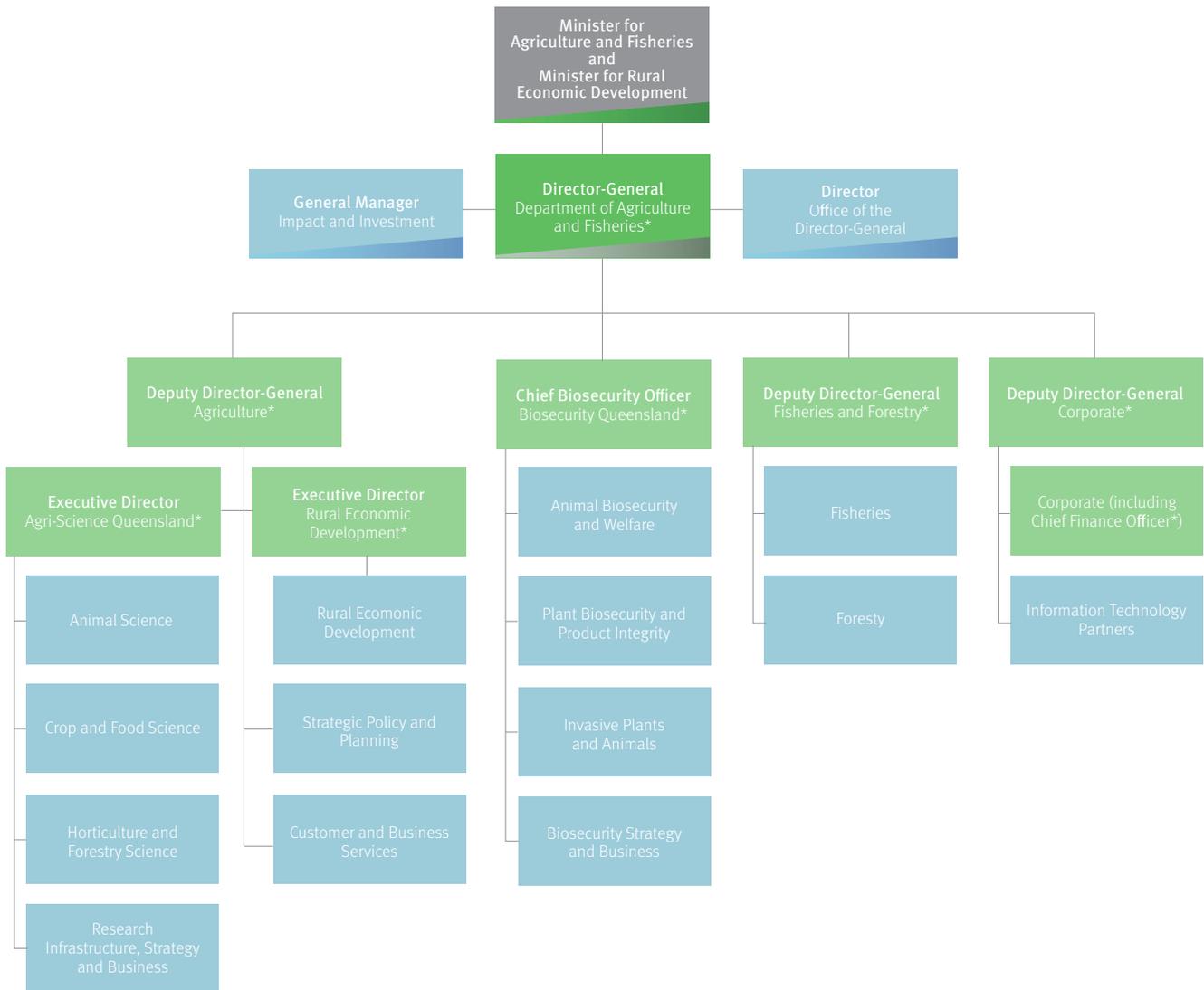


# DAF—an organisation fit for the future

## Our organisational structure

The DAF organisational structure is made up of three business groups—Agriculture, Biosecurity Queensland and Fisheries and Forestry—supported by Corporate. Each area, apart from Biosecurity Queensland, is led by a Deputy Director-General. Biosecurity Queensland is led by the Chief Biosecurity Officer.

