

Our organisational capability

Governance

Queensland Government departments are established through an Administrative Arrangements Order. It outlines ministerial portfolios and sets out the responsibilities and the Acts administered. Our Minister's agriculture and fisheries portfolio also has a number of statutory bodies, which are detailed in Appendix 2.

DAF was established under Administrative Arrangements Order (No 1) 2015 on 16 February 2015. The legislation administered by the Minister and this department is outlined in Appendix 4.

The Director-General has responsibility under the *Public Service Act 2008* (s. 98) for the management, governance and operation of the department. She is supported by the board of management. Profiles of the Director-General and her leadership team can be found on page 20.

A key priority for the new Director-General and the board of management has been to bring greater attention to the connectivity needed across our corporate and business governance, particularly as we push towards more digitally enabled, flexible workplaces and project teams. A suite of strategic initiatives has commenced. These are aimed at reinforcing sound governance and providing for contemporary structures and practices that support:

- successful execution of our strategic directions and delivery of objectives
- the way in which the department is organised, directed and managed
- high ethical standards and integrity
- more open and informed engagement with stakeholders and the community
- planning, investment review and reporting
- risk-taking and performance.

DAF had four committees to provide advice and assurance on specific areas to the Director-General and board of management.

Governance committees

Director-General

- Overall responsibility under the *Public Service Act 2008* (s. 98) for the management, governance and operation of the department

Board of management

Chair: Director-General

- Advises the Director-General on strategic issues, investment decisions and significant organisational and operational matters
- Provides leadership on organisational purpose, strategic direction and organisational culture

Audit and Risk Management Committee

Chair: Graham Carpenter (external member)

- 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
- Provides advice and assurance to the Director-General in meeting her obligations under the *Financial Accountability Act 2009*

Finance Committee

Chair: Director-General

- Provides advice and assurance that there is a clear line of sight on all significant investment decisions (this committee meets quarterly or as required)

Workplace Health and Safety Steering Committee

Chair: Director-General

- Ensures statutory and organisational requirements for the management of workplace health and safety (WHS) matters are met
- Considers strategic WHS issues across the department
- Ensures the appropriate development and implementation of WHS processes, policies and procedures to safeguard a work environment free from harm

ICT Investment and Strategy Committee

Chair: Deputy Director-General, Corporate

- 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
- Monitors significant ICT projects' risk

Business and Corporate Partnership Board

Secretariat 2015–16: Office of Deputy Director-General, Corporate

- Responsible for the long-term performance, business success and timely delivery of departmental key priorities within the partnership
- Provides leadership and sets the strategic direction of the partnership to enable it to meet its goals and objectives

Membership: Directors-General of DAF; Department of Tourism, Major Events, Small Business and the Commonwealth Games; Department of Natural Resources and Mines; Department of Energy and Water Supply; EHP; Department of National Parks, Sport and Racing; and the head of Corporate for each Business and Corporate Partnership hub

Figure 12: Our governance committee structure at 30 June 2016

Public sector ethics

DAF supports new employees to learn about their new organisation and departmental culture through an online induction module, which includes information about employee responsibilities under the *Code of conduct for the Queensland public service*.

All employees are required to complete code of conduct and ethical decision-making training on a regular basis throughout their employment. Departmental policies, procedures and plans incorporate the principles and values contained in the code of conduct. This year, 92 per cent of all employees completed the code of conduct training.

These mandatory courses ensure that all staff are aware of expected workplace behaviours and that their performance and behaviour complies with the code of conduct. Any breach of the code of conduct is treated seriously and the department ensures that breaches are managed in accordance with best practice.

Our prevention activities over the past 12 months focused on use of information and resources; identifying, declaring and managing conflicts of interests; receiving and giving gifts/benefits; and managers and supervisors obligations regarding the management of staff.

Accountability, integrity and risk management

The Audit and Risk Management Committee (ARC) helps the Director-General 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 role of the committee is to provide independent assurance and assistance to the Director-General regarding:

- the agency's integrity framework
- the department's external accountability responsibilities as prescribed in the relevant legislation and standards
- risk, control and compliance frameworks.

Meetings, membership and remuneration

The ARC convened five times during 2015–16. The Queensland Government Internal Audit Service (QGIAS) provided secretariat support to the committee during 2015–16.

