

013



2007–08 at a glance

Improving the way we do business: a 'fresh approach'

- Launched a 'fresh approach' to service delivery directed at building a skilled workforce, capitalising on research and development potential to foster world-class innovation, and networking and modernising services (Page 9).
- Launched DPI&F's first mobile office to improve access of rural and remote communities to resources and services (Page 10).
- Launched a fleet of Biosecurity Queensland emergency response vehicles to allow quicker response to crisis situations (Page 61).
- Invested \$18 million in world-class research facilities to deliver scientific outcomes for primary industries and fisheries (Page 11).

Industry development

- Developed future directions plans for DPI&F's research and development programs, which support Queensland's major industries (Pages 59, 66, 72, 78, 88, 130).
- Facilitated first direct export of mangoes into China's \$300 million market under new quarantine protocols as part of DPI&F's Asian Markets for Horticulture Initiative (Pages 68–69).

Biosecurity

- Coordinated emergency response to a major outbreak of equine influenza in Queensland at an estimated cost of almost \$33 million across government, with Queensland officially declared free of the disease in June 2008 and Australia now one of the very few countries in the world to achieve eradication (Page 6).
- Prepared a Queensland Biosecurity Discussion Paper for public consultation to inform the development of Queensland's first Biosecurity Strategy in 2008–09 (Page 66).

Fisheries

- Implemented new management arrangements for profitable and sustainable fisheries (Page 88).
- Developed key techniques to allow production of high-value marine finfish and seafood products, including grouper and coral trout (Page 64).

Challenges facing the primary industry sector

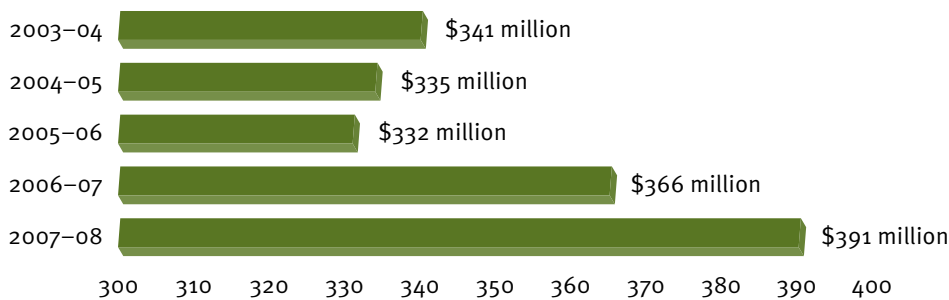
- climate change and variability, including the need for effective drought policies
- changing terms of trade, and competition from low cost producers for global market share
- secure access to, and efficient use of, water
- consumer demand for safe, healthy and ethically produced food
- skills and labour shortages from competition and an ageing workforce
- competition for crops between food, fodder and biofuel industries
- access to new and existing markets and trade development
- increasing biosecurity risks
- national and state priorities for research and development, biosecurity, fisheries management and developing economic opportunities for indigenous communities

Our financial performance

DPI&F recorded a break-even budget position—an excellent result given the complexity of financial challenges faced (including the successful emergency response to equine influenza) (Page 133).

- total operating revenues of \$390.6 million
- total operating expenses of \$392.1 million (including \$30 million for managing EI)
- total assets of \$515.7 million
- total liabilities of \$60.7 million
- net worth (equity) of \$455 million.