Services and their impacts align to these four areas.



\*Board of Management member

**Note:** The department hosts Hub A of the Business and Corporate Partnership, which provides corporate support to DAF’s three core service delivery areas. It also provides corporate services to other agencies through this corporate partnership arrangement.

Figure 13: DAF organisational structure reflecting areas of responsibility as at 30 June 2017

## 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. She is supported by the Board of Management, which comprises the department's executives. Profiles of the Director-General and the Board of Management are on pages 9–11.

The Director-General is committed to developing best practice contemporary corporate governance arrangements that set strategic direction, ensure compliance with statutory requirements, monitor the quality and performance of departmental services and develop and manage the workforce. This year saw exciting initiatives completed and new ones commenced that will help make our governance framework future-fit.

In consultation with staff, the DAF Governance Compass was developed for use by all employees to help them align their work to the strategic direction of the department and government objectives. The compass outlines expectations of accountability for performance, decisions and behaviour. A reference tool maps key legislation, government and corporate policies to the eight elements of this new governance framework:

1. direction—shared understanding of purpose and priorities
2. alignment—systems, processes and culture to support strong leadership, a clear line of sight and empowered, accountable employees
3. expectations—clear standards for professional and ethical conduct to ensure openness and integrity
4. people—strategies to motivate and promote personal growth and development, including fair, open and equitable treatment of employees
5. responsibilities—clear and transparent decisions and actions through legislative compliance, and the management of information, finances and performance
6. outcomes—quality customer-focused services from efficient and effective use of resources and strategic partnerships, and monitoring and reporting on outcomes
7. improvement—enhanced organisational results and efficiency through capability building, review and evaluation
8. risk smart—maximised opportunity and minimised uncertainty through proactive risk management.

## Ethical behaviour and values

Ethical behaviour is the cornerstone of effective corporate governance. Providing ethical leadership is an important ongoing activity within DAF. This requires leading by example and providing a culture built on commitment to integrity, openness and honesty. All employees are expected to adhere to the Queensland public service values and code of conduct. Everyone, including those new to the department, undertakes mandatory training regarding the code of conduct and ethical decision-making.

A new training module regarding fraud awareness and corruption prevention was released to support DAF's zero-tolerance for this type of behaviour. This year, 87% of employees completed this suite of training. Our prevention activities over the past 12 months focused on enhancing the department's culture of reporting and dealing with issues at an early stage.

The Queensland public service values are core to a future-fit 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.



Figure 14: Queensland public service values

## Organisational performance and capability

In 2015–16, development of a new strategic impact and investment framework started improving the ability of the department and employees to demonstrate the impact of their work and its alignment with DAF's strategic direction. This year saw 15 impact areas defined and the majority of the framework rolled out.

The new framework links investment in activities and services to expected future impact, and links this impact to DAF's longer term objectives. The impact and investment framework is supported by measures to monitor and evaluate performance and outcomes. It is an important tool in our accountability to ourselves, our key stakeholders and the public. Performance measures are incorporated and reported in senior leaders' performance and development agreements. The first DAF impact report is targeted for release later this year.

The capability development approach used—learning by doing—has so far involved over 300 staff participating in workshops to define our work, its impact and performance measures. This approach and the framework are pivotal to improving DAF's skills and ability to invest for impact and resource efficiencies.

On 12 June 2017, DAF commenced the whole-of-government Capability Blueprint process. It is the fourth department to undertake this analysis. This is a 12-week self-assessment process of the department's maturity against three themes—leadership, strategy and delivery. The assessment is based upon the Capability Review framework used in the United Kingdom, New Zealand and Australian public services. The findings will be used to further strengthen our corporate governance and leadership.

## Governance committees

An independent review of DAF's committee structure was undertaken during late 2016 through to early 2017 to identify alternative public sector committee models that demonstrated best contemporary practices in governance. Following internal consultation on the recommendations, a revised committee structure and responsibilities were agreed by the Board of Management and an implementation plan developed. The new DAF governance committees will commence on 1 July 2017.

