2024 status of Auditor-General's recommendations

Report 1: 2024–25

Queensland
Audit Office
Better public services

As the independent auditor of the Queensland public sector, including local governments, the Queensland Audit Office:

- provides professional audit services, which include our audit opinions on the accuracy and reliability of entities' financial statements

- provides insights on entities' financial performance, risk, and internal controls; and on the efficiency, effectiveness, and economy of public service delivery

- produces reports to parliament on the results of our audit work, insights, and advice, and provides recommendations for improvement

- connects our reports to regions and communities with graphics, tables, and other visualisations

- conducts investigations into claims of financial waste and mismanagement raised by elected members, state and local government employees, and the public

- shares wider learnings and best practice from our work with state and local government entities, our professional networks, industry, and peers.

We conduct all our audits and reports to parliament under the *Auditor-General Act 2009* (the Act).

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The Honourable C Pitt MP
Speaker of the Legislative Assembly
Parliament House
BRISBANE QLD 4000

20 September 2024

This report is prepared under Part 3 Division 3 of the *Auditor-General Act 2009*.

Rachel Vagg
Auditor-General

Contents

Acknowledgement

The Queensland Audit Office acknowledges the Traditional and Cultural Custodians of the lands, waters, and seas across Queensland. We pay our respects to Elders past, present, and emerging.

We use the term 'First Nations people' in this report. We respect First Nations people's choices to describe their cultural identity using other terms, such as Aboriginal and Torres Strait Islander peoples, particular peoples, or by using traditional place names.

Report on a page

The Queensland Audit Office makes recommendations to state and local government entities to support better delivery of public services and improve the lives of Queenslanders.

In this report, we share insights from our analysis of entities' reported progress against the recommendations we made. We highlight common challenges and opportunities for the public sector and how entities can improve their systems and practices.

Our recommendations focus on many different aspects of public service delivery. We ensure our recommendations are client focused, address the root cause, and add value to the public sector.

What did we examine?

We asked	To report on	From
84 entities	**603** individual recommendations	**40** reports to parliament

Note: These 40 reports to parliament included 181 unique recommendations. However, we made some of these recommendations to multiple entities, which we count as individual recommendations. So overall, we made 603 individual recommendations.

What did we find?

Entities reported the following progress with implementing our recommendations.

52% fully implemented

41% partially implemented

4% not implemented

3% no longer applicable

- **10** of 84 entities reported fully implementing our recommendations.
- **30** of 40 reports to parliament have outstanding recommendations.
- Entities reported fully implementing **45% (101)** of the 223 outstanding recommendations from last year's report.

Appendix B summarises entities' self-assessed progress in implementing our recommendations. The best way to explore their reported progress on each recommendation is via our interactive dashboard available at www.qao.qld.gov.au.

Insights from entities' responses

1. Entities need mature systems and processes to support the distribution of grants to community groups, local governments, businesses, and others ($3.1 billion in 2023). Entities reported implementing 60 per cent (68) of our recommendations on grants management, with 40 per cent (45) partially implemented or no longer applicable. Entities could reduce risk in how they allocate grants and strengthen how they collect and publish all the relevant information on where the funds went by assessing the maturity of their systems.

2. Entities need to be prepared for restructures of government functions, from one entity to another. Entities reported implementing 57 per cent (41) of the 72 recommendations in our report *Implementing machinery of government changes* (Report 17: 2022–23). Entities need effective strategies to manage the change process and mitigate the risks that restructures can present.

3. Robust workforce planning ensures the public sector builds an agile, diverse, and collaborative workforce. Entities reported implementing 60 per cent (43) of the recommendations, with 40 per cent (29) still outstanding. Implementing these recommendations will support the public sector to develop more flexible work practices that meet both organisational and employee needs.

1. Insights – recommendations and responses

We design our recommendations to help our clients improve their service delivery and learn from the better practices of others. We consult with entities when drafting our recommendations and we ask them to confirm whether they agree with our recommendations. Although we cannot make entities implement our recommendations, we track, report, and share insights on their progress.

