

Our future DAF—preparing the way

Corporate governance

The Director-General, as the accountable officer for DAF, has responsibility under the *Public Service Act 2008* (s. 98) for the governance and operation of the department. The Board of Management supports the Director-General in this role.

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

Governance committees

DAF's governance structure (see Figure 8) aligns strategy to performance and accountability. Departmental governance committees advise and assist 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 the committees is contained in Table 15. DAF is also part of the Business and Corporate Partnership and participates in those governance arrangements.

DAF's governance is supported by our impact and investment framework (see page 15). 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.

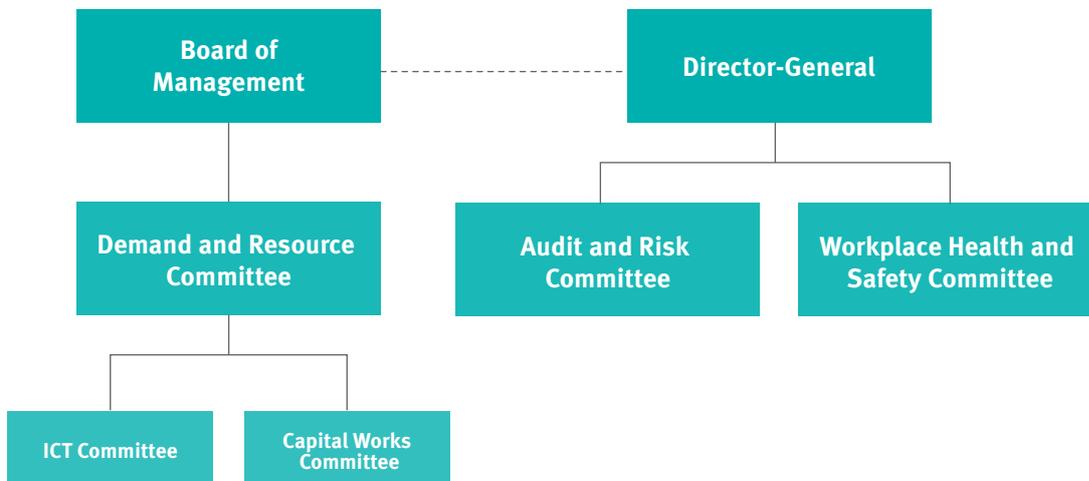


Figure 8 DAF's governance committee structure at 30 June 2019

Table 15 DAF's governance committees at 30 June 2019

Committee name	Chair and key responsibilities
Board of Management	Chair: Director-General Provides leadership and decision-making that sets the strategic direction of the department to ensure goals and objectives are met
Demand and Resource Committee	Chair: Deputy Director-General, Biosecurity Queensland Oversees the development and implementation of systems, practices and controls to ensure the efficient, effective and economic financial and performance management of the department
Workplace Health and Safety Committee	Chair: Director-General Ensures statutory and organisational requirements for the management of WHS matters are met
Information and Communication Technology Committee (subcommittee of the Demand and Resource Committee)	Chair: Deputy Director-General, Corporate 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 risk appetite, budget and time lines
Capital Works Committee (subcommittee of the Demand and Resource Committee)	Chair: Executive Director, Agri-Science Queensland Evaluates proposals for minor capital expenditure programs and maintenance Provides recommendations to the Demand and Resource Committee on budget proposals
Audit and Risk Committee	Chair: Sue Ryan (independent member) 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 Provides independent advice and assurance to the Director-General in meeting obligations under the <i>Financial Accountability Act 2009</i>

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's *Audit committee guidelines: improving accountability and performance* (June 2012). The Audit and Risk Committee is the only governance committee that has an independent chair. It also has independent as well as departmental representatives. Independent members, who are external to the public service, are entitled to be remunerated for their time.

The committee convened five times during 2018–19. Internal Audit Service provided secretariat support to the committee. Key matters considered by committee members included review and revision of the committee charter, review of 74 internal audit recommendations and closure of 47 internal audit recommendations. Committee members were also provided with recommendations from Queensland Audit Office (QAO) reports to Parliament related to the department. During 2018–19, 15 recommendations were actioned and closed. Refer to 'Accountability and risk management' (page 69) for the internal and external audits of the department's operations.