Table 14: Between 1 July 2015 and 30 June 2016, the ARC had the following membership composition (as appointed by the Director-General)

Name	Position	Committee role	Number of meetings	Number of meetings attended	Remuneration paid
Graham Carpenter	Consultant	Chair (external member)	5	5	\$10 200
Sue Ryan	Deputy Director-General, Policy and Program Support, Department of Natural Resources and Mines	External member	5	5	NA
Sharee Bartlett	Partner, BDO Risk Advisory	External member	5	4	\$2 400
Dr Jim Thompson	Chief Biosecurity Officer, Biosecurity Queensland	Internal member	5	5	NA
Maria Mohr	Executive Director, Policy and Operations, Fisheries Queensland	Internal member	5	5	NA

As external members of the ARC, Graham Carpenter is entitled to be paid \$2400 per meeting (excluding GST) to a maximum of \$12 000 per calendar year (excluding GST) and Sharee Bartlett is entitled to be paid \$200 per hour (excluding GST) to a maximum of \$3000 per calendar year (excluding GST) for their services to prepare for, and attend, up to five meetings per annum.

Although an external member, as an officer from another government department, Sue Ryan is not remunerated for her work on the committee.

Performance and achievements

The ARC provided governance oversight and advice to the Director-General in relation to all aspects of its charter responsibilities.

Key achievements, and enablers to this, were the review and revision of the ARC charter and, in turn, review and revision to the ARC committee composition to achieve optimum balance in effectiveness and efficiency. The committee reviewed 82 recommendations and closed 76 recommendations during 2015–16.

Committee members were also provided with recommendations arising from Queensland Audit Office (QAO) reports to Parliament that relate to the department. During 2015–16, two recommendations were actioned and closed.

Internal audit

QGIAS is a business unit within EHP providing 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 operating parameters of QGIAS are established in the 2015 internal audit charter (which has due regard to professional standards) and the *Audit committee guidelines: improving accountability and performance* issued by Queensland Treasury (June 2012).

QGIAS provides independent assurance and advice to the Director-General, senior management and the ARC. In 2015–16, QGIAS:

- discharged the responsibilities established in the 2015 internal audit charter by executing the internal audit program of work prepared as a result of risk assessments, materiality and contractual and statutory obligations
- provided reports on results of internal audits and assurance reviews undertaken to the ARC and the Director-General
- monitored and reported on the status of implementation of internal audit and external audit recommendations to the ARC (management is responsible for implementation of audit recommendations)
- liaised with QAO to ensure there was no duplication of audit effort
- supported management by providing advice and information on corporate governance and related issues, including fraud and corruption prevention programs and risk management
- reviewed the departmental annual financial statements and Chief Financial Officer statements prior to them being presented to the ARC
- developed the DAF 2016–17 Strategic Internal Audit Plan, which was approved by the Director-General after endorsement from the DAF board of management and ARC.

Key audit activities

QGIAS completed the following reviews under the DAF 2015–16 Strategic Internal Audit Plan:

- Biosecurity Regime Effectiveness—Animal Welfare
- Drought Relief Assistance Scheme—Phase 3
- Facilities and Accommodation Management—Phase 2
- Regional Office Review
- Fisheries Queensland Impact Assessment Management Practices
- ASQ RD&E Financial Acquittal Reporting Review
- Strategic Asset Management Review
- Project Assurance Services for the Finance Systems Futures Project Outsourcing Arrangements for the Management of Retail Brokers

- Mapping of Biosecurity Recommendations
- Strategic Cropping Land Mitigation Fund.

QGIAS commenced the following reviews under the DAF 2015–16 Strategic Internal Audit Plan:

- *Biosecurity Act 2014* Preparedness Program.

