

05 Strengthen capability, innovation and governance

DELIVERED DEPARTMENTAL OBJECTIVES

ENABLED THE DEPARTMENT TO RESPOND AND ADAPT TO CHANGING INTERNAL AND EXTERNAL CHALLENGES, AND TO ACHIEVE ITS STRATEGIC OBJECTIVES, BY:

- **STRENGTHENING** CAPABILITY, INNOVATION AND GOVERNANCE

Our people

Workforce profile

Employees are our most valuable asset. Our people are a key component of leading change with a focus on improving the outcomes for seniors, people with disability and Aboriginal and Torres Strait Islander Queenslanders.

The department's SOLID values underpin all that we do and set the tone for our work. They set the scene for high-expectation relationships in which individual strengths and capabilities are acknowledged and valued. They encourage us to respectfully challenge ourselves and work together to create solutions and pathways to positive change.

The department is committed to supporting a thriving workplace where all people feel safe, valued and respected, and where the principles of inclusion are strongly reflected in our culture and values, as set out in our *Inclusion and Diversity Strategy 2021–24*.

Full-time equivalent employees

The Service Delivery Statement breakdown of full-time equivalent employees as at 30 June 2022 is highlighted below.

Workforce profile data:

Service area	2021–2022 FTE
Seniors and Disability Services	1,648
Aboriginal and Torres Strait Islander Partnerships Services	311
Total FTE for Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships	1,959*

*Number based on the last full pay fortnight – ending 17 June 2022.

Employment diversity

Target group data¹

Gender	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Woman	1,321	66.38%
Man	667	33.52%
Non-binary	<5	0.10%

Diversity groups	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Women	1,324	66.53%
Aboriginal peoples and Torres Strait Islander peoples	126	6.33%
People with disability	100	5.03%
Culturally and linguistically diverse—born overseas	58	2.91%
Culturally and linguistically diverse—speaks a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	40	2.01%
Women in leadership	Number (Headcount)	Percentage of total leadership cohort (Calculated on headcount)
Women in leadership roles ²	35	53.85%

Notes

1. To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers have been replaced by <5.
2. Women in leadership roles relate to those positions that are senior officer and equivalent, or above.

The department has 53.85 per cent of women in leadership roles which exceeds the public sector target of 50 per cent. It is also noted that 66.53 per cent of our total employment numbers are female employees. The department has commenced preliminary work with the Public Service Commission on future reporting on gender pay equity.

In 2021–2022, in consultation with the department’s inclusion and diversity network, the department developed an Inclusion and Diversity Strategy 2021-2024, which outlines a range of initiatives including improving employment outcomes for target groups. These include Aboriginal and Torres Strait Islander employees and employees with disability.

The department has 6.33 per cent of its employees who identify as Aboriginal and Torres Strait Islander employees which exceeds the public sector target of 3 per cent. The department has 5.03 per cent of employees who identify as having a disability, which is well above the public sector average of 3.31 per cent but below the public sector target of 8 per cent.

It is anticipated that staff network groups for Aboriginal and Torres Strait Islander employees and employees with disability will be established in 2022–2023. These network groups focus on supporting employees through their personal and professional development.

Strategic workforce planning and performance

In 2021, the department approved its *Strategic Workforce Plan 2021–2025, A Capable Workforce; A Quality Workplace*. The strategic plan aligns workforce initiatives with the department’s priorities and provides a consistent reference point for its workforce agenda.

The objectives and strategies set out in our Strategic Workforce Plan 2021–2025 support the achievement of the department’s vision and are designed to guide the department to develop an agile, high-performing, professional and innovative workforce that can meet the department’s current and future business needs.

The department has a range of other strategies and frameworks in place to foster a healthy workplace culture and an inclusive workplace, while creating an agile future-focused organisation. These include the Safety, Wellbeing and Injury Management Strategy and Operating framework, Positive Performance Management framework, the Wellbeing Strategy, and the Workforce Capability Framework 2021–2025, all of which have our SOLID values at their core. In addition, the department is White Ribbon-accredited and has an ongoing commitment to supporting employees in relation to domestic and family violence.

Attraction and retention strategies

Attracting and retaining a diverse talent pool drawn from all sections of the community is crucial to the department's ability to deliver effective services that reflect the community and its expectations.