For this report, we asked 84 public sector entities, including local governments, to self-assess their progress in implementing the performance audit recommendations we issued from:

- 9 new reports (8 reports tabled in 2022–23 and our *Conserving threatened species* report tabled in 2018–19)
- 31 reports from earlier years that had outstanding recommendations (we define 'outstanding recommendations' as those either not implemented or partially implemented from last year's report).

We did not follow up the recommendations from *Conserving threatened species* (Report 7: 2018–19) previously, because at the time we were undertaking a follow-up audit to assess entity progress. We have subsequently completed the follow-up audit *Protecting our threatened animals and plants* (Report 9: 2022–23) and included the outstanding recommendations from the original report in this year's self-assessment process.

Entities reported their progress to us at the end of May 2024. This report reflects the status of entities' self-assessed progress in implementing our recommendations at that time. We have not audited the actions they have taken, and therefore cannot provide assurance over their responses.

We asked entities to assess whether they had fully, partially, or not implemented our recommendations, or whether they assessed the recommendations as no longer applicable (using the criteria detailed in Appendix D). Where entities report fully implementing our recommendations, we expect their actions to address the issue we identified and be operating effectively, not to be a plan to address the issue.

Insights into our most frequent recommendations

We analysed all the recommendations we made in new reports (those reports that we have requested a status update on for the first time) to identify those we made most often. This gives us some indication of what entities find most challenging. We grouped our recommendations into 10 categories, as shown in Figure 1A.

Figure 1A
Recommendation categories

- Governance
- Interagency coordination and information sharing
- Information systems and data management
- Performance monitoring and reporting
- Procurement, contract, and project management

- Regulation and oversight
- Reviews and evaluations
- Risk management
- Strategic planning
- Workforce capability and planning

Note: We acknowledge that some of the categories above, like risk management, form part of governance. We have separated these to allow for richer analysis.

Source: Queensland Audit Office.

Our interactive dashboard captures all recommendation categories from prior years, and is available at www.qao.qld.gov.au/status-auditor-generals-recommendations-dashboard.

Appendix C explains these categories and shows entities' reported progress against them.

Figure 1B shows the 3 most common categories of recommendations we made in new reports and the underlying issues our recommendations sought to address.

Figure 1B
3 most common categories of recommendations made in new reports

Number of recommendations by category	Underlying issues
72 workforce capability and planning recommendations	• Workforce plans not advanced enough to build an agile workforce • Inadequate strategies to build current and future workforce skills • Recruitment practices not contemporary enough to attract a diverse workforce
69 information systems and data management recommendations	• Information not kept up to date • Inability to embrace modern record-keeping practices • Users unable to readily access data
56 governance recommendations	• Lack of policies to set clear direction • Ineffective processes for monitoring and oversight • Inefficient and complex processes

Source: Queensland Audit Office using data self-reported by entities.

Insights into outstanding recommendations

We analysed entities' progress against the 10 categories to identify which had the highest number of outstanding recommendations from new reports.

The most common types of outstanding recommendations related to workforce capability and planning and governance, followed by risk management. While information systems and data management were the second-most common recommendations we made, entities reported making good progress in implementing them. They reported fully implementing 65 per cent (45) of the 69 information systems and data management recommendations.

Figure 1C shows the status of the 3 most common categories of outstanding recommendations in new reports.

Figure 1C
3 most common categories of outstanding recommendations

Recommendation category	Number of outstanding recommendations	Percentage of all outstanding recommendations
Workforce capability and planning	29	19%
Governance	27	17%
Risk management	22	14%
Total	**78**	**50%**

Note: There are 155 outstanding recommendations in total, consisting of 152 outstanding recommendations in 2022–23 and 3 outstanding recommendations from our report *Conserving threatened species* (Report 7: 2018–19).

Source: Queensland Audit Office using data self-reported by entities.

Workforce capability and planning

Workforce planning is critical in ensuring entities can deliver on their priorities (both now and in the future) and respond to unforeseen challenges. It can include assessing their workforce capability, enhancing their training and development programs, allocating resources to areas of priority, and implementing strategies for recruitment and retention. In 2022–23, we made 72 recