

Our future DAF—preparing the way

Corporate governance

The accountable officer for DAF is the Director-General, who has responsibility under the *Public Service Act 2008* (s. 98) for the governance and operation of the department. The Director-General is supported in this role by the Board of Management, which comprises the department's executives.

Efficient, effective and ethical governance is fundamental to improving performance, achieving better service delivery outcomes, and meeting corporate obligations and legislative requirements. DAF is committed to improvement and to ensuring the department is delivering efficient and transparent outcomes for Queensland.

In 2016, an external consultant was engaged to provide guidance on improvements to our governance arrangements, and to ensure that they were achieving best practice for a public sector department. In response, DAF commenced a new fit-for-purpose governance structure on 1 July 2017. The new structure aligns strategy and performance, introducing a new approach to governance.

The changes ensured the Board of Management took a strategic perspective for DAF into the future, informed by a new Demand and Resource Committee, which focused on the operational activity of the department. The Workplace Health and Safety Committee supported these two committees and continues to focus on protecting the health, safety and welfare of all employees, contractors, visitors, and other people who may be affected by DAF's work.

In addition, the Information and Communication Technology Committee (formerly the ICT Investment and Strategy Committee) and Capital Works Committee continued as subcommittees of the Demand and Resource Committee. The Audit and Risk Committee continued as an independent committee providing assurance and assistance to the Director-General on risk, external accountability and the department's integrity framework.

DAF's governance is supported by our impact and investment framework (see page 25). The framework links planning and performance to the delivery of impact. It provides a line of sight for individuals from their day-to-day work to departmental goals and positions DAF to demonstrate how its work makes a difference and represents good value for money.

Ethical behaviour and values

Ethical behaviour is the cornerstone of effective corporate governance. Providing ethical leadership is a vital ongoing activity within DAF. This requires leading by example and providing a culture built on commitment to integrity and impartiality, promoting the public good, and accountability and transparency.

All DAF employees are expected to adhere to the Queensland public service values and code of conduct. All employees undertake mandatory training regarding the code of conduct and ethical decision-making (94% of staff had completed this training on 30 June 2018). Fraud awareness and corruption prevention training supports the department's zero tolerance for this behaviour. In 2017–18, 85% of staff completed this training.

DAF's prevention activities over the past year have focused on enhancing the department's culture of reporting and addressing any issues at an early stage. The annual code of

conduct training was released in November 2017 for completion by all staff by 30 June 2018. The department also ran Fraud and Corruption Week from 20 to 24 November, which included a presentation from the Crime and Corruption Commission on fraud and corruption in the public service.

The Queensland public service values are core to DAF. By encouraging employees to emulate these behavioural standards, the department can be confident it will be trusted by the public and be a satisfying place for employees to work. During DAF’s capability blueprint review (see page 97), other government departments, external organisations and industry groups described DAF staff as motivated, committed, approachable, innovative, reliable and striving for excellence—behaviours modelling and aligned with the Queensland public service values.



Figure 20: The Queensland public service values

Governance committees

Six departmental governance committees advised and assisted the Director-General in fulfilling her role to manage the department in a way that promotes the effective, efficient and appropriate management of public resources. Further details on each of those committees is contained in Table 15.