The department offers a range of career pathways and benefits to support and retain a skilled and capable workforce. This includes offering competitive salary and working conditions to enable a work-life balance. The span of learning and development opportunities available demonstrates the department's continued commitment to developing staff capability and providing career pathways for our workforce.

In 2021–2022, the department focused on implementing a range of recruitment and selection strategies to support frontline service delivery roles to attract and retain casual Residential Care Officers within Accommodation Support and Respite Services. This included the focus group continuing to address recruitment challenges, and the development of a virtual information session video to provide interested applicants with an overview of the role.

The department's recruitment and selection policy, and supporting guideline and templates were also reviewed and refreshed.

We also partnered with the Public Service Commission to attract, retain and develop Aboriginal and Torres Strait Islander public servants and public service employees with disability. Two positions were funded by the department in these areas and the two employees worked in the Public Service Commission. Specific areas of work included the development and implementation of the Aboriginal and Torres Strait Islander Careers Pathways Service and assisting the public service with employment initiatives for people with disability.

Learning and development opportunities

The department's approach to capability development is underpinned by a growth mindset and maintains that all employees can grow and improve, and that they should be supported in this by their leaders and colleagues. The department continues to invest and value the importance of a skilled and capable workforce. The range of training and capability development strategies enable staff, from commencement of employment, to have a clear and shared understanding of their role demonstrating SOLID values, working in teams and delivering effective services to Queensland communities.

All training and capability development activities were guided by the Workforce Capability Framework 2021–2025 and linked to individual's performance and development agreements.

In 2021–2022, 24,806 staff participated in a range of learning and development activities, including mandatory training, role-specific capability training, professional development opportunities and skill development.

Additionally, 84 staff completed national qualifications to support role requirements and professional development. Qualifications included Certificate IV in Community Services, Certificate IV in Disability, Diploma of Community Services and Diploma of Leadership and Management.

During 2021–2022, the department worked with the Public Service Commission to support the Aboriginal and Torres Strait Islander Career Pathways Service, which was established in 2019. Currently, there are 36 Aboriginal and Torres Strait Islander participants and supervisors from this department participating in the Career Pathways Service. Opportunities for participants, as a result of their involvement, include higher duties

secondments, access to learning and development opportunities, and mentoring, coaching and networking opportunities.

Building cultural capacity

The department recognises that the cultural capability of all staff is integral to achieving our vision of thriving Queensland communities and creating an inclusive workplace. In 2021–2022, 699 staff completed mandatory cultural awareness training, and 13 staff were supported to participate in the Certificate IV in Indigenous Cultural Capability as part of the whole of government initiative to develop public service cultural capability.

Further, during this reporting period the department achieved:

- 100 per cent of departmental Cultural Capability Action Plan deliverables implemented
- 100 per cent of the departmental Reconciliation Action Plan deliverables implemented.

Employee induction

The department provides a comprehensive departmental induction program to support and orientate new employees to their environment and provide them with meaningful work as quickly as possible.

In 2021–2022, the department's induction process was reviewed and refreshed to ensure alignment with its SOLID values. A range of mandatory modules are provided to new employees. Additional role-specific training is delivered for key frontline staff including residential care officers and forensic officers.

All new employees undertake the induction process, which is designed to:

- ensure a smooth transition into the department and work environment
- provide information on employment conditions and entitlements
- help new starters to understand the responsibilities and behaviours expected of them by the Queensland Government and the department
- provide an understanding of the function and operations of the department, as well as those of the business group or work unit
- provide an understanding of the department's SOLID values.

All employees, including new employees, are required to undertake mandatory online courses through the department's iLearn site or complete self-paced workbooks to ensure they have the necessary skills and knowledge to deliver effective and efficient services. In 2021–2022, 13,356 staff participated in mandatory departmental training courses achieved flexibly via online, face-to-face or self-paced workbooks.

Leadership development

Effective leadership is critical to ensuring we have a positive and supportive workplace culture focused on high performance, innovation and continuous improvement.

The department's approach to leadership development is underpinned by the public service leadership competencies for Queensland.

During 2021–2022, the department supported 17 staff to participate in LEAD4QLD, and currently, a cohort of 15 team leaders/program leaders have commenced the LEAD4QLD program. A further nine staff were supported to participate in the People Matters leadership programs.

In addition, one staff member completed the Public Sector Management Program, and another completed the Diploma of Leadership and Management via an externally registered training provider.