As at 30 June 2017, DAF had four governance committees that provided advice, recommendations and assurances to the Director-General and the Board of Management on their specific areas of operation.

Table 16: DAF governance committee structure at 30 June 2017

Committee name	Chair and key responsibilities
<b>Audit and Risk Management Committee</b>	<p><b>Chair:</b> Graham Carpenter (independent member)</p> <p>Reviews, monitors and recommends improvements to the department's governance arrangements, risk management, internal control processes, financial reporting processes and processes for monitoring compliance with legislation and government policy.</p> <p>Provides independent advice and assurance to the Director-General in meeting her obligations under the <i>Financial Accountability Act 2009</i>.</p> <p>Further details on external membership outlined below.</p>
<b>Finance Committee</b>	<p><b>Chair:</b> Director-General</p> <p>Provides advice and assurance that there is a clear line of sight on all significant investment decisions.</p>
<b>ICT Investment and Strategy Committee</b>	<p><b>Chair:</b> Deputy Director-General, Corporate</p> <p>Provides assurance to the Director-General and the Board of Management that information and communications technology (ICT) management, operations and expenditure deliver the outcomes sought within budget and time lines.</p> <p>Monitors significant ICT projects' risk.</p>
<b>Work Health and Safety Steering Committee</b>	<p><b>Chair:</b> 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>

### ***Audit and Risk Management Committee***

The Audit and Risk Management 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 assists the Director-General to improve the organisation's accountability and performance in accordance with its charter and with due regard to the Queensland Treasury *Audit committee guidelines: improving accountability and performance* (June 2012).

The committee convened five times during 2016–17. The Internal Audit Service provided secretariat support to the committee. Key matters considered by committee members included the review and revision of the committee charter, review of 56 internal audit recommendations and closure of 18 recommendations. Committee members were also provided with recommendations arising from Queensland Audit Office reports to Parliament that relate to the department. During 2016–17, three recommendations were actioned and closed. Refer to the 'Accountability and risk management' section (page 61) for the internal and external audits of the department's operations.

Table 17: Audit and Risk Management Committee membership (as appointed by the Director-General) between 1 July 2016 and 30 June 2017

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
<b>Graham Carpenter</b>	Consultant	Chair External member	5	5	\$12 000
<b>Sue Ryan</b>	Consultant	External member	5	4	\$2 400
<b>Virendra Dua</b>	Consultant	External member	5	5	\$8 780
<b>Dr Jim Thompson</b>	Chief Biosecurity Officer, Biosecurity Queensland	Internal member	5	4	—
<b>Dr Wayne Hall</b>	Executive Director, Agri-Science Queensland	Internal member	5	5	—

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

DAF hosts one of the three corporate services hubs within a Business and Corporate Partnership across six departments, and delivers services primarily to DAF and the Department of Tourism, Major Events, Small Business and the Commonwealth Games. ICT and fleet management services are provided to all six agencies in the Business and Corporate Partnership. DAF also receives services such as legal, procurement, right to information and accommodation from other hubs.

A 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 Tourism, Major Events, Small Business and the Commonwealth Games
- Director-General, Department of Natural Resources and Mines
- Director-General, Department of Energy and Water Supply
- Director-General, Department of Environment and Heritage Protection
- Director-General, Department of National Parks, Sport and Racing
- Head of Corporate for each Business and Corporate Partnership hub.

# Accountability and risk management

## Internal audit

Internal audits provide independent, objective assurance of the department's risk management, control and governance processes. DAF internal auditing is undertaken by Internal Audit Services (IAS), a business unit within the Department of Environment and Heritage Protection. IAS provides internal audit services to DAF and four other Queensland Government agencies as part of a co-sourced corporate services arrangement with the Business and Corporate Partnership.

The role, operating environment and responsibilities of IAS are established in the 2016–17 internal audit charter (which has due regard to the professional standards) and the *Audit committee guidelines: improving accountability and performance* issued by Queensland Treasury (June 2012).