Figure 21: DAF’s governance committee structure at 30 June 2018

Table 15: DAF's governance committees

Committee name	Chair and key responsibilities
<p>Board of Management</p>	<p>Chair: Director-General</p> <p>Is collectively responsible for the long-term performance, business success and timely delivery of key priorities for DAF</p> <p>Provides leadership and decision-making that sets the strategic direction of the department to ensure goals and objectives are met</p>
<p>Demand and Resource Committee</p>	<p>Chair: Acting Chief Biosecurity Officer</p> <p>Oversees the development and implementation of systems, practices and controls to ensure the efficient, effective and economic financial and performance management of the department</p> <p>Specifically, endorses and submits to the Board of Management for consideration and approval:</p> <ul style="list-style-type: none"> • budgets • major expenditure (capital and operational) within defined criteria • risk management and assurance • strategies and plans to improve performance
<p>Workplace Health and Safety Committee</p>	<p>Chair: Director-General</p> <p>Ensures statutory and organisational requirements for the management of workplace health and safety (WHS) matters are met</p> <p>Considers strategic WHS issues across the department</p> <p>Ensures the appropriate development and implementation of WHS processes, policies and procedures to safeguard a work environment free from harm</p>
<p>Information and Communication Technology Committee (subcommittee of the Demand and Resource Committee)</p>	<p>Chair: Acting Deputy Director-General Corporate</p> <p>Provides assurance to the Director-General and the Board of Management that information and communication technology (ICT) management, operations and expenditure deliver the outcomes sought within budget and time lines</p> <p>Monitors significant risks of ICT projects</p>
<p>Capital Works Committee (subcommittee of the Demand and Resource Committee)</p>	<p>Chair: Executive Director, Agri-Science Queensland</p> <p>Evaluates proposals for minor capital expenditure programs and maintenance</p> <p>Provides recommendations to the Demand and Resource Committee on budget proposals</p>
<p>Audit and Risk Committee</p>	<p>Chair: Graham Carpenter (independent member)</p> <p>Reviews, monitors and recommends improvements to the department's governance arrangements, risk management, internal and financial control processes and processes for monitoring compliance with legislation and government policy</p> <p>Provides independent advice and assurance to the Director-General in meeting obligations under the <i>Financial Accountability Act 2009</i></p>

Audit and Risk Committee

The Audit and Risk Committee assists the Director-General to improve the organisation's accountability and performance in accordance with its charter and the Queensland Treasury *Audit committee guidelines: improving accountability and performance* (June 2012). The Audit and Risk Committee is the only governance committee that has an independent chair and representatives. Independent members that are external to the public service are entitled to be remunerated for their time.

The committee convened five times during 2017–18. Internal Audit Services provided secretariat support to the committee. Key matters considered by committee members included review and revision of the committee charter, review of 55 internal audit recommendations, and closure of 53 internal audit recommendations. Committee members were also provided with recommendations from Queensland Audit Office reports to Parliament related to the department. During 2017–18, 12 recommendations were actioned and closed. Refer to 'Accountability and risk management' (page 90) for the internal and external audits of the department's operations.

Table 16: Audit and Risk Committee membership (as appointed by the Director-General) between 1 July 2017 and 30 June 2018

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Graham Carpenter	Consultant	Chair External member	5	5	\$12 000
Sue Ryan	Consultant	External member	5	5	\$3 000
Virendra Dua	Consultant	External member	5	5	\$8 780
Dr Jim Thompson	Chief Biosecurity Officer, Biosecurity Queensland	Internal member (to 7 September 2017)	5	1	--
Dr Wayne Hall	Executive Director, Agri-Science Queensland	Internal member	5	5	--
Claire Andersen	Executive Director, Fisheries	Internal member (from 8 September 2017)	5	4	--

As an independent external member and chair of the committee, Graham Carpenter was entitled to be paid \$2400 per meeting (excluding GST) to a maximum of \$12 000 per calendar year (excluding GST). As external members, Sue Ryan was entitled to be paid \$600 per meeting (excluding GST) to a maximum of \$3000 per calendar year (excluding GST), and Virendra Dua was entitled to be paid \$1756 per meeting (excluding GST) to a maximum of \$8780 per calendar year (excluding GST). These fees were payable to the committee members for their services to prepare for, and attend, up to five meetings per annum.

Business and Corporate Partnership

The December 2017 machinery-of-government changes led to a streamlining of the Business and Corporate Partnership arrangements. Four departments remain partners within the Business and Corporate Partnership:

- Agriculture and Fisheries
- Environment and Science
- Natural Resources, Mines and Energy
- Innovation, Tourism Industry Development and the Commonwealth Games.

Each partner was able to maintain its own core set of corporate services, including human resources, finance, planning and performance, and communication services. However, cooperative services within the partnership remain unchanged with departments hosting and sharing services including information technology, legal, accommodation, fleet, internal audit, procurement, right to information, and privacy.

The Business and Corporate Partnership Board is responsible for the long-term performance, business success and timely delivery of departmental key priorities within the partnership. It also provides leadership and sets the strategic direction of the partnership to enable it to meet its goals and objectives.

The membership of the board comprises the:

- Director-General, DAF
- Director-General, Department of Environment and Science
- Director-General, Department of Natural Resources, Mines and Energy
- Director-General, Department of Innovation, Tourism Industry Development and the Commonwealth Games
- Head of Corporate for each Business and Corporate Partnership hub.