Managing high performance

High standards of performance, clear behavioural expectations and our SOLID values are aligned to the Queensland Public Service values and employee performance development framework. The framework, which

was refreshed by the department in 2021, promotes a positive and healthy workplace culture where employees and supervisors engage in a performance management process with regular, meaningful and supportive conversations about performance expectations and capability development opportunities.

Performance and Development Agreements are used to provide an opportunity for supervisors and their staff to discuss and record performance expectations, how their role links to the department's goals, and the immediate and future career goals for the employee.

Employee health, safety and wellbeing

The *Strategic Workforce Plan 2021–2025* identifies the department's commitment to supporting employees' wellbeing and safety. This plan is supported by our Health, Safety and Wellbeing Policy and Wellbeing Strategy 2022–2025, and related procedures and guidelines, which aim to:

- establish and maintain a workplace that is free from risks to the health, safety and wellbeing of individuals
- maintain a workplace in which employees strive for optimum levels of wellbeing
- detail the agreed employer or employee responsibilities, including responsibilities for reporting workplace hazards and incidents.

During the reporting period, measures were implemented to improve workplace health, safety and wellbeing across the department. These included:

- providing ongoing employee support through the department's Employee Assistance Program delivered by Benestar, including a range of services such as Manager Assist, on-site employee support and a dedicated support line for Aboriginal and Torres Strait Islander staff
- producing regular communications to promote a positive workplace culture including regular updates on human resource matters and distribution of a weekly wellbeing newsletter
- promoting wellbeing and health initiatives including Mental Health Week and Safe Work Month
- developing resources to support the implementation of self-care and workplace wellbeing strategies
- completing the White Ribbon reaccreditation for the department and updating training and resources to better support staff impacted by domestic and family violence
- hosting weekly all staff online forums led by the Director-General and other senior leaders, to ensure staff stay connected, share best practice advice, celebrate success, and provide direct access to information from senior leaders
- providing staff with a range of supports and resources to assist them through the COVID-19 pandemic. This included advice on enhanced hygiene practices, social distancing and flexible work arrangements, and developing additional fact sheets around personal protective equipment
- developing and implementing the COVID-19 vaccination requirements policy
- developing the Safety, Wellbeing and Injury Management (SWIM) Strategy 2022–2025, and the SWIM Operating Framework
- developing the departmental Wellbeing Strategy 2022–2025 and the Wellbeing Action Plan 2022–23, and providing the wellbeing portal
- developing and promoting the bullying and harassment portal and resources
- implementing the annual influenza vaccination program.

Employee opinion survey

The Working for Queensland Survey (WFQ) is an annual survey measuring Queensland Public Sector employee perceptions of their work, manager, team and organisation. The results of the WFQ survey are used to drive positive workplace change across the organisation.

Fifty per cent of staff responded to the 2021 survey. As a restructured department, the 2021 results provide a new baseline for ongoing improvement opportunities.

The results of many factors are very similar to the whole of public sector results, including agency engagement at 56 per cent and organisational leadership at 48 per cent.

The department was particularly strong on understanding how the *Human Rights Act 2019* applies to our work and anti-discrimination, including staff who felt they made a difference in this area.

In response to areas where improvements are needed, the department is actively working to reduce reported experiences of bullying and harassment, implementing positive performance management, building the capability of managers and implementing a new employee wellbeing plan.

SOLID values are continuing to be embedded and regular workshops, engagement and communication with staff continues.

Code of Conduct and Public Sector Ethics

The *Code of Conduct for the Queensland Public Service* (the Code of Conduct) is based on the ethics, principles and associated set of values prescribed by the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each of the ethics' principles, namely:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The Code of Conduct applies to all departmental employees including volunteers, students, contractors, consultants and anyone working in any other capacity for the department. Adherence to the Code of Conduct is another way the department demonstrates ethical leadership in how it performs its role.

During 2021–2022, the department regularly provided ethical decision-making education to employees, and ensured all new employees undertook ethics-related training as part of the mandatory induction process.

During the year, 941 employees completed ethical decision-making and code of conduct training.

Management of suspected corrupt conduct and misconduct

Allegations of corrupt conduct, or a breach of the *Code of Conduct for the Queensland Public Service* involving a departmental employee, are reported to Ethical Standards. The matter is assessed with consideration given to the definition of corrupt conduct outlined in section 15 of the *Crime and Corruption Act 2001* and the *Public Interest Disclosure Act 2010*.