In 2016–17, IAS provided independent assurance and advice to the Director-General, senior management and the Audit and Risk Management Committee on:

- results of internal audits and assurance reviews undertaken
- status of implementation of internal audit and external audit recommendations to the Audit and Risk Management Committee (management is responsible for implementation of audit recommendations)
- liaison with the Queensland Audit Office to ensure there was no duplication of audit effort
- corporate governance and related issues, including fraud and corruption prevention programs and risk management
- the departmental annual financial statements and Chief Finance Officer statements prior to them being presented to the Audit and Risk Management Committee.

IAS completed the following reviews under the DAF 2016–2017 strategic internal audit plan:

- Critical Project Review—R&D Project Management System
- Management of Quarrying Activities
- Review of the Drought Relief Assistance Scheme—Phase 4
- Customer and Business Services Review
- Fraud and Risk Management—Validation Review
- Risk Management Maturity Review
- Internal Controls over Travel Review.

The following reviews under the DAF 2016–2017 strategic internal audit plan were commenced but are not yet complete:

- Strategic Asset Management—ICT Assets
- Contract Management—Critical Servicer Contracts
- Biosecurity Industry Monitoring and Compliance Framework
- Biosecurity Regulatory Decision Making
- Core Financial Process—Data Analytics
- Fisheries Enforcement Standard Operating Procedure Compliance Review
- Health and Safety Management System
- Director-General Unallocated Reserve Review
- Fire Ant Response Acquittal.

## External scrutiny

The Queensland Audit Office (QAO) undertakes financial and performance audits within the public sector. In 2016–17, the following QAO reports and external reviews required action by DAF:

- The QAO report 1 to Parliament, *Strategic procurement—report 1: 2016–17*, examined whether good quality data was available and whether state government departments were achieving and enabling value for money procurement outcomes through effective strategic procurement. It also examined whether there were sufficient measures in place to develop the necessary procurement capability in the staff who work in this field.

The department has taken a number of actions to implement the recommendations, including actively working with the Office of the Chief Advisor—Procurement to ensure an agency procurement plan is developed and relevant stakeholders are consulted during the process. Current priority has been delivering the Office of the Chief Advisor—Procurement operating model based on a six-point action plan.

- The QAO report 12 to Parliament, *Biosecurity Queensland’s management of agricultural pests and diseases—report 12: 2016–17*, examined whether DAF, through Biosecurity Queensland, was achieving its agricultural pest and disease management outcomes. QAO specifically audited the Panama program, wild dog management and state-funded surveillance activities, and focused on how well DAF measured and reported on the efficiency and effectiveness of its detection, response and management initiatives and activities. The following recommendations were made:
  - the department to continue to develop an appropriate number of specific, measurable, achievable, relevant and timed key performance indicators for each of Biosecurity Queensland’s key activities or initiatives
  - Biosecurity Queensland to determine roles and responsibilities, key performance indicators and which entity is best placed to monitor strategies and evaluate them at appropriate intervals when participating in disease management strategies with other entities
  - the department to monitor and report on the input costs over time for each of Biosecurity Queensland’s key outputs, activities or initiatives to identify further efficiency improvements.

The Director-General responded to the QAO report in March 2017, indicating that action was underway to implement the recommendations. To guide future strategic investment, an evaluation of the Panama TR4 Program is to be undertaken during the 2017–18 financial year.

- The QAO report 16 to Parliament, *Government advertising—report 16: 2016–17*, examined the economy of government purchasing of advertising, the effectiveness of a selection of advertising campaigns and the application of governance frameworks. General recommendations for all departments included:
  - strengthening the evaluation of communication activities by preparing formal reports post-campaigns summarising results, cost-effectiveness of advertising mediums and insights into how results inform future campaigns
  - ensuring that campaign materials submitted to the Government Advertising and Communication Committee have been certified by the relevant authority (Director-General or equivalent) as compliant with the *Queensland Government advertising code of conduct*, and that evidence of this certification is included in submissions.

The Department of the Premier and Cabinet, in their response to the report, indicated that many agencies had noted a formal evaluation reporting process was in place and will continue this practice. They indicated that guidance and best practice materials will be developed and shared across government. The department also noted that many agencies reported that Director-General approval was already part of the internal process and that this recommendation is therefore complete for all agencies.