External scrutiny

QAO undertakes financial and performance audits within the public sector. Other significant external reviews are also outlined in this section. In 2015–16, the following QAO reports and external reviews required action by DAF:

- The QAO report to Parliament, *Results of audit: internal control systems 2014–15—report 1: 2015–16*, evaluated systems of financial control with specific emphasis on the effectiveness of internal financial management reporting, as well as disaster recovery planning in relation to computer systems after disruptive events such as floods and power outages. All recommendations have been implemented by the department.
- The QAO report to Parliament, *Agricultural science research, development and extension programs and projects—report 3: 2015–16*, examined how well the department invests in and manages agricultural science RD&E projects and programs in order to meet our strategic objectives. The audit listed five recommendations focusing on strategies and business system improvements. The department is implementing recommendations by updating project management guidelines to complement the development of new project management tools. Guidelines will be updated and training packages rolled out as the project management system evolves.
- The QAO report to Parliament, *Cloud computing—report 13: 2015–16*, examined how well departments are adopting the Queensland cloud computing strategy in modernising their ICT assets and services to deliver business value while managing risks. DAF assessed the recommendations made by QAO for all departments and, during 2015–16, commenced work to improve cloud computing strategies.
- The Queensland Biosecurity Capability Review was undertaken in response to the serious erosion of Biosecurity Queensland’s capacity to respond to disease and pest outbreaks. The review’s final report was delivered by the independent panel on 25 September 2015 to the department and publicly released on 11 April 2016. There are 32 actions recommended in the report (see ‘Objective 2: Manage biosecurity risk’, p. 39).
- An independent review of diagnostic systems related to testing for Panama disease tropical race 4 was completed on 14 August 2015. The review identified
 - there was no evidence of human error or poor laboratory practice contributing to the incorrect test result
 - the risk-based decision to quarantine the property was sound and consistent with previous protocols

- a number of recommendations to further enhance laboratory practices and quality assurance, including changes to organisational structure, management information systems and documentation.

The recommendations have been considered, along with wider recommendations, as part of a holistic review of Queensland's biosecurity capabilities. The department ceased using the Dita PCR test as a diagnostic tool and continues to use other options, such as the vegetative compatibility group test, to confirm the disease.

- The Agriculture Minister's Forum commissioned an Independent Review Panel in June 2015 to ascertain whether it was possible to eradicate red imported fire ants at an acceptable cost–benefit ratio. An independent assessment of the program in South East Queensland completed recently found that it is in the national interest and technically feasible to eradicate fire ants, provided the program is adequately funded. The forum considered the Independent Review Panel's final report in May 2016 and approved funding for the program for the 2016–17 financial year on 20 May 2016. A national decision on the long-term future of the South East Queensland program is pending the forum's consideration. If there was no eradication program, the environmental, economic and social impacts have been estimated to be up to \$45 billion in South East Queensland. This would be higher if fire ants were to spread to other parts of Australia.
- The Queensland Government announced the establishment of a Rural Debt and Drought Taskforce on 19 October 2015 to determine the extent of the debt crisis and impacts of drought in Queensland's agricultural sector. The taskforce held hearings across Queensland in 14 locations and received over 100 submissions. The report was presented to the Queensland Treasurer on 9 May 2016. In response, DAF worked with Queensland Treasury to develop the Rural Assistance Package worth \$36.044 million over 5 years. DAF commenced consultation on the implementation of its initiatives in the Rural Assistance Package.
- The Parliamentary Agriculture and Environment Committee conducted a review of DRAS in 2015–16, including consideration of submissions and public hearings. The department attended a public hearing in March 2016. The committee's report on its DRAS review is expected in early 2016–17.

Risk management

The main focus for DAF risk management this financial year was to further embed awareness of the enterprise's risk profile and to strengthen alignment with the strategic plan and business plans. The profile—together with updates to the DAF board of management on emergent risks, treatment progress and control effectiveness—allows the board to assess risk exposure and to make informed decisions on where change in priorities or refocus is needed.

During 2015–16, a series of specialised risk assessments were undertaken in the areas of:

- organisation-wide fraud, corruption and misconduct risks, and the QAO-developed self-assessment of the department's fraud, corruption and misconduct controls to update the Fraud, Corruption and Misconduct Control Plan and improve targeting of staff awareness campaigns
- legislation compliance, including a comprehensive analysis of controls for compliance with corporate type legislation.

DAF's business continuity management system was also developed, including:

- developing a policy statement and manual to be used in conjunction with the *Disaster management manual*
- establishing the Business Continuity Reference Group to coordinate business continuity activities across the department
- identifying DAF's critical business functions
- developing templates for business continuity plans and business impact assessments
- reviewing and updating intranet guidance.