Figure 3: Five-year revenue trends





2007–08 performance scorecard

Outcome	What we planned to do	Performance
Improved productivity and efficiency	Provide management training under the Farmbis training program for 3,000 eligible participants	Over the last three years, the FarmBis rural training support program has subsidised over 36,000 Queensland producers to undertake accredited business training (Page 49)
	Engage beef producers in northern and central Queensland in the use of business analysis systems	DPI&F is accelerating new technologies and best practice management through its FutureBeef initiative which aims to support producers to better manage risks by addressing the whole supply chain—from property to market (Page 47)
	Release 10 improved elite <i>Corymbia</i> -based hybrids with proven wood quality characteristics for commercial deployment	In north Queensland, the plantation industry is expanding at a rapid rate, using red mahogany (<i>Eucalyptus pellita</i>) seed from DPI&F/CSIRO second generation seed with the first generation of improved <i>Corymbia</i> hardwood clones planted in 2006 (Page 48)
	Develop two new forage oats cultivars with 10% yield increase (over standard check varieties) and multi-gene resistance to rust released by March 2008	A new forage oat variety called Genie was 'let out of the bottle' in October 2007, offering livestock producers significant economic benefits (Page 56)
Market access	Contribute to national emergency preparedness and response plans for high priority animal biosecurity threats within national guidelines and timeframes	DPI&F's work with leading exporters and Queensland's non-racing sector to eradicate equine influenza over a seven month period has resulted in the United Arab Emirates reopening their markets to Australian horses in March 2008 with minimal changes to quarantine requirements (Page 62)
	Develop breeding technologies and understanding of animal biology for tropical marine finfish by June 2008	Groundbreaking research on how to reliably farm commercial quantities of tropical reef fish species is providing the state's aquaculture farmers with opportunities to boost profits (Page 65)

016

What we plan to do 3–5 year outlook	Impact on industry			Performance against MPS target			Status
	Industry	2006–07 GVP \$M	2007–08 GVP \$M	MPS measure*	Target	Actual	
While the Australian Government FarmBis program ended 30 June 2008, DPI&F will continue to provide formalised training and skills development for Queensland's primary industries	All	12,531	12,375	Group E: AAA Farmbis subsidised training occasions	3,000	5,722	✓
Increase profitability of beef enterprises, increase industry capacity to manage for change and climate variability, and accelerate genetic improvement of the beef industry using leading edge technology	Beef	3,802	3,440	Group E: Business capacity building activities: participants engaged in business development activities	6,721	12,626	↑
Further develop six elite <i>Corymbia</i> -based hybrids with proven wood quality characteristic for commercial deployment by June 2011	Forestry	493	504	Group D: Improved varieties, cultivars and commercialised parent lines	26	68	✓
Release two new forage oat cultivars with 10% increase in forage yield over existing commercial varieties and multi-gene resistance to leaf rust by June 2011 and June 2013	Other cereal grains	15	20	Group D: Improved varieties, cultivars and commercialised parent lines	26	68	✓
Continue to build Queensland's capacity to respond effectively to recovery from emergency pest and diseases	Horse Industry	No GVP figures available for this industry		Group H: State and National arrangements managed for responses to specific large-scale exotic and endemic pests and diseases	6	6	✓
Produce a set of industry notes to facilitate technology transfer of Tropical Marine Finfish production methods to industry by June 2009	Fishing	345	345	Group D: Systems standards tools for improved production efficiency	74	66	→

*MPS = Ministerial Portfolio Statement. MPS targets represent a whole-of-department result.

- ✓ achieved
- ↑ significant progress
- some progress

017



Outcome	What we planned to do	Performance
Market access (continued)	Implement area freedom surveillance systems according to national guidelines and state activity plan, including inspections for high priority pests including citrus canker	After the successful response to the citrus canker outbreak, 180,000 trees were replanted after passing stringent inspections by DPI&F Inspectors at source nurseries outside the Pest Quarantine Area. (Page 61)
	Identify one mango bioactive fraction using cell-based assays by June 2008	To ensure the highest value consumer foods, DPI&F food scientists examine the chemical, biological and physical properties of food from the farm gate to the plate (Page 65)
Trade development	Increase access to national and international markets	Queensland citrus has a 'foot in the door' to significant export markets in China. Exports of Queensland-grown citrus to China during 2007 have tripled, since the first containers of Honey Murcott mandarins were shipped out in 2006 (Page 69)
	Develop one new bioactive extract from sugar by December 2007	DPI&F scientists are working on a range of natural sugar by-products to appeal to health conscious consumers. DPI&F is involved in designing a process which removes woody sugarcane rind and leaves behind only high-quality cane pith containing antioxidants and fibre which are usually lost during the white sugar manufacturing process (Page 71)
Industry adaptability	Coordinate response to unforeseen events impacting on a particular location or sector within one month of event	To help primary producers manage flood impacts, DPI&F ensured farm financial counsellors were on hand to help primary producers access recovery programs such as financial assistance, established a database to record stock losses, coordinated fodder drops and provided pest and disease advice (Page 74)
	Finalise 95% of Drought Relief Assistance Scheme (DRAS) applications within four weeks of receipt, and finalise payment of estimated 4,500 freight subsidy applications	54.3% of Queensland was still officially drought declared as at 30 June 2008. DPI&F assisted primary producers experiencing drought through the Drought Relief Assistance Scheme and freight assistance subsidies (Page 75)