Accountability and risk management

Internal audit

Internal audits give the department independent, objective assurance around risk management, control and governance processes. Internal Audit Services, a business unit within the Department of Environment and Science, undertakes internal audits for DAF. Its role, operating environment and responsibilities are established in the 2017–18 internal audit charter (which has due regard to the professional standards) and Queensland Treasury's *Audit committee guidelines: improving accountability and performance* issued by Queensland Treasury (June 2012).

In 2017–18, Internal Audit Services provided independent assurance and advice to the Director-General, senior management and the Audit and Risk Committee on:

- results of internal audits and assurance reviews undertaken, and status of implementation of internal audit and external audit recommendations to the Audit and Risk Committee (management is responsible for implementation of audit recommendations)

- liaison with the Queensland Audit Office (QAO) to ensure there was no duplication of audit effort
- corporate governance and related issues, including fraud and corruption prevention programs and risk management
- the department’s annual financial statements and Chief Finance Officer’s statements prior to them being presented to the Audit and Risk Committee.

The Audit and Risk Committee completed the following reviews under the DAF 2017–18 strategic internal audit plan:

- Water Availability Statement approval process
- Sustainable Fisheries Strategy—program monitoring and evaluation plan review
- SAP ECC5 Post Implementation Review—benefits realisation
- Sponsorships Management—Beef Australia 2018 Review
- Technology Commercialisation Fund Business Case Review
- ICT Procurement and Contract Management.

It also commenced the following reviews under the plan:

- Fraud and Corruption Risk Management—Implementation Support Review
- Research Facilities Cost Recovery Model Review
- Information Protection Security Review
- Review of Biosecurity Qld Emergency Preparedness, Response and Systems
- Readiness Review—Vessel Monitoring System
- Health and Safety Management System.

External scrutiny

Reviews and external audits promote transparency around how DAF manages its work and guide improved performance. This helps the department meet government and community expectations of accountability and value-for-money service delivery.

The QAO undertakes financial and performance audits within the public sector. In 2017–18, the following QAO reports and external reviews required action by DAF:

- The QAO report 6 to Parliament, *Fraud risk management—report 6: 2017–18*, assessed if agencies appropriately identified and assessed fraud risks, and applied appropriate risk treatments and control activities to adequately manage their exposure to fraud risks. QAO concluded that none of the agencies audited were effectively managing fraud risk, leaving themselves potentially exposed to fraud. Findings from two previous QAO reports had not been applied by the audited agencies and gaps in governance, fraud identification, detection and prevention were still being observed. While the audit did not specifically relate to the department, QAO found issues that related to public sector agencies as a whole and made recommendations accordingly.

QAO recommended departments:

- self-assess against better practices listed in the report to improve fraud control policies and plans and make sure accountabilities and responsibilities for fraud control are clear
- integrate fraud risk management systems and procedures within existing enterprise risk management frameworks
- monitor, through governance forums, exposure to fraud risk and the effectiveness of the internal controls to mitigate risks.

DAF responded with actions to implement the recommendations, including commissioning a review of the department's fraud and corruption risk management, performing regular reviews of fraud risk assessment processes, providing staff training on fraud and corruption risks and establishing an enterprise-wide risk management framework.

- QAO report 8 to Parliament, *Confidentiality and disclosure of government contracts—report 8: 2017–18*, assessed whether departments met contract disclosure requirements. QAO was unable to assess the extent and appropriateness of the use of confidentiality provisions in Queensland Government contracts due to the contracts registers of all departments audited lacking sufficient information. While the audit did not specifically relate to the department, QAO found issues that related to public sector agencies as a whole.

QAO recommended departments:

- meet all mandatory requirements set out in *Procurement guidelines*—contract disclosure
- improve their contract registers or contract management systems to ensure a complete record of all awarded contracts.

The department is currently awaiting advice and guidance from the Department of Housing and Public Works and subject to the release of the updated *Disclosure guidelines*, all mandatory requirements will be met.

- The Crime and Corruption Commission, Queensland, released the corruption audit report *Effectiveness of Queensland public sector corruption risk assessments, summary audit report* (September 2017). It examined corruption risk assessment processes directed towards producing effective anticorruption programs to address particular risks. The audit was conducted across six departments and statutory bodies, but did not include DAF.