- The QAO report 17 to Parliament, *Organisational structure and accountability—report 17: 2016–17*, assessed whether the structure within Queensland Government departments supported the achievement of individual agency strategic objectives as well as government priorities, and whether there was a clear accountability for delivering these objectives.

The recommendations for all government departments included:

- enhancing strategic planning approaches
- establishing clear alignment between accountability and strategic objectives
- reviewing delegations of authority in relation to organisational structure
- calculating and reviewing staff structures and workforce profiles to ensure that departments allocate employees efficiently and effectively to deliver strategic objectives.

The Department of the Premier and Cabinet and the Public Service Commission will work with departments to implement the report's recommendations.

In addition to the QAO reports, the following independent reviews of the department are applicable for 2016–17.

- In 2015–16, a review of the Drought Relief Assistance Scheme (DRAS) was undertaken by the parliamentary Agriculture and Environment Committee. The committee examined the design and delivery of DRAS, as well as whether there were any opportunities for improvement. DRAS funding is administered by DAF and also includes the Emergency Water Infrastructure Rebate.

The final report to Parliament, *Review of the Drought Relief Assistance Scheme* (no. 29, 55th Parliament), was released in January 2017. The Queensland Government response supported all recommendations and DAF will:

- develop an updated model for drought support that is consistent with the National Drought Policy—the model will be developed in parallel with the review of the Intergovernmental Agreement for National Drought Program Reform, prior to its expiry on 30 June 2018
- review the payment caps and transport subsidies for DRAS (subject to the scheme being retained after 2018).

As per the recommendations, the Queensland Government also agreed that drought preparedness programs will be expanded in conjunction with any proposed changes to DRAS. The government introduced the Drought and Climate Adaptation Program in the 2016–17 Budget and is investing \$3.5 million a year over 6 years to deliver the program's key drought preparedness measures. The program is being implemented in advance of any possible changes to in-drought assistance programs, such as DRAS, and will continue even if there are no such changes.

The Minister for Agriculture and Fisheries and Minister for Rural Economic Development implemented the final recommendation by writing to the Honourable Barnaby Joyce MP, Deputy Prime Minister and Minister for Agriculture and Water Resources, and the Honourable Steven Ciobo MP, Minister for Trade, Tourism and Investment to seek assistance in developing markets for macropod products.

- On 21 June 2017, the parliamentary Agriculture and Environment Committee tabled the report *Barrier fences in Queensland* (no. 35, 55th Parliament). The committee recommended that:
  - the wild dog barrier fence and the rabbit fence continue to be actively maintained as major components of Queensland's control strategies for wild dogs and rabbits
  - the organisation responsible for the rabbit fence develop a strategy for statewide control of rabbit populations, with an approach similar to the *Wild dog management strategy 2011–16*
  - the government review the management structure of the Darling Downs–Moreton Rabbit Board and its capacity to meet the objectives of the organisation
  - DAF considers the merits and a cost–benefit analysis of the proposal to extend the wild dog barrier fence northwards from the Windorah area to within the area of the Longreach Regional Council

- the government maintain the Feral Pest Initiative Committee, including its capacity to consider how cluster fencing fits into the broader dog management scheme, and whether there is any merit in repositioning or extending barrier fencing
- DAF includes the New South Wales Border Fence Maintenance Board in any future consultation regarding wild dog control strategy and barrier fence construction.

All recommendations involve the department either directly or indirectly—recommendations 1, 2 and 3 also have implications for the Darling Downs–Moreton Rabbit Board. The department is preparing a response to be tabled in Parliament.

- The Queensland Ombudsman conducted a follow-up audit of the DAF complaints management system to evaluate DAF's implementation of the accepted recommendations from the audit conducted in 2013–14. The audit found that DAF had implemented all accepted recommendations.
- The Crime and Corruption Commission conducted an audit of Queensland public sector responses to corrupt conduct incidents in recruitment and selection activities. The commission issued its public audit report in June 2017. The commission recommended that agencies improve policies and procedures that direct staff to manage and declare conflicts of interest associated with recruitment processes; particularly, that a disclosure of a conflict of interest and how it was managed should be recorded in the relevant selection report to enable an authorised officer to make a fair and transparent decision. The department is currently in the process of implementing the key recommendation outlined in the audit report.