During 2021–2022, the department received 131 referrals. Of the 131 referrals, 31 were assessed as corrupt conduct matters, 82 as misconduct matters, and 18 matters did not reach the threshold of misconduct/corrupt conduct or remained in assessment.

Early retirement, redundancy and retrenchment

During the reporting period, one employee received a redundancy package at a cost of \$94,498, plus leave that was owing to the officer.

Upholding human rights

The department gives regard to the Queensland *Human Rights Act 2019* (HR Act) within all aspects of decision-making, policies, processes and practices to ensure an organisational culture that respects, protects and promotes all human rights.

As at 30 June 2022, 906 employees completed or refreshed the HR Act initial awareness mandatory training with a further 385 staff completing the Human Rights role-specific training, and six staff completing other Human Rights training programs.

The department's 2021 Employee Opinion Survey results showed that 90 per cent of staff had an understanding of the HR Act and how it applies to their work. This result was 13 percentage points above the Queensland public sector average. This was a significant achievement for the department during 2021.

Actions to further the objects of the *Human Rights Act 2019*

During the reporting period the department has undertaken the following activities to further the objects of the HR Act:

- On 8 December 2021, Ms Neroli Holmes, Deputy Commissioner, Queensland Human Rights Commission (QHRC), presented information to departmental staff through the weekly All Staff Forum (on-line Teams presentation) about the QHRC's second annual report, and provided summaries of outcomes and trends, and case examples. Ms Holmes also took questions from staff members. This was an activity undertaken to promote human rights during Human Rights Week, and an opportunity for departmental staff to hear about the work of the Commission.
- Human Rights Week 2021 promotions included links and information on the department's internal and external websites, and social media platforms.
- In partnership with the Commonwealth and other states and territories, the department developed and launched *Australia's Disability Strategy 2021–2031*, which will play an important role in protecting, promoting and realising the human rights of people with disability in Queensland and across Australia, in line with Australia's commitments under the United Nations Convention on the Rights of Persons with Disabilities (UN CRPD).
- A three-month public consultation process was undertaken between November 2021 and January 2022 as part of the current review of Queensland's positive behaviour support and restrictive practices authorisation framework. In recognition of the significant human rights issues involved, the key focus of the review included promoting the reduction and elimination of the use of restrictive practices, and ensuring restrictive practices are used only as a last resort and in the least restrictive way possible.
- Implementation of the Local Thriving Communities' (LTC) reform advanced the preamble to the HR Act which acknowledges the importance of self-determination for Aboriginal and Torres Strait Islander Queenslanders. Consistent with this acknowledgement, Local Thriving Communities (LTC) is a long-term reform that facilitates the Queensland Government to respond to community needs and priorities; to bring decision-making closer to communities; and to enhance self-determination.
- The department is progressing a Path to Treaty in Queensland, which will help give effect to the principles of the HR Act that acknowledge the specific cultural rights of Aboriginal peoples and Torres Strait Islander peoples as recognised by section 28 of the HR Act. Path to Treaty is a long-term process, and actions and decisions related to this program will incorporate considerations of all relevant human rights to ensure compatibility with the HR Act.
- The department is partnering with the Public Service Reform Office and Aboriginal and Torres Strait Islander stakeholders to ensure the public sector legislative framework, currently being developed, promotes and protects the distinct cultural rights of Aboriginal peoples and Torres Strait Islander peoples as provided for in section 28 of the HR Act.

Human rights complaints

Customer human rights complaints

During the reporting period, the department had three* customer complaints that were identified to engage various human rights (*some matters contained multiple human rights issues):

- 2 related to s.17. Protection from torture and cruel, inhuman or degrading treatment
- 2 related to s.29. Right to liberty and security of person
- 1 related to s.25. Privacy and reputation
- 1 related to s.30. Humane treatment when deprived of liberty
- 1 related to s.28. Cultural rights—Aboriginal peoples and Torres Strait Islander peoples.

Outcome and resolutions as at 30 June 2022:

- concerns about three human rights were resolved as not substantiated (related to s.25, s.17 and s.29)
- concerns about the other four were still being considered by the department/not yet finalised (subject to ongoing departmental investigation or other processes).