DAF commissioned its own review of fraud and corruption risk assessment in the third quarter of 2017–18, taking into account the findings of the audit report. This review is due to be presented in September 2018 to the department's Audit and Risk Committee.

Risk management

The department manages risks and related management treatments within an enterprise-wide risk management framework. This approach enables risk to be managed at all levels of the organisation and, where required, the escalation of risks to the Board of Management.

The accompanying governance structure includes oversight of risk management by the Demand and Resource Committee and independent oversight by the Audit and Risk Committee.

The framework incorporates risks and the management of them for general business, fraud and corruption, workplace health and safety, business continuity, compliance with legislation, and complaints received that highlight customer service risks to the department.

The accompanying risk assurance framework provides assurance to the Director-General and the government that DAF's systems, policies and people are operating in a way that effectively delivers on its objectives while minimising risk.

Each business group manages their operational risks and treatments, which link to the department's strategic risks. All of these are documented in risk registers and assigned treatment owners. Collectively, these documents form the basis for regular reporting up to the department's governance committees. In keeping with the ever-changing operating environment, the department maintains a watchlist of significant risks that require immediate collective attention and action from across the department. Emerging risks are added to the watchlist as they are escalated. Key risk management activities during 2017–18 included:

- continued implementation of the recommendations from the Internal Audit Risk Maturity Assessment
- department-wide assessment of potential fraud and corruption risks
- updates on emergent risks, as well as quarterly review and reporting on treatment progress and control effectiveness against the organisational risk profile
- continued testing of business continuity plans for all critical business functions in conjunction with the Business Continuity Management Reference Group.

Information management

Information systems

Contemporary, efficient information systems assist DAF to make sound decisions and improve its services. They also enable the department to meet its legislative obligations and strategic objectives. The ICT resources strategic plan for 2017–2021 defines the department's ICT strategic priorities, outcomes and supporting activities. During 2017–18, major advances to improve services and work more efficiently included:

- successful completion of the Biosecurity Information Management Systems Program (which delivered the Biosecurity Online Resources and Information System and the Dog Breeder Registration System)
- continued upgrading of the Biosecurity Sciences Laboratory's information management system database (to mitigate the risk of misdiagnosis of samples)

- continued implementation of the body-worn camera solution for QBFP officers conducting field duties (to help ensure the safety of officers and assist with compliance and prosecutions)
- progressed implementation of a new system with multi-channel communication options for DAF's Customer Service Centre (to better serve stakeholders by giving them the ability to choose their preferred communication medium and to enhance DAF's preparedness capability during biosecurity incidents and natural disasters)
- continued development of the Portfolio Activity Reporting Information System (to manage the portfolio of RD&E projects for Agri-Science Queensland).

As we operate in an increasingly digital world, DAF is placing an increasing emphasis on the active management of digital risks and cyber security. Standardised practices and policies are in place to assist the department to achieve its digital agenda and best practice information management. These include:

- specific policies and procedures for information asset custodianship, information security, information security classification, information security access control, records management, digitisation disposal and the use of internet, email and other ICT facilities and devices
- information security planning activities in alignment with whole-of-government information standard (IS18) requirements, with a draft information security strategy (supported by an annual information security plan) currently being finalised
- provision of current information on DAF's portfolio of information assets via an information asset register; in 2017–18, information asset custodians completed an annual review of more than 240 information assets to meet departmental obligations associated with the Queensland Government Chief Information Office's information asset custodianship policy (IS44) and the 2017 ICT profiling standard
- assessment and security classification of information assets in accordance with the Queensland Government Information Security Classification Framework
- engagement with the privacy team (hosted in the Department of Environment and Science) to ensure that departmental projects and initiatives address the requirements of the *Information Privacy Act 2009*
- a digital recordkeeping approach that addresses the key components of integrity, accessibility, security and continuity.

Records management

DAF's comprehensive records management framework is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and relevant information standards. The recordkeeping framework includes appraisal and disposal programs, a suite of recordkeeping policies, management of legacy paper records, digitisation disposal policies, the digital delivery of legacy records, a functional electronic document and records management system, records training and support, records appraisal of business systems and an active program of transfers to Queensland State Archives.