## Risk management

All employees in DAF are responsible for managing uncertainty around achieving departmental and individual goals. DAF's risk management practices are integrated into all our business activities. In response to an internal audit of DAF's risk management maturity and the Audit and Risk Management Committee's survey feedback, more effort was directed at strengthening the visibility of the department's risk appetite and the monitoring of controls and treatment actions.

DAF's risk management function facilitates the process to maintain and review the enterprise risk profile and ensure that risks are being escalated to the attention of Board of Management when required. Each business area reviews and maintains their own risk register. The enterprise risk profile presents a consolidated view of risk across the organisation. Risk rating changes and emerging risks and opportunities inform the risk watchlist.

Business continuity and emergency response plans, the internal audit program, the fraud, corruption and misconduct control plan and the work health and safety management system are important components of the risk management framework.

Key risk management activities undertaken during 2016–17 included:

- updating the Board of Management on emergent risks and quarterly reviews and reports on treatment progress and control effectiveness against the enterprise risk profile
- reviewing and incorporating risk management responsibilities and capabilities into key role descriptions and performance management and capability development processes
- completing and testing business continuity plans for all critical business and support functions in conjunction with the Business Continuity Management Reference Group
- participating in the whole-of government cyber security exercise to test and improve ICT and business preparedness for, response to and recovery from these types of threats.

# Information management

## Information systems

Information systems are central to manage and leverage information that enable us to make sound decisions and improve services. Many of DAF's information systems are ageing and there is a plan in place to upgrade and replace critical assets as resources allow. During 2016–17, major developments to improve services and work more efficiently included:

- implementing the Dog Breeder Registration application—anyone who breeds a dog must register to obtain a supply number within 28 days of the litter being born
- continuing to work with the Biosecurity Online Resources and Information System project, formerly known as the Biosecurity Information Management System—this system will support ongoing developments of new sites as well as supporting sites already released to production, which include business-as-usual sites, emergency response sites and mobility functionality (data capture of information on iPads and iPhones)
- implementing the Project and Reporting Information System as a prototype to evaluate the business requirements necessary to manage the portfolio of research, development and evaluation projects—a business case has now been developed to enable investment in a long-term solution
- implementing phase 1 (financial and asset reporting) of the Common Reporting Platform Project—the Common Reporting Platform is replacing legacy reporting systems and introducing more advanced and innovative business intelligence and reporting tools
- maintaining various content management systems for internet and intranet content publishing, and various grant and rebate systems
- continuing modifications to the Drought and Disaster Assistance Management system to improve usability and reporting capability
- ongoing support for the DAF *Digital workplace strategy*, with the rollout of new mobile computing options and electronic time sheeting—a digital workplace will better enable knowledge sharing, collaboration and productivity
- progressing the upgrade of the current version of SAP to ECC6 (financial management software)
- renewing the Fisheries Queensland server infrastructure
- upgrading the biosecurity sciences laboratory information management system database.

## Moving recordkeeping practices into the digital age

DAF continues to operate a recordkeeping strategy to ensure that the department is compliant with the *Public Records Act 2002*, *Public Service Act 2008*, *Information standard 40—recordkeeping* and *Information standard 31—retention and disposal of public records*. Policies are in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives, information security and digitisation disposal.

All employees are encouraged to maximise the use of digital records in business processes. A 'paper lite' approach and a targeted electronic document and records management system (eDOCS) training program were introduced to support the departmental move to new locations in the Brisbane central business district. Digital delivery has been introduced for the scanning and delivery of hard copy records to departmental staff. This has increased the efficiency of delivery and protects the physical integrity of the records.

New integration technology has been introduced to allow harvesting of documents into the corporate recordkeeping system from other user interfaces. The Records Management Unit is appraising new business systems to provide recordkeeping requirements for compliance, and recordkeeping considerations continue to be addressed in the decommissioning of business systems. Approved retention and disposal schedules, and documented processes for records disposal are in place across the department. Time-expired records have been identified for disposal and 846 boxes of hard copy files have been securely disposed of. Permanent records have been identified and 920 boxes of hard copy records have been transferred to Queensland State Archives.