Information management

Information systems

During the reporting period, DAF continued to operate, maintain and develop a range of information systems to support services, initiatives and corporate operations. Highlights were:

- modernising the Authorised Implanter Number System utilising a Microsoft SharePoint platform and SmartForms to allow better public access and streamline the process for issuing authorised implanter numbers
- investigating innovative mobile technology platforms for the Fire Ant Management System and implementing significant processing and reporting enhancements to strengthen the Biosecurity Queensland Control Centre's capacity to provide timely and accurate information to help management and operational staff with eradication activities
- migrating DAF's Vessel Monitoring System to part of a system shared by other Australian fisheries agencies, creating the potential for expansion if additional fisheries are required to use the Vessel Monitoring System—the migration will reduce the costs to DAF and enable the testing and use of new technology more quickly, and a mirrored database has been established in a secure virtual private network to monitor the trawl quota measured as fishing days
- progressing the Finance Modernisation project to replace the existing version of SAP Finance to SAP ECC5 in July 2016
- replacing legacy reporting systems with the Common Reporting Platform Project and more advanced and innovative business intelligence and reporting tools—the project is currently implementing an alternate financial and asset reporting solution in alignment with the SAP ECC5 upgrade and is scheduled for release in August 2016
- implementing a toolkit to assist management of substantial project portfolios through the Project Management System Business Solutions Project—this will rationalise and consolidate systems and tools currently used to manage projects across the department
- maintaining various content management systems for internet and intranet content publishing
- maintaining various grant and rebate administration and management systems
- continuing modifications to the Drought and Disaster Assistance Management system to improve its usability and reporting capability

- implementing the DAF Digital Workplace Strategy to improve knowledge sharing, collaboration and productivity
- implementing Microsoft Office Professional 2013 for DAF staff—the entire Office 2013 suite provides Microsoft Outlook, Word, Excel, Access, PowerPoint, Publisher and OneNote, as well as Project and Visio (additional licensing required).

Recordkeeping

The department operates a recordkeeping strategy to ensure that it is compliant with the *Public Records Act 2002*, *Public Service Act 1996*, and *Information standard 40—recordkeeping*. Policies are in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives and information security.

The Recordkeeping Digital Transition Program supports and facilitates the move from a paper to digital recordkeeping paradigm—Born Digital, Stay Digital. A new digitisation disposal policy has been approved and is being implemented to support the new digital recordkeeping paradigm.

Records Management has responsibility for providing a compliant recordkeeping framework to the department. Increasing numbers of records are being received, captured and managed electronically. Recordkeeping considerations are being formally addressed in both the development and decommissioning of business systems.

Comprehensive retention and disposal schedules for the department have been approved by the State Archivist. Time-expired records have been identified for disposal and 1426 boxes of hardcopy files have been securely disposed of. Permanent records have been identified and 1071 boxes of hardcopy records have been transferred to Queensland State Archives.

Workforce profile

The *Queensland public sector quarterly workforce profile* for June 2016 based on the Minimum Obligatory Human Resource Information data, shows that DAF had 2020.49 FTE staff and a permanent separation rate of 4.55 per cent. The FTE total included Business and Corporate Partnership staff providing ICT and fleet management support to DAF and five other agencies.

Workforce planning and performance

During 2015–16, DAF continued to align workforce skills and resources to core business priorities. Our workforce flexibility initiatives enable our business areas to meet fluctuating demands for services and specific skill requirements for programs of work across the state.

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.

With limited staff turnover, we focus on staff capability and refreshing staff skills. Strategic workforce plan initiatives build on our internal talent, promote opportunities for relieving and development, and recruit graduates in critical occupational groups. The Greater Graduate Program brings innovation and initiative into our department by tapping into new skills, new demographics and the emerging workforce.

A key development has been the initiation of the Culture and Capability strategic priority project. 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.

DAF remains committed to building on our workforce and performance through diversity. Currently 0.47 per cent of staff identify as Aboriginal and Torres Strait Islander people, 7.42 per cent as coming from a non-English speaking background and 4.96 per cent as having a disability.

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

Performance excellence

All employees are provided with clear expectations of their performance and contribution as an individual and as part of a team in the department. Our strategic plan, business plans and individual performance agreements are all aligned to the government's vision for agriculture and our strategic organisational priorities.

We ensure every new employee is welcomed and inducted into the department through the online induction program, which provides information about the department, conditions of employment, ethical behaviour, safety at work and information security. Personal workplace inductions conducted by managers complement the online program. Workplace induction incorporates understanding of business goals and expectations, local procedures and policies, and integration into the work team.