The department has adopted a digital recordkeeping approach, which addresses the key components of information management, including integrity, accessibility, security and continuity. Work has commenced for the targeted digital capture of high-value records and the preservation of digital corporate memory for the department.

The department's records are managed through approved retention and disposal schedules: Agriculture QDAN 719, Fisheries QDAN 724 and Forestry QDAN 725. Documented processes for records disposal are in place.

Releasing information

As digital technologies become widespread and permeate all aspects of our services, access to information and data (for research, private and commercial use) is becoming more important to Queenslanders. The Open Data portal is the Queensland Government's commitment to releasing data and allowing it to be freely used, reused and redistributed by anyone, anytime and anywhere. The Queensland Government is committed to making open data useful and usable for community and industry as part of its DIGITAL1ST strategy.

To support this commitment, DAF reassessed its open data maturity in 2017–18, developing an action plan to support DAF business groups to increase the integration of open data into their business processes. The reassessment supported the department's overall goals for open data to increase our transparency and the value we derive from our data, and to support new business solutions and ideas.

The Queensland Government's website and its many portals provide access to information, services and data. In accordance with the *Right to Information Act 2009*, categories of public information that the department makes available are listed at www.daf.qld.gov.au.

There are also a range of specific public reporting requirements that are now released online through the Open Data portal (www.data.qld.gov.au) instead of being included in the annual report. These include:

- consultancies
- overseas travel
- the *Queensland language services policy*.

The reporting requirement for government bodies is available at www.daf.qld.gov.au.

DAF also provides the eResearch Archive, which is a public digital archive of DAF's scientific and research output (publications and datasets). This research output is freely available to internet users across the world. It is maintained by our Research Information Service in the Ecosciences Precinct.

People management

Profile

The Queensland public sector quarterly workforce profile for June 2018, based on the Minimum Obligatory Human Resource Information data, shows that DAF had 2043 full-time equivalent (FTE) staff and a permanent separation rate of 4.38%.

The FTE total included Business and Corporate Partnership staff providing ICT and fleet management support to DAF and three other agencies.