## Releasing information

The department recognises that many Queenslanders want easy access to our information. The Queensland government's website and its many portals provide ready 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 on the DAF website at [www.daf.qld.gov.au](http://www.daf.qld.gov.au).

There are a range of specific public reporting requirements that are now released online through the open data portal ([www.data.qld.gov.au](http://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 on the department's website at [www.daf.qld.gov.au](http://www.daf.qld.gov.au).

We are also committed to increasing the release of data that we collect for re-use and repurposing to provide new resources and services for the community. In 2016–17, DAF continued its commitment to open data by encouraging all business areas to de-identify and release data and to improve the user experience through greater quality control in the refresh of our existing datasets.

As a result of the maturity assessment we completed in 2015–16, we developed an action plan this year that set our targets for improving data across the department. A copy of our refreshed open data strategy for 2017 is available on the Queensland Government publications website at [publications.qld.gov.au](http://publications.qld.gov.au).

We also provide 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

Table 18: DAF workforce at a glance, at 30 June 2017

1969 full-time equivalent staff		2055 people		
31%	14%	7%	13%	35%
Central office	North Queensland	Central Queensland	South Queensland	South East Queensland

The Queensland public sector quarterly workforce profile for June 2017, based on the Minimum Obligatory Human Resource Information data, shows that DAF had 1969 full-time equivalent (FTE) staff and a permanent separation rate of 3.35%.

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

Despite limited employee turnover, DAF is committed to a diverse workforce to improve our service delivery performance. We partnered with both federal and local government authorities to provide traineeships to local Aboriginal peoples and Torres Strait Islanders within the Northern Peninsula Area, which will help build Queensland's biosecurity capability in this high-risk region. Currently, 0.63% of DAF employees identify as Aboriginal peoples and Torres Strait Islanders, 7.63% are from a non-English speaking background and 4.72% identify as having a disability. DAF's workforce is 39% female.

## A workforce for now and the future

During 2016–17, DAF continued to align workforce skills and resources to core business priorities. Our workforce agility initiatives enable our business areas to meet fluctuating demands for services and specific skill requirements for programs of work across the state.

Significant industrial relations reform in Queensland occurred in March 2017, with the commencement of the *Industrial Relations Act 2016*. The department undertook an extensive education program for all staff, along with a revision of relevant policies and procedures to ensure our continued compliance and promotion of employee's entitlements.

The education program challenged managers to give greater consideration to flexible working arrangements. As technology improves the ways in which staff can work and removes the constraints of where staff can work, DAF policies on adaptable working arrangements such as flexible working hours, job-sharing, part-time work and telecommuting were promoted. These are effective tools for managers to support work–life balance, retain and attract high quality staff and promote innovation. The department also has provisions for family and cultural leave. These policies are promoted to job candidates and employees, and are available online.

DAF's Consultative Committee continues to hold meetings every quarter to facilitate meaningful consultation between management and unions on industrial issues, workforce strategy and organisational change, and the implementation and monitoring of relevant provisions of the *State government entities certified agreement 2015*.

DAF's strategic workforce plan strives to build the department's capability and capacity with an inclusive and diverse workforce. The plan is reviewed every 5 years. The workforce plan is complemented by the *Inclusion and diversity strategy*, with action plans designed to address gender equity, Aboriginal and Torres Strait Islander, employment, cultural and linguistic diversity, and LGBTIQ+ (lesbian, gay, bisexual, transgender, intersex, queer or other orientations or identities) support. The *Inclusion and diversity strategy* is published online to encourage applications from members of these groups.

With limited staff turnover, DAF's focus is primarily on building staff capability and refreshing staff skills. Strategic workforce plan initiatives develop our internal talent, promote opportunities for relieving and development, and recruit graduates in critical occupational groups. The Greater Graduate Program and Policy Futures Graduate Program bring new ideas into our department by tapping into new skills and new demographics.

One of the strategic priorities to make DAF future-fit has been a focus on culture and capability. Initiatives under this priority include a program for succession planning to address our workforce challenges, and a digital workplace change strategy to reshape the way staff work and maximise the opportunities presented by new and disruptive technologies.