018

What we plan to do 3–5 year outlook	Impact on industry			Performance against MPS target			Status
	Industry	2006–07 GVP \$M	2007–08 GVP \$M	MPS measure*	Target	Actual	
Surveillance systems are developed and implemented in accordance with relevant standards and national contract or agreement requirements and/or state project plans	Mandarin	90	85	<i>Group H: State and national arrangements managed for responses to specific large-scale exotic and endemic pests and diseases</i>	6	6	✓
Develop one new cell based assay for mango bioactivity by June 2009	Mango	80	45	<i>Group D: Innovative technologies (including molecular tools) developed through revolutionary R&D effort</i>	12	10	→
Continue to work with food and agribusiness companies along the supply chain to facilitate increased trade and exports	Mandarin	90	85	<i>Group C: major trade development activities: trade missions</i>	40	52	✓
Publish the identification of three bioactive polyphenolic compounds in sugar extracts by June 2009	Sugar	1,075	750	<i>Group D: Innovative technologies (including molecular tools) developed through revolutionary R&D effort.</i>	12	10	→
Coordinate response to unforeseen events impacting on a particular location or sector within one month of event	All	12,531	12,375	<i>Group C: Business assistance: farm enterprises assisted through business analysis/financial counselling services</i>	900	783	→
Finalise 95% of DRAS applications within four weeks of receipt, and finalise payment of estimated 4,500 freight subsidy applications	All	12,531	12,375	<i>Group C: Business assistance producers assisted to access Government financial assistance</i>	300	527	✓

019

*MPS = Ministerial Portfolio Statement. MPS targets represent a whole-of-department result.

- ✓ achieved
- ↑ significant progress
- some progress



Outcome	What we planned to do	Performance	
Industry adaptability (continued)	Develop integrated farming systems, including two polyculture trials (fish, crab, prawn, worm, seaweed tropical abalone) by 2010	DPI&F scientists currently developing new ecologically-efficient models for aquaculture farms where complementary species are grown together (Page 78)	
Sustainable resource use	Provide strategic direction for weed and pest animal management activities of internal and external stakeholders through Queensland Biosecurity Strategy	The Pest Offensive aims to control woody weeds, prevent weed seed from spreading, identify and prevent new weed threats, improve pest management in Aboriginal and Torres Strait Islander communities and better manage wild dogs and feral pigs (Page 82)	
	Issue 37,500 stocked impoundment permits per year	Stocked Impoundment Permit Scheme (SIPS) funding has resulted in the release of over 9.5 million native fish into 30 participating Queensland dams, and has raised over \$4 million dollars to improve the quality of freshwater recreational fishing (Page 86)	
	Conduct 10 workshops and/or adult learning opportunities on integrated pest management by June 2008	DPI&F staff conducted a range of integrated pest management training for growers, consultants and agronomists (Page 80)	
	Maintain the safety of swimmers from shark attack on 85 Queensland beaches	DPI&F ensured the safety of swimmers by maintaining and monitoring shark nets and drumlines for 85 Queensland beaches (Page 84)	

	What we plan to do 3–5 year outlook	Impact on industry			Performance against MPS target			Status
		Industry	2006–07 GVP \$M	2007–08 GVP \$M	MPS measure*	Target	Actual	
	Develop production systems for polychaete and seaweed co-culture integrated on-farm to enhance productivity and sustainability of prawn farming by June 2010	Aquaculture	75	80	<i>Group D: Systems, standards and tools for improved production efficiency</i>	74	66	→
	Provide strategic direction for weed and pest animal management activities of internal and external stakeholders through Queensland Biosecurity Strategy	All	12,531	12,375	<i>Group G: Number of declared, new and regional priority pest species subject to research to improve control measures</i>	22	22	✓
	Issue 37,500 stocked impoundment permits per year	Fishing	345	345	<i>Group L: Stocked impoundment permits issued</i>	37,500	39,500	✓
	Deliver 10 training workshops to more than 500 farmers and agronomists in the grains and cotton industry by June 2009	Cereal grains and cotton	551	1,080	<i>Group E: Activities designed to achieve adoption of technologies delivered by DPI&F</i>	227	275	✓
	Maintain the safety of swimmers from shark attack on 85 Queensland beaches	Tourism	No GVP figures available for this industry		<i>Group N: Shark control beaches covered by the Shark Control program</i>	84	85	✓