Table 16 Audit and Risk Committee membership between 1 July 2018 and 30 June 2019

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Graham Carpenter	Consultant	Chair External member	1	1	\$2400
Sue Ryan	Consultant	Chair External member	5	4 1	\$9600 \$600
Virendra Dua	Consultant	External member	5	5	\$9090
Dr Wayne Hall	Executive Director, Agri-Science Queensland	Internal member	5	4	---
Claire Andersen	Executive Director, Fisheries	Internal member	5	5	---

Note: Audit and Risk Committee external members' fees are paid by DES under the Business and Corporate Partnership Arrangements.

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). Graham's appointment as independent external chair of the committee expired on 28 September 2018.

As an independent external member, Sue Ryan was entitled to be paid \$600 per meeting (excluding GST) to a maximum of \$3000 per calendar year (excluding GST) and as an independent external chair of the committee, Sue was entitled to be paid \$2400 per meeting (excluding GST) to a maximum of \$12 000 per calendar year (excluding GST). As an independent external member, Virendra Dua was entitled to be paid \$1818 per meeting (excluding GST) to a maximum of \$9090 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 year.

Business and Corporate Partnership

The Business and Corporate Partnership delivers corporate services and business programs to support four Queensland Government departments—DAF, DES, DNRME and DITID—to deliver their priorities.

The Partnership operates through three corporate hubs embedded in DAF, DES and DNRME. Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services (to the host agency) and a number of cooperative services (to partnering agencies). DAF hosts the information technology, online learning and fleet services and receives legal, accommodation, internal audit, procurement, right-to-information and privacy services from its partner agencies.

Until October 2018, the Business and Corporate Partnership board comprised the Director-Generals of DAF, DNRME and DES, as well as the three Heads of Corporate. Following a QAO review (see 'External scrutiny', page 70), the work of the board was refocused to deliver on the recommendations for shared corporate services. Membership was also revised to include the Deputy Director-General, Corporate of DES (chair), the Heads of Corporate for DAF, DNRME and DES, and a representative of DITID and the Department of Housing and Public Works.

Ethics and integrity

The Queensland public service values are fundamental to DAF's focus on accountability and performance. By demonstrating these behavioural standards, the department builds public trust and is a rewarding place for employees to work.



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Figure 9 The Queensland public service values

All DAF employees are expected to demonstrate high ethical standards and values in accordance with the *Code of conduct for the Queensland public service*. All employees undertake code of conduct and ethical decision-making training upon commencement and annually thereafter. At 30 June 2019, 96% of staff had completed this training.

The department has a zero tolerance for fraudulent or corrupt behaviour. In 2018–19, 91% of staff completed fraud awareness and corruption prevention training. This training is mandatory upon commencement and must be completed again every 2 years. International Fraud Awareness Week ran from 11 to 17 November 2018 and statewide, face-to-face fraud and corruption awareness training was delivered to managers to ensure staff remained vigilant to these behaviours.

DAF also concentrated training and coaching efforts on helping managers and supervisors apply the sector-wide Conduct and Performance Excellence framework to intervene early and resolve unsatisfactory conduct and performance. The department released its new Managing Employee Conduct and Performance Policy and Procedure and Employee Complaints Management Policy and Procedure in March 2019 to support staff in undertaking these roles. All staff are required to have individual performance and development agreements that include specific obligations in relation to conduct.

We encourage customers to tell us if they are dissatisfied with a service or decision they receive from the department. To improve our complaints management handling, DAF partnered with the Queensland Ombudsman Office to conduct a series of training sessions across the department. Approximately 100 staff from across the state attended. The customer complaints procedures and recording system have also been improved.

Our complaints management framework is being reviewed to ensure DAF can properly respond to strengthened human rights grounds for complaints when this part of the *Human Rights Act 2019* commences on 1 January 2020.

DAF promoted use of the new Engagement Hub—this one-stop shop has a variety of tools for stakeholder engagement. Also, we established a community of practice to improve how stakeholders, the public and staff influence DAF’s policy and strategy development.