Throughout the year the department recognised and celebrated the achievements, innovation and service excellence of staff at various events and awards. Further information about the achievements of staff may be found on the department's website at www.daf.qld.gov.au.

Developing our leaders and managers

DAF is committed to ensuring the department has a senior leaders' succession plan in place. During the year, executives and senior officers developed leadership capabilities through:

- all executives implementing a comprehensive performance agreement
- executive participation in the Public Service Commission–led Executive Capability Assessment and Development (ECAD) process (including ECAD Refresh)
- participation in Public Service Commission management development programs
- the roll-out and 100 per cent participation rate of senior officers and team leaders in the 360-degree feedback program to further develop the department's leadership team
- team leader participation in the Public Service Commission–led Leadership Capability Assessment and Development process.

DAF's Performance Management Framework Program continues to enable our supervisors and employees to make informed decisions about their 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 2015–16 for all staff that focused on building management and leadership skills. These included:

- Managing People—a program providing supervisors and managers with practical skills to build and motivate their teams
- 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 are also available online.

Values

We continue to embed the Queensland public service sector-wide values into DAF's culture. These values have been widely recognised and accepted as sincere expressions of the values necessary for an effective and satisfying place to work.



Customers first

We know our customers, deliver what matters to Queenslanders and show empathy in decision-making.



Ideas into action

We challenge the norm, encourage new ideas and find solutions, encourage and embrace new ideas, and work across boundaries.



Unleash potential

We expect greatness, lead and set clear expectations, and seek, provide and act on feedback.



Be courageous

We own our actions, successes and mistakes, take calculated risks, and act with transparency



Empower people

We lead, empower and trust, and play to everyone's strengths, developing ourselves and those around us.

Figure 13: Queensland public service core values

The substantial staff response rate to the Public Service Commission–led 2016 Working for Queensland Survey helped to identify where we could:

- improve department-wide workforce strategies
- model valued behaviours
- make changes to organisational leadership and communication
- enhance learning and development initiatives
- celebrate our department's collaboration at a work-group and managerial level.

Flexible working arrangements

As technology improves the way we work, we continue to profile our policies that promote work–life balance and adaptable working arrangements such as flexible working hours, job-sharing, part-time work and telecommuting. We also have provisions for family and cultural leave, and care facilities in the workplace. These policies are promoted to job candidates and employees, and are available online.

Simplifying industrial arrangements

Over the last 18 months, DAF has participated in the modernising of Queensland’s industrial awards that apply to state and local government employees. This process has been led by the Queensland Industrial Relations Commission.

DAF’s Consultative Committee meetings are held 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.

Early retirement, redundancy and retrenchment

During the 2015–16 period, one employee received a redundancy package at a cost of \$87 649. During this same period, five employees received retrenchment packages at a total cost of \$112 234.

No early retirement packages were paid during this period.

A safe and healthy workplace

The department continues to build on its proactive health and safety culture through its strategic health, safety and wellbeing program.

Key initiatives delivered during 2015–16 included:

- online incident reporting, attention to prevention reviews, a comprehensive incident database and quarterly performance reports to benchmark performance and ensure best practice and continual improvement
- delivery of health checks, with results used to inform priority risk areas and evidence-based campaigns
- regular meetings of WHS network groups that continue to show leadership and commitment to ensuring a proactive health and safety culture
- annual WHS inspections to maintain a sound risk management environment
- an annual health and safety week to promote the values of a positive health and safety culture, including a series of videos from each service area highlighting integration of health and safety into everyday operations, and leadership awards recognising excellence and innovation
- a pilot influenza vaccination program that utilised local community pharmacies to ensure greater reach for staff in regional and remote Queensland

- maintaining 'Silver Recognition' in the Queensland Government's Healthier, Happier Workplaces initiative—the department is in the process of progressing to Gold Recognition
- 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.

The department's WHS program has led to positive trends and financial outcomes in the department's WorkCover premium. Over the last two financial years to 2015–16, DAF's WorkCover premium has decreased by more than \$0.7 million, demonstrating the effectiveness of the department's injury management and prevention strategy. This downward movement is expected to continue in 2016–17, as a comparison with industry shows that DAF's average number of paid days and average monthly payments were all significantly under the industry average for each WorkCover industry classification.