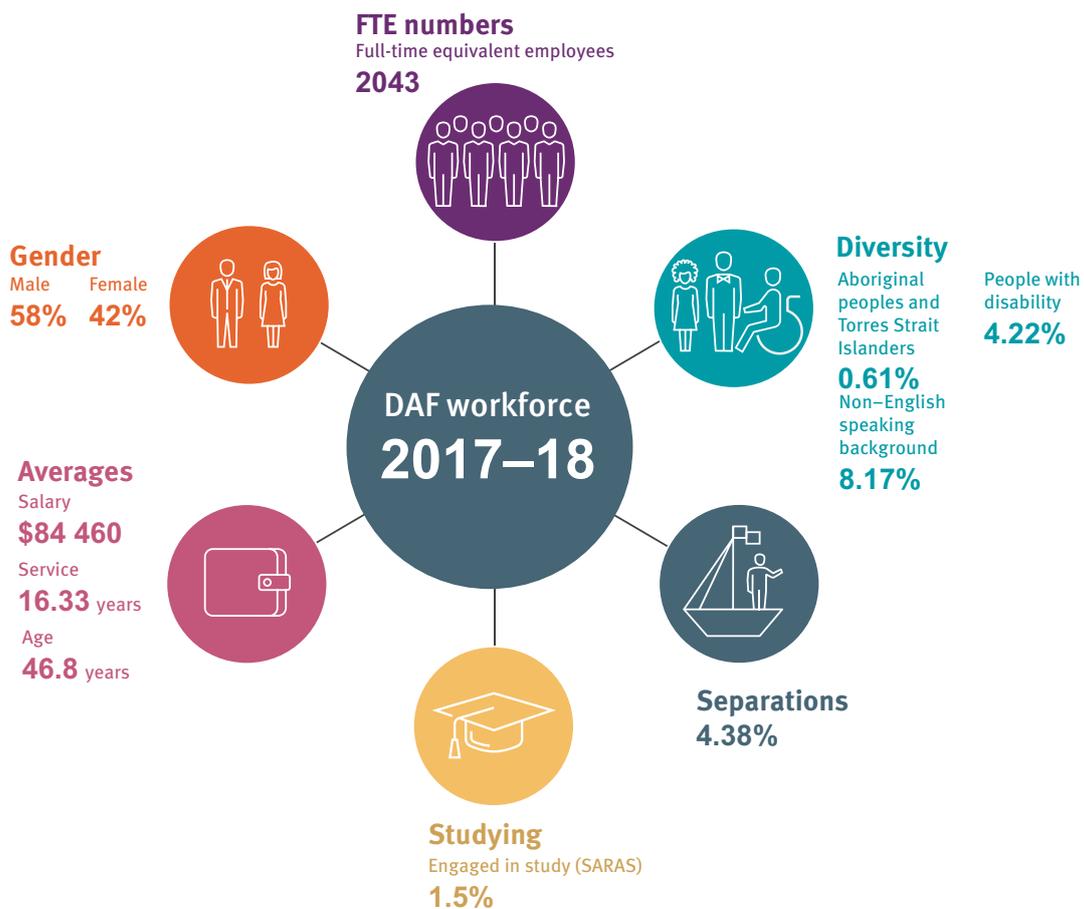


Figure 22: DAF workforce key statistics

Our future workforce

In 2017, the Queensland Government's 10-year human capital outlook and 3-year strategic road map provided the Queensland public sector with a whole-of-sector plan for the future workforce. Together they informed the agenda for change and the strategic imperatives to position agencies for a radically different future. The human capital outlook identified four critical levers for change:

- talent acquisition
- leadership and capability
- new ways of working
- culture.

DAF has developed a strategic human resource management plan, informed by people analytics, to ensure our continued alignment with these sector-wide strategies.

Strategies within the workforce plan have been designed to contribute to all four identified levers for change across the ‘life cycle of our employees’ (talent acquisition, development, succession). This includes, for example, education programs to enhance leadership capability for our leaders at all levels. The plan aims to enable positive improvement in people management behaviour and build a culture that supports more flexibility and choice, a safe and resilient environment and healthy work–life blend.

DAF continues to have a strong culture and history of professional development to meet changing service demands and business priorities. In 2017–18, internal talent development was supported by the Study and Research Assistance Scheme (SARAS), attendance at workshops and conferences, study tours, and regular online and face-to-face learning programs. A skills mapping process was initiated within Biosecurity Queensland to identify key workforce capability strengths and gaps. This model can be extended throughout DAF and will improve service delivery into the future. The revised Professional and Technical Officers Progression Scheme, designed to recognise and reward outstanding performance, resulted in the progression of 64 professional officers in 2017. The announcement of successful technical officer progressions for 2018 is anticipated shortly.

Capability blueprint review

In 2017, the Public Service Commission Chief Executive Officer Leadership Board requested each department conduct a capability blueprint to assess its strengths and opportunities for improvement. DAF’s Board of Management embraced this process as an opportunity to identify key themes to drive increased organisational performance.

On 1 September 2017, DAF’s capability blueprint was released. This assessment was well timed to draw together several existing future-focused initiatives, including the six strategic priority projects under the Future Fit Ideas: Action banner, the *Queensland sustainable fisheries strategy 2017–2027*, the *Draft Queensland biosecurity strategy: our next five years 2017–2022*, and the discussion paper on the agriculture and food RD&E 10-year roadmap.

The blueprint is a point-in-time assessment of the department’s strengths and opportunities for improvement as a public sector organisation against three themes—strategy, leadership and delivery. The assessment found the department had many strengths. Its approach to outcome-focused strategy rated particularly well and DAF is considered to be leading in this area. In other aspects, the department was found to be maturing.

Four key themes emerged during the project: the department moving from less doing to more leading; the importance of the impact and investment framework; a stronger service culture between and within agencies; and valuing regions. The outcomes of the review are now being used to drive performance improvements across DAF.

Building on the capability blueprint, the Director-General launched *FutureDAF* in April 2018.

FutureDAF

FutureDAF aims to make the most of the collective experience, creativity, knowledge and skills of staff to deliver better ways of working and better outcomes for Queenslanders. It builds on the achievements of the Future Fit Ideas: Action program, to engage staff in driving innovation and a culture of continuous improvement. The program provides opportunities for staff to identify and discuss issues and implement ideas that make a real difference to how DAF does business. The key elements of the program are identified in Figure 23.