Human resources—staff (internal) human rights complaints

During the reporting period, the department did not receive any complaints directly referring to the *Human Rights Act 2019*; however, when assessed, there were 42* matters containing identified human rights that may have been engaged (*some matters contained multiple human rights issues).

The identified human rights that were alleged to have been engaged were:

- 3 referred to s15. Recognition and equality before the law
- 19 referred to s17. Protection from torture and cruel, inhuman or degrading treatment
- 4 referred to s25. Privacy and reputation
- 18 referred to s29. Right to liberty and security of person
- 2 referred to s37. Right to health services.

As at 30 June 2022, the outcomes and resolutions were:

- 21 were resolved as not substantiated (5 related to s17. protection from torture and cruel, inhuman or degrading treatment; one related to s25. privacy and reputation and 15 related to s29. right to liberty and security of person)
- 8 were resolved as substantiated (2 related to s15. recognition and equality before the law; 2 related to s17. protection from torture and cruel, inhuman or degrading treatment; 1 related to s25. privacy and reputation; 2 related to s29. right to liberty and security of person; and 1 related to s37. right to health services)
- 17 were still being considered by the department/not yet finalised (subject to ongoing departmental investigation or other processes).

Reviews of policy, programs, procedures, practices or services undertaken for compatibility with human rights

During the reporting period, the following reviews were undertaken for compatibility with human rights:

- the review of the *Aboriginal Cultural Heritage Act 2003* and *Torres Strait Islander Cultural Heritage Act 2003* (Cultural Heritage Acts) is underway, and an options paper was publicly released from 17 December 2021 to 31 March 2022
- human rights certificates were developed with respect to the *Liquor (Mornington) and Other Legislation Amendment Regulation 2022* (Amendment Regulation) and the *Liquor (Kowanyama) and Other Legislation Amendment Regulation 2022* made under the *Liquor Act 1992* (Liquor Act) and the *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* (JLOM Act). Due to Mornington and Kowanyama Shires' requests to maintain a ban on home brew and home brew equipment following the introduction of an alcohol carriage limit, the following human rights were engaged by the Amendment Regulation: equal protection of the law without discrimination (section 15(3) of the HR Act); and right to property (section 24 of the HR Act)
- the provisions in the JLOM Act regarding home brew constitute a 'special measure' under the *Racial Discrimination Act 1975* (Cth). It was recommended that human rights engaged in relation to these purposes were reasonable and justifiable to support local decision-making around alcohol management to impose constraints on individual liberties in favour of promoting safety for the broader community
- commissioning an independent review of the portfolio body, the Family Responsibilities Commission (FRC), which will include ensuring the work of the FRC is consistent with the HR Act
- consideration of the legislative amendments to the *Disability Services Act 2006* and the *Guide, Hearing and Assistance Dog Act 2009* to address minor potential incompatibilities with the HR Act, will be progressed through portfolio legislative vehicles proceeding to Parliament

- all human resources policies were assessed as compatible with human rights.

Governance—risk management and accountability

Risk management

Risk management is a key element of good corporate governance. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Director-General, is exercised through the Board of Management and is the responsibility of all staff throughout the department. The department's Audit and Risk Committee assists the Director-General in the oversight of the effectiveness of the risk management framework.

The department's risk management framework provides the management approach, principles and processes for managing risk within the department in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and Queensland Treasury's whole-of-government risk management guidelines. The framework aligns with the *AS/NZS ISO 31000:2018 Risk management — Guidelines* and other best practice risk and resilience methodologies.

This approach ensures identified risk events that may impact on the delivery of the department's strategic objectives, are effectively managed in a structured and coordinated manner, and are reflected in the department's culture and practices.

During the reporting period, the department:

- conducted a Board of Management Strategic Risk Assessment workshop to identify the emerging risks that may impact on the delivery of our department's strategic objectives and the opportunities arising from these risks. The workshop included a presentation on global and national insights to stimulate blue-sky thinking about the potential strategic risks that the department may be exposed to in the current environment. The workshop resulted in a recalibration of the department's strategic risks, framed as opportunities and reflected in the 2022-2025 strategic plan
- continued to implement the department's risk management framework, including the risk appetite statement and risk management methodology
- continued to develop strategic and operational risk registers to support the systematic identification, assessment, review and monitoring of enterprise-wide risks
- continued to prepare quarterly Enterprise Risk reports, providing a holistic view of the department's 'top' risks to support Board of Management decision-making.