Accountability and risk management

Internal audit

Internal audit provides the Director-General, the senior executive and the Audit and Risk Committee with independent, objective assurance on DAF’s risk management, control and governance processes. As part of the Business and Corporate Partnership, Internal Audit Service (a business unit within DES) undertakes internal audits for DAF.

Internal Audit Service completed the following reviews under the DAF 2018–19 Strategic Internal Audit Plan:

- National Red Imported Fire Ant Eradication Program Procurement Review
- National Red Imported Fire Ant Eradication Program Governance and Operational Planning Review
- Rapid Assessment Unit Near Infrared Spectroscopy System Business Case Review
- Cyber Security Metrics and Reporting Review
- Agricultural Grants Management Review.

The following reviews have commenced under the plan:

- Compliance with Financial and Administrative Processes—Agri-Science Queensland; Customer Business Services; Biosecurity Queensland and Corporate
- Data Security Risk Management Review
- The Human Firewall Review
- Biosecurity Queensland—Cost Sharing Agreements Review.

Additional activities undertaken by Internal Audit Service were:

- reporting on the results of internal audits and assurance reviews undertaken, and the status of DAF management’s implementation of audit recommendations, to the Audit and Risk Committee
- liaising with QAO to ensure there was no duplication of audit effort
- providing advice on corporate governance and related issues, including fraud and corruption prevention programs and risk management
- reviewing the department’s annual financial statements and Chief Finance Officer’s statements prior to them being presented to the Audit and Risk Committee.

External scrutiny

DAF’s operations were subject to scrutiny from a range of external sources that help us improve and meet government and community expectations of accountability. Table 17 outlines the reviews, external audits and legal actions where the department has been required to respond in 2018–19.

Table 17 Reviews, external audits and legal actions requiring response from DAF

Organisation	Report and findings	DAF response
Independent panel commissioned by Queensland Government	<p><i>Drought program review (Queensland): January 2019</i></p> <ul style="list-style-type: none"> • 20 whole-of-government recommendations, including closer consultation with industry stakeholders • 13 accepted by Queensland Government with a further 6 accepted in principle • DAF recommendations related to drought declarations, financial counselling, drought preparedness and recovery, risk management, planning and ongoing support for the Queensland Drought and Climate Adaptation Program 	<ul style="list-style-type: none"> • Published the <i>Queensland drought management framework 2019–2024</i> • Redirected a component of funding from DRAS to commence drought program reforms • Developing a drought severity index to transition future drought declarations to a more scientific basis • Working with industry to develop future resilience programs <p>(For more details on drought reform, see page 37)</p>
Independent review commissioned by Queensland Government	<p><i>Review of the future of vocational education, training and skilling in central-western Queensland, 20 June 2018</i></p> <ul style="list-style-type: none"> • Residential training outdated and unsustainable with assets underutilised • Longreach and Emerald agricultural colleges to cease operations • Other providers be given responsibility for delivering more modern, diversified and flexible training options to these communities 	<ul style="list-style-type: none"> • Queensland Government made the decision to close the QATC at the end of the 2019 academic year • DAF established a PMO to work closely with the community, QATC and other stakeholders to oversee the closure and ensure the communities’ access to modern alternative training options

(continued)

Table 17 (continued)