FutureDAF links with other departmental initiatives such as the impact and investment framework, the strategic plan and the findings of the annual Working for Queensland survey. There are also synergies with the findings from the capability blueprint assessments.

As part of commencing the FutureDAF program, the FutureDAF Innovation Fund was established. It offered staff a total of \$20 000 per region and \$20 000 for Brisbane to help DAF staff turn their innovative ideas for improving how we work into reality. Staff from across the state had the opportunity to submit proposals for funding of up to \$10 000 per project for delivery in 2018–19.

All staff were encouraged to apply for roles as DAF innovation champions. In total, 24 staff were selected and have undergone training to help them develop techniques and tools to support and lead innovation in the department. Training ranged from adaptive learning and leadership to collaboration, everyday innovation and measuring success.

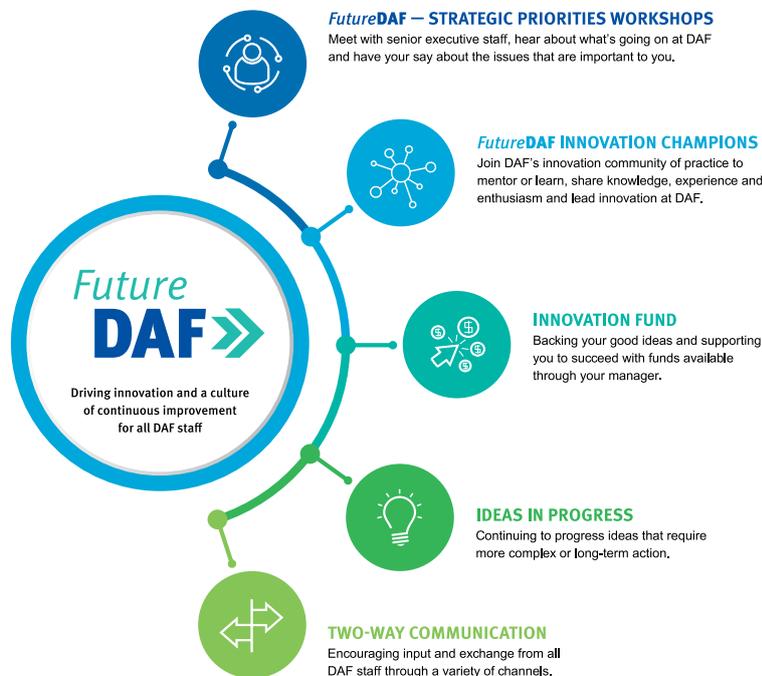


Figure 23: The FutureDAF continuous improvement model

Culture and performance

During 2017–18, DAF focused on building and maintaining an inclusive, constructive and agile workplace culture to improve organisational performance. Leaders at all levels were encouraged to adopt more effective leadership strategies balanced between task and interpersonal orientation to foster higher employee engagement and increase cross-group collaboration. Opportunities in 2017–18 included:

- active participation in masterclasses and seminars sponsored by the Public Service Commission and the Leadership Board
- the Cerno 360° feedback survey for all senior leaders based on the Workforce Success Profile for Program Managers, including a ‘perceived leadership potential’ survey to identify relevant development strategies and facilitate active succession planning
- unconscious bias training to examine consistent tendency to respond in a particular way and strategies to consciously override that tendency in order to make unbiased decisions
- quarterly senior leaders forums to provide opportunities to discuss government and departmental priorities and how best to coordinate DAF’s efforts, frequently including relevant input from the Minister, external stakeholders and industry guests
- a stakeholder engagement capability forum to promote DAF’s stakeholder engagement strategy and toolkit, and to discuss how best to grow internal capability and capacity
- a session on strategy and risk for directors and officers in the public sector facilitated by the Australian Institute of Company Directors.

During 2018–19, DAF will continue to work on succession planning by extending the ‘perceived leadership potential’ survey to include emerging leaders at the level below senior leader. Coupled with 360° feedback and normal performance assessment processes, this information will help inform appropriate cross-group rotations and the offer of short-term projects.