*MPS = Ministerial Portfolio Statement. MPS targets represent a whole-of-department result.

- ✓ achieved
- ↑ significant progress
- some progress



Corporate governance strategy	What we planned to do	Performance
Improving the way we do business	Deliver service improvements to ITS customers through new technologies and information delivery methods	DPI&F's Business Information Centre received 173,527 calls with over half of these relating to equine influenza (51.75%) (Page 41)
	Design and deliver Dialogue for Action Forums for external stakeholders	DPI&F conducted 13 'Dialogue for Action' forums with its external stakeholders to proactively seek valuable independent observations and perspectives on emerging critical and sensitive issues (Page 40)
	Prepare implementation plan for addressing DPI&F research infrastructure needs by January 2008 (and update quarterly)	Through DPI&F's co-investment with other agencies in a range of new facilities, Queensland is set to become a leader in science and technology research and development (Page 11)

What we plan to do 3–5 year outlook	Impact on industry			Performance against MPS target			Status
	Industry	2006–07 GVP \$M	2007–08 GVP \$M	MPS measure*	Target	Actual	
Provide ICT support for emergency responses and preparedness	All	12,531	12,375	<i>Group E: Information products and services, business information centre enquiries</i>	100,000	175,399	✓
Design and deliver Dialogue for Action Forums for external stakeholders	All	12,531	12,375	There is no specific MPS measure aligned to this work; however, this work is critical for the department to deliver its products and services			
Prepare implementation plan for rationalisation of research facilities and their integration with agricultural colleges by February 2009	All	12,531	12,375	There is no specific MPS measure aligned to this work; however, this work is critical for the department to deliver its products and services			

*MPS = Ministerial Portfolio Statement. MPS targets represent a whole-of-department result.

- ✓ achieved
- ↑ significant progress
- some progress



Outlook for 2008–09

2008–09 will be another year of **challenge and opportunity** for Queensland's primary industries sector. Significant challenges and opportunities include:

- *climate change*—affects availability of water and production levels, and alters biosecurity risks over time
- *increasing global demand for food and fibre*—this opportunity is coupled with increased competition from all other exporting nations and with other domestic industry sectors and means that even greater emphasis must be placed on maintaining Queensland's disease-free status
- *skills and labour shortage*—productivity growth is limited by the availability of skilled staff, also in high demand in competing industries such as mining
- *biosecurity capacity*—building a shared responsibility through a new biosecurity strategy and improvements to biosecurity emergency response systems.

In 2008–09, DPI&F will deliver its 'fresh approach' to supporting industry in meeting challenges and realising opportunities. Our enhanced service delivery plan will:

- address the skills shortage by developing an integrated model for industry training services with Australian Agricultural College Corporation
- build Queensland's science capacity through collaborative partnerships with research and development providers, such as the university sector
- establish agribusiness service centres in key agri-economic zones to better meet industry's needs.

Our 2008–09 investment will target key departmental outcomes:

- *improved productivity and efficiency*—boosting productivity in key growth industries by investing in research and development which capitalises on Queensland's strengths in tropical science and biosecurity
- *market access*—developing Queensland's first biosecurity strategy, maintaining Queensland's freedom from new pests and diseases and conducting research to enable us to meet the quarantine requirements of key growth markets
- *industry adaptability*—improving primary producer preparedness and capacity to respond to climate change and variability by participating in the whole-of-government review of integrated drought assistance programs
- *sustainable resource use*—improving profitability and sustainability of fisheries through a new fisheries strategy
- *trade development*—working collaboratively with industry and businesses to increase exports into markets such as for Queensland mangoes into China.