Organisation	Report and findings	DAF response
Auditor-General/QAO	<p><i>Monitoring and managing ICT projects—report 1: 2018–19</i></p> <ul style="list-style-type: none"> • Explored and made recommendations on improving the monitoring of projects at the departmental and whole-of-government levels to ensure successful delivery of ICT program and projects 	<ul style="list-style-type: none"> • Addressed all the recommendations made to departments
Auditor-General/QAO	<p><i>Delivering shared corporate services in Queensland—report 3: 2018–19</i></p> <ul style="list-style-type: none"> • Assessed Queensland Government’s shared service providers’ delivery of value for money now and positioning to successfully deliver into the future • Recommended each shared corporate service provider: <ul style="list-style-type: none"> – have a clear strategy for each service and standards for volume, quality and timeliness, and understand the full cost per service – maintain a well-defined catalogue of its services aligned to Queensland Government’s Business Service Classification Framework to enable comparison across providers – establish a transparent pricing strategy and formal agreement with customers – work with cross-government governance arrangement for the shared corporate services to maintain business, technology and people strategies that support ongoing success • Recommended customers of shared services contribute to driving effectiveness and efficiency of shared corporate services 	<ul style="list-style-type: none"> • Accepted the QAO recommendations and has completed three of the recommendations • Working with partner agencies to collectively implement the remaining recommendations
Auditor-General/QAO	<p><i>Delivering shared corporate services in Queensland 2019: interim report on work performed to 18 April 2019</i></p> <ul style="list-style-type: none"> • Assessed DAF’s internal control framework and identified a summary of control deficiencies, financial reporting and other matters 	<ul style="list-style-type: none"> • Updating the ‘Employee expenses’ section of the <i>Financial management practice manual</i> to enhance the requirements for payroll reconciliation, supported by internal communications to ensure DAF staff are aware of their responsibilities

(continued)

Table 17 (continued)

Organisation	Report and findings	DAF response
Crime and Corruption Commission	<p><i>Managing the security risk associated with chemicals of security concern</i></p> <ul style="list-style-type: none"> Reviewed public sector agencies' management systems in laboratories and workplaces for chemicals that are precursors to homemade explosives, toxic devices and illicit drugs 	<ul style="list-style-type: none"> Continues to review its Chemwatch procedures and conduct workplace audits to ensure security and safety
Crime and Corruption Commission	<p><i>Managing corruption risks associated with secondary employment summary report</i></p> <ul style="list-style-type: none"> Examined and made recommendations to agencies on managing corruption risks associated with secondary employment to ensure best practice 	<ul style="list-style-type: none"> Reviewed and implemented changes to conflict of interest policy and related policies and guidance materials

Risk management

Risk management is integral to the department's strategic and operational environment. We strive to use risk management to identify and pursue opportunities and prioritise resources in line with our risk appetite and to ensure effective delivery of our activities and objectives. Our enterprise risk management framework aligns to the AS/NZS ISO 31000:2018 risk management standard and outlines our approach to managing risk. Risks are identified and managed at enterprise, business operations and key project levels across DAF.

All governance committees regularly reviewed risks pertaining to their charter, with the Audit and Risk Committee providing independent assurance over implementation of the framework, risk management practices and risk mitigations.

Throughout 2018–19, Corporate's risk team facilitated a range of enterprise-wide risk assessments. Key activities included:

- assessment of fraud and corruption risk, which supported the revision of the department's Fraud and Corruption Control Plan
- assessment of information security risk in its critical information assets, which supported the department's implementation of the new Information Security Management System (ISMS)
- updating of emergent risks, as well as quarterly review and reporting on treatment progress and control effectiveness against the organisational risk profile.

There was also a major focus on improving WHS to better manage hazard risks. Our WHS efforts during 2018–19 are discussed under 'Our people' (page 75).

Business continuity management is an important part of our approach to risk management. The department's business continuity management system has matured. All business groups have assessed their business continuity needs and have current plans in place for critical functions. This year's business continuity exercise tested critical functions within Corporate and Biosecurity Queensland. As a result of this exercise, we implemented improvements to our emergency management procedures and governance functions.

Information management

Information systems

Contemporary, efficient information systems help DAF make sound decisions and improve its services. They also enable the department to meet its legislative obligations and strategic objectives.

This year's key ICT initiatives included:

- successful completion of releases 1 and 2 of the Registered Biosecurity Entity Renewal Project, which is an end-to-end registration process to allow effective management of biosecurity entity registration
- implementation of Keystone, a new customer relationship management system that provides the DAF Customer Service Centre with multi-channel communication options to better serve customers and to enhance DAF's preparedness capability during biosecurity incidents and natural disasters
- continued development of the communication and stakeholder engagement solution to gain efficiencies in conducting site assessments and generating biosecurity instrument permits
- continued development of integration enhancements to the Plant Biosecurity Laboratory's information management system to include processes for the analysis of fruit fly surveillance traps.