The focus during the year has been to further embed enterprise risk management within the department to support the effective management and mitigation of the department's risks; improve the reporting to senior executives; and to build a strong risk culture within the department.

Fraud and corruption control

The department is committed to an organisational culture where any act of fraud or corruption is not tolerated. This commitment requires staff to act ethically and professionally in their dealings with other staff, clients and service providers. The Fraud and Corruption Control Sub-Committee, which reports to the Finance Committee, continued to exercise its mandate to provide oversight of the department's fraud and corruption prevention program, and to monitor the effectiveness of internal controls and compliance with relevant legislation and government practice requirements, through its quarterly meetings.

During the reporting period, the department:

- finalised the development and publication of the department's three-year Fraud and Corruption Control Action Plan, supported by an annual reporting regime
- continued to implement the department's Fraud and Corruption Control Policy and Procedure through active monitoring and oversight by the Fraud and Corruption Control Sub-Committee

- developed the fraud and corruption control risk register to support the systematic identification, assessment, review and monitoring of fraud risks within the department
- continued to prepare quarterly fraud and corruption control risk register reports to provide the Finance Committee with assurance that the department's fraud risks are adequately being managed and monitored
- completed the fraud and corruption control self-assessment to evaluate the effectiveness of the department's fraud and corruption controls following the machinery-of-government changes
- ensured alignment of the department's Fraud and Corruption Control program with the requirements of the new Australian Standard on Fraud and Corruption Control (AS 8001:2021)
- strengthened its resilience to fraud and corruption through regular monitoring by the Fraud and Corruption Control Sub-Committee and the implementation of a variety of training and awareness raising strategies (e.g. information security awareness campaign) to foster an ethical organisational culture.

Information systems and recordkeeping

The department's information and communication technology-enabled business initiatives are provided by the Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) as part of an overarching Memorandum of Understanding for the provision of corporate services.

The department meets the accountability requirements of the Queensland *Public Records Act 2002* and complies with the General Retention and Disposal Schedule to maintain accurate records for accountability and business continuity.

The department has commenced the implementation of the records governance policy and is working in partnership with DCYJMA to establish the processes required to ensure successful transitioning from paper-based records to digital recordkeeping.

Information Security attestation

During the mandatory annual Information Security reporting process, the Director-General attested to the appropriateness of the information security risk management within the department to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

Internal Audit

Internal Audit provides an independent and objective assurance and advisory service designed to add value and improve the operations of the department.

The work of the internal audit function is performed in accordance with the Strategic Internal Audit Plan, developed in consultation with departmental senior executives and approved by the Director-General with a focus on risk exposures and independent assurance needs. The Internal Audit Charter defines the functions' responsibilities and is consistent with relevant legislation and international internal auditing standards.

For the internal audit reviews scheduled within the 2021–2022 Strategic Internal Audit Plan:

- eight have been finalised
- four are in the process of being finalised
- one is currently in progress.

Internal Audit also provided continual advice and assurance against ad hoc reviews as requested by management.

External scrutiny

The Auditor-General, supported by the Queensland Audit Office and in accordance with the *Queensland Auditor-General Act 2009*, conducts the financial and performance audits of the department.

During the reporting period, the Queensland Audit Office continued with its audit review program and progressively released its performance reports.

The department provides quarterly Conduct and Performance Excellence (CaPE) data to the Queensland Public Service Commission which is published on the Queensland Government website.

Open data

For additional final reporting information related to consultancies, overseas travel, and Queensland Language Services Policy, visit: <https://data.qld.gov.au>

Future directions

Strengthen capability, innovation and governance by:

- strengthening performance through contemporary governance best practice
- improving departmental workforce inclusion and diversity
- driving performance, innovation and service delivery improvements aligned to the government's priorities, through evaluations, reviews, data and feedback
- building on and maintaining workforce capability that is outcomes focussed to consistently deliver service expectations
- valuing our staff, supporting them through change, and assisting them to engage in departmental programs that build leadership competencies and capability, and encourage innovation in line with our SOLID values
- investing in the learning and capability development of our staff, ensuring that their safety, health and wellbeing is a priority, with a focus on the attraction and retention of a skilled and diverse workforce
- engaging with staff on the outcome of the Working for Queensland survey and empowering staff to design approaches that make the department an employer of choice.