The department delivered several blended learning and development initiatives in 2017–18 for all staff, with a particular focus on building management and leadership skills. These included:

- Confident People Management—a program for high-performing team leaders
- Conquering Complex Performance Management Challenges—a series of state-wide seminars to build the skills and confidence of managers to manage others and improve performance in complex cases
- training in policy skills
- online and face-to-face programs offering practical tools and strategies to build resilience.

Throughout the year, the department recognised and celebrated the achievements, innovation and service excellence of staff. The department participates in whole-of-government award programs such as the Public Service Medal and Prime Minister’s Award for Excellence. The department also offers a range of internal reward and recognition programs, including the DAF Incentive Program, DAF Achievement Awards, DAF Australia Day Achievement Awards and the DAF Professional and Technical Officers Progression Scheme.

Diversity and inclusion

DAF has continued to champion safe, inclusive and diverse workplaces to better reflect the community we serve. DAF believes diversity in the workforce is critical to delivering quality services to the community. Key initiatives supported this year to help raise awareness and build diversity to meet the 2022 employment diversity targets included:

- NAIDOC week celebrations with approximately 800 visitors to the DAF marquee at the Musgrave Park Family Fun Day, with staff also attending a special presentation by Uncle Des Sandy
- continuation of funding and support for two Aboriginal traineeships within Biosecurity Queensland (in collaboration with the federal Department of Agriculture and Water) in the Northern Peninsula Area, to help build Queensland's biosecurity capability in this high-risk region and offer a unique cultural perspective and understanding of the area
- celebration of International Women's Day with several events, including a rousing presentation by Australian journalist and television presenter Pip Courtney, which was live-streamed to DAF staff across the state
- partnership with the Anti-Discrimination Commission of Queensland to deliver unconscious bias training to several locations throughout Queensland.

Safe and healthy people and workplace

The health and safety of DAF's workforce and workplaces is central to DAF being able to effectively deliver our services. WHS network groups meet regularly to discuss and resolve strategic and operational WHS issues. DAF created, maintained and improved a proactive WHS culture through its strategic health, safety and wellbeing program.

Key initiatives of the program during 2017–18 included:

- a domestic and family violence program to promote a respectful workplace culture and provide support to those whose lives are affected by domestic and family violence
- delivery of health checks, with results used to inform evidence-based campaigns
- enhancing the medical case management processes, ensuring our employees are supported to remain at work or return to work as soon as possible after an injury or illness
- regular meetings of WHS network groups to resolve strategic and operational WHS issues in the department
- the annual health and safety week to promote a positive health and safety culture
- WHS leadership awards to recognise those who help make the department a healthier and safer workplace
- scheduled audits to ensure the maintenance of a safe working environment
- quarterly performance reporting and benchmarking of performance to ensure continual improvement
- training sessions to build capacity around health and safety management, obligations and bullying and harassment
- the influenza vaccination program.

DAF continues to see the positive results of its WHS program in the WorkCover Queensland premium with statutory claim costs reduced by \$191 070.30 from the previous financial year. As at 30 June 2018, the department's average monthly payments across the WorkCover industry classifications were also all tracking well and under the industry average for comparable industry classifications. Total claim payments for 2017–18 were \$186 104 less across all industries than for 2016–17.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid during 2017–18.

White Ribbon accreditation

In May 2018, DAF commenced working towards becoming a White Ribbon Australia accredited workplace.

The goal of the 15-month accreditation program will see:

- DAF leaders modelling a culture of safety, support, respect and accountability
- the department equipped with effective policies and procedures to prevent and respond to violence against women
- support for those experiencing domestic and family violence, including referral to professional organisations for counselling and other safety assistance, ensuring local workplace safety, and provision of leave entitlements and flexible working arrangements where needed.

As part of the department's commitment, DAF's senior leaders have pledged their support to preventing violence against women by signing the White Ribbon oath:

'I will stand up, speak out and act to prevent men's violence against women.'

The department also participated in the Darkness to Daylight Challenge in May 2018, to help raise awareness and support for those affected by domestic and family violence. As part of the event, the department raised \$4272 for Australia's CEO Challenge.

In 2018–19, DAF will educate its leaders to better recognise, respond to and refer instances of domestic and family violence. The department will also undertake significant initiatives to raise awareness and increase capability, promoting and building on DAF's respectful, safe and inclusive culture.



Figure 24: DAF's senior leaders pledging their commitment to preventing violence against women by signing the White Ribbon oath