Information security

Our new Information Security Management System (ISMS) was developed in 2018–19 to enable DAF to meet the requirements outlined in the revised Queensland Government Information Security Policy (IS18). The new ISMS reflects a radically different approach to information security, one that emphasises risk-based decision-making. Implementation has enabled DAF to meet its attestation requirements for critical information assets and we are currently working towards including all information assets within the ISMS over the next 2 years.

Records management

The department maintains a comprehensive records management framework that is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and the Queensland State Archives Records Governance Policy. The Digital Recordkeeping Futures Plan outlines our key strategic directions for recordkeeping. Our digital recordkeeping approach supports business areas using new technologies to maximise the use of digital records in business processes.

Paper recordkeeping has declined. Legacy paper records are being digitised where required for business processes. The number of records transferred to offsite storage has also declined. Current holdings are being reviewed against the approved retention and disposal schedule to identify records for disposal. In 2018–19, 500 boxes of physical records were transferred to Queensland State Archives. The Digitisation Disposal Policy is used to dispose of paper after it has been digitised.

Records Management continues to identify and capture high-value digital records from business systems, such as Sharepoint and other desktop applications, and harvest these into the corporate recordkeeping system—eDOCS. There is an ongoing program to appraise new business systems for digital recordkeeping compliance.

Releasing information

Within our digital world, access to information and data is essential to enable individuals, businesses and other entities to respond to and evolve with rapid changes in technology and consumer demand. This year saw a major refresh in the way DAF's services, information and data are presented and made available through the Queensland Government's website and its many portals (including the DAF corporate website) to improve access for our customers and the general public. In accordance with the *Right to Information Act 2009*, categories of public information that the department makes available are listed at daf.qld.gov.au.

Queensland Government has also committed to releasing non-sensitive data and to allowing it to be freely used, reused and distributed by anyone. Our *Open data strategy 2018–2020* was revised this year and complemented with an action plan focused on improving our open data maturity and continually improving the way we publish data. The strategy recognises the potential that open data gives to many stakeholder groups for innovation across multiple sectors and industries.

Our data is made available via the Queensland Government's Open Data portal (data.qld.gov.au). A range of specific public disclosure requirements are now published through the Open Data portal instead of being included in the annual report. These include:

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

Our Research Information Service also provides a freely available digital archive of DAF's scientific and research publications and datasets—eResearch Archive—to internet users across the world.

Our people

Our profile

Figure 10 provides an overview of the DAF workforce profile at 30 June 2019. DAF had 2052.83 full-time equivalent (FTE) staff and a permanent separation rate of 5.3%.

The FTE total included 223 Business and Corporate Partnership staff providing services to other agencies.

During 2018–19, two employees received redundancy packages at a cost of \$323 643.31.