The department continues to profile health and safety, high performance leadership, and accountability and innovation in the department's workforce planning priorities.

## Building performance excellence

Improving the ability of senior leaders to monitor performance of programs and employees saw all senior leaders participate in DAF's impact and investment framework process. Executives and senior leaders were given the opportunity to develop and improve their leadership skills by:

- implementing comprehensive performance agreements that reflect effectiveness and efficiency measures for their area of responsibility
- participating in the Public Service Commission–led Executive Capability Assessment and Development process (including Executive Capability Assessment and Development Refresh)
- actively participating in Public Service Commission masterclasses and seminars

- participating in an online 360° feedback process based on the Queensland public service 'Program Manager' capabilities, as well as a Perceived Leadership Potential survey to identify relevant development opportunities and facilitate active succession planning.

DAF continued its work on succession plans for senior leaders in 2016–17. The broader DAF Performance Management Framework programs help supervisors and employees make informed decisions about business unit priorities, individual goals, behaviour expectations (aligned to the department's culture and values) and development needs.

The department delivered a number of blended learning and development initiatives in 2016–17 for all staff, which focused on building management and leadership skills. These included:

- Confident People Management—a program for high-performing team leaders that includes a pre-course online 360° feedback process based on the Queensland public service 'Team Leader' capabilities to identify capability gaps and to increase their focus on relevant learning and development opportunities within the program and afterwards
- Managing Performance workshops—for Team Leaders and Program Managers
- Change Management—a program providing supervisors and staff with the tools to understand and manage change both as a team and as individuals
- practical tools and strategies to build resilience for managers and staff through face-to-face and online programs.

Throughout the year, the department recognised and celebrated the achievements, innovation and service excellence of staff at various events and awards. The department actively participates in whole-of-government award programs such as the:

- Public Service Medal
- Prime Minister's Award for Excellence.

The department also offers a range of reward and recognition programs, including:

- our incentives program
- the DAF Achievement Awards
- the Australia Day Achievement Awards.

In addition to other progression arrangements within the department, DAF reintroduced the Professional Officer and Technical Officers Progression Scheme in March 2017, to be conducted annually in recognition of outstanding professional performance of eligible professional and technical employees.

## Safe and healthy people and workplace

Maintaining and improving the safety and health of DAF's diverse workforce and workplaces is central to being able to effectively deliver our services. In 2016–17, we continued to work on creating a proactive culture in the department through our strategic health, safety and wellbeing program.

Work health and safety (WHS) network groups meet regularly to discuss and resolve strategic and operational WHS issues in the department. Specific working groups were convened to focus on key WHS risks such as quad bikes, asbestos, hazardous chemicals and risk registers. A comprehensive WHS incident database enables quarterly performance reporting and benchmarking of performance to ensure continual improvement towards best practice.

The key initiatives of the health, safety and wellbeing program during 2016–17 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
- resilience sessions, which provided employees with practical techniques to help manage the impacts of stress in their personal and professional lives
- ‘Mind Your Health’ and ‘LIFE!style’ projects, which were developed and launched to generate awareness and information to help support a healthy and resilient workforce
- an annual health and safety week to raise awareness and promote a positive health and safety culture
- training sessions to build capacity around health and safety management, obligations and bullying and harassment
- the influenza vaccination program
- maintaining ‘Silver Recognition’ in the Queensland Government’s Healthier, Happier Workplaces initiative—the department is in the process of progressing to ‘Gold Recognition’.

As a result of the department’s successful WHS program, DAF continues to see positive results and favourable financial outcomes in our WorkCover Queensland premium. Throughout recent financial years, our premium has decreased significantly. These beneficial results continued in 2016–17, with statutory claim costs reduced by \$127 984 when compared to the previous financial year. As at 30 June 2017, the department’s average monthly payments for each WorkCover industry classification were all tracking well under the industry average for each comparable industry classification, demonstrating the effectiveness of the department’s injury management and prevention strategy.

### Early retirement, redundancy and retrenchment

During the 2016–17 period, one employee received a redundancy package at a cost of \$134 997.

No early retirement packages were paid during this period.