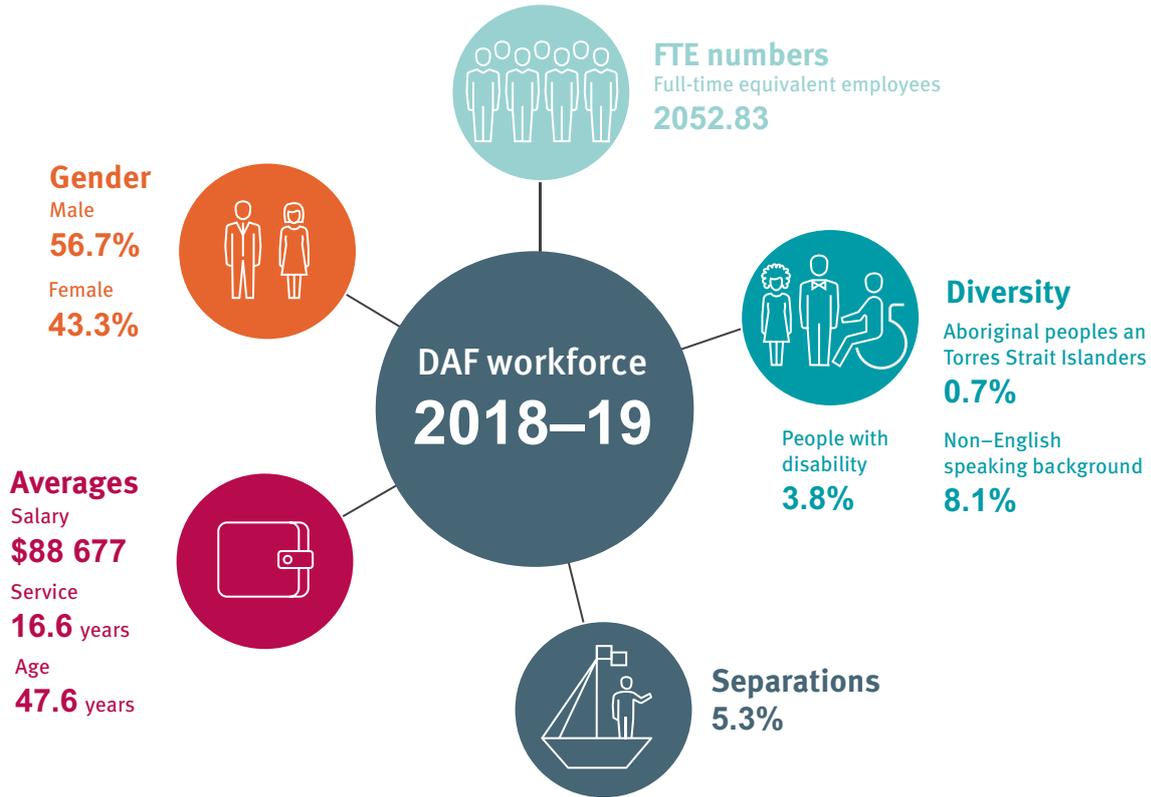


Figure 10 DAF’s workforce as at 30 June 2019

Source: Queensland public sector quarterly workforce profile for June 2019 (based on the June 2019 Minimum Obligatory Human Resource Information data).

A workforce for now and the future

Our Strategic Human Resource Management Plan ensures that our key workforce initiatives are built around, and contribute to, all four levers of change identified by the Public Service Commission's 3-year human capital strategic road map—talent acquisition, leadership and capability, new ways of working, and culture—as they apply across the 'life cycle' stages of acquisition, development and succession of our DAF employees.

Initiatives to support talent acquisition included:

- recruitment and selection training such as promotion of DAF-specific guidelines and templates
- unconscious bias training to examine our tendency to respond in a particular way and strategies to consciously override that tendency and make unbiased decisions
- the DAF Incentives Program, which provides flexibility to recruit employees to critical roles where it has been historically difficult to attract and retain high-calibre staff.

We delivered blended leadership and capability learning and development initiatives to future-proof our leadership through:

- supporting internal talent development through the Study and Research Assistance Scheme
- expanding online learning via staff access to LinkedIn Learning's more than 10 000 courses teaching managerial, business, software and creative skills
- providing 55 identified high performers below senior officer level with 360° feedback and debriefing opportunities that help inform relevant succession planning activities such as cross-group rotations and short-term project opportunities
- supporting 15 Corporate staff to participate in a pilot Emerging Leaders program, which is a 12-month curriculum based on a 70:20:10 model of real-world problem-solving, practice and theory
- delivering 'Confident people management', an action-learning based program, to high-performing team leaders and emerging leaders
- recognising and rewarding outstanding performance and exceptional achievement by progressing the careers of 43 technical officers to the next level under the Professional and Technical Officers Progression Scheme; also, calling for and assessing applications for the progression of professional officers (announcements of officers who were successful in gaining professional progression to be made shortly).

A diverse and inclusive workplace helps us understand and serve the needs of all Queenslanders. Key initiatives supported in 2018–19 to improve our diversity profile and raise awareness of DAF as a place to work included:

- engaging with Aboriginal people and Torres Strait Islanders at the Family Fun Day at Musgrave Park during NAIDOC Week, allowing them to experience the use of drone technology for the sheep and beef industries and use iPads to access the Queensland Recreational Fishing App
- holding a 2-day workshop to discuss initiatives and strategies for attracting Aboriginal people and Torres Strait Islanders to the department; from this, identifying over 60 actions and forming an Aboriginal and Torres Strait Islander network to raise visibility of Indigenous issues and provide mentoring and coaching opportunities
- live-streaming a panel discussion (including representatives from the Queensland University of Technology and QSuper) to discuss the theme 'Balance for better'; the sharing of professional and personal journeys on finding balance was part of International Women's Day events aimed at addressing women's workforce and career challenges.

Creating a culture of innovation

We aim to make the most of the collective experience, creativity, knowledge and skills of DAF staff to deliver better outcomes for our industry sector and for Queenslanders. Our *FutureDAF* initiative drives innovation and a culture of continuous improvement to grow a capable workforce that is focused on innovation. Employee feedback from the annual Working for Queensland survey identified areas of improvement from our 2017 capability blueprint assessment, and our strategic plan priorities all inform *FutureDAF* engagement and activities.

Figure 11 highlights engagement and activities undertaken by *FutureDAF* during the year to empower all staff to drive change and find improvements for the way in which we do business. Outcomes from these included:

- improved strategic, business and action plans
- knowledge sharing, mentoring of workplace innovation and greater enthusiasm for new ways of doing things
- technology to automate the ageing of fish and to enable the viewing of the application of a best practice technique to farms through virtual reality
- improved engagement by establishing the Young Agriculture Network on the Darling Downs and social media tools for extension officers
- protection of valuable assets by establishing customer licensing and storage for DAF graphic assets and digitising timber microstructure slides
- better connection between innovators and greater awareness of what is possible.

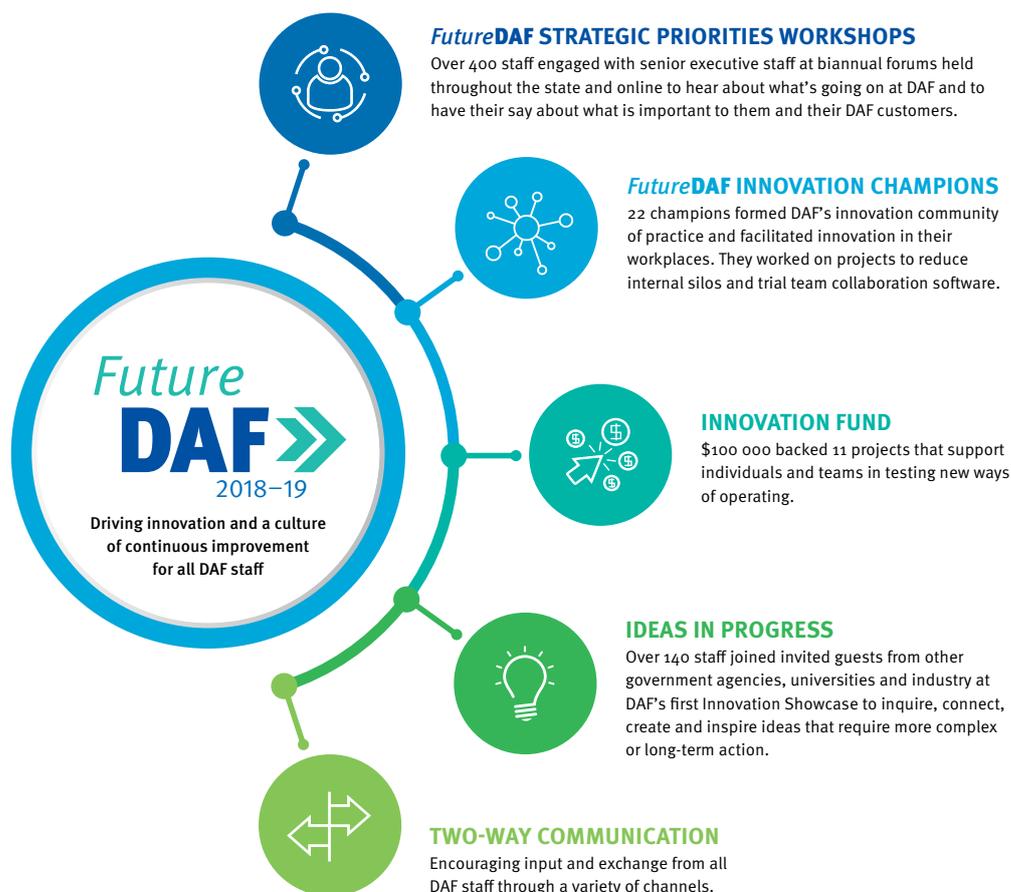


Figure 11 The *FutureDAF* continuous improvement model

Throughout 2018–19, DAF also recognised and celebrated the achievements, innovation and service excellence of staff at various events and awards including:

- the Public Service Medal
- the Prime Minister's Award for Excellence
- DAF Achievement Awards
- DAF Australia Day Achievement Awards.

Healthy and safe people and workplaces

The department has a strong commitment to the health and safety of all employees, contractors and visitors and the prevention of workplace injuries and illness.

In May 2019, DAF was awarded White Ribbon workplace accreditation in recognition of our commitment to preventing domestic and family violence, supporting affected employees and promoting a safe and respectful workplace culture (see the case study on page 79).

In 2018–19, DAF also spotlighted WHS as one of its strategic priorities. The Workplace Health and Safety Committee and its reference group were tasked with developing a program to raise the profile of WHS. Led by the Deputy Director-General and WHS champions from business groups, the program:

- engaged with staff at statewide *FutureDAF* strategic priorities forums on what we can do as individuals to improve health and safety at work and home
- saw all DAF executives and senior officers renew their commitment to WHS through targeted activities in their individual performance and development agreements, including leading workplace audits
- showcased the best practice across the department in promoting and delivering WHS programs
- commenced a review of WHS arrangements for contractors and outsourced services to ensure both DAF and contracted bodies have effective arrangements in place to safeguard workers' health and safety
- developed and included a chemical awareness online training module as required training for all staff.

The WHS project was supported by existing key initiatives, including:

- our annual health and safety week, which promotes a positive health and safety culture and includes a forum for safety advisers and rehabilitation and return to work coordinators to share best practice
- 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
- enhanced medical case management processes, to ensure employees are supported to remain at work or return to work as soon as possible after an injury or illness
- training to build capacity around health and safety management, including duties, safety leadership, incident reporting and prevention reviews, Chemwatch, bullying and rehabilitation case management
- an influenza vaccination program for employees.

As a result of the department's successful WHS program, we continued to see positive results and favourable financial outcomes in our WorkCover Queensland premium. Throughout recent financial years, our premium has decreased significantly, and has continued to reduce in the 2018–19 financial year.

In 2019–20, we will continue our work to strengthen support for employees affected by domestic and family violence, address disrespectful behaviours, promote gender equality and increase the confidence and skills of staff to recognise and respond to someone who may be experiencing violence.

White Ribbon Australia workplace accreditation

In May 2019, the department successfully achieved White Ribbon Australia workplace accreditation in recognition of our commitment to preventing domestic and family violence, supporting affected employees and promoting a safe and respectful workplace culture.

Key initiatives of the program during 2018–19

- Delivery of 39 domestic and family violence training sessions to 627 staff across the state to increase the capability of our leaders to better recognise, respond to and refer instances of domestic and family violence
- Review of departmental policies, processes and resources to strengthen support for employees affected by domestic and family violence
- Promotion and support of community campaigns aimed at raising awareness of domestic and family violence and available support, including Domestic and Family Violence Prevention Month, White Ribbon Night, Queensland Government's Do Something Bystander campaign, and Our Watch's Your Actions Matter campaign
- A White Ribbon Day event, livestreamed to DAF staff across the state, where guest speakers discussed the impact that domestic and family violence has on the community and the role workplaces and individuals can play in supporting those affected
- Participation in the 2019 Darkness to Daylight Challenge to help raise awareness and support for those affected by domestic and family violence (raising \$3222 for Australia's CEO Challenge)
- A partnership with the Save the Children Refuge in south-western Queensland, which saw DAF employees raise over \$4000 for the refuge and donate items such as clothing, linen, toys and household appliances, and also saw DAF donate 29 iPads that had been retired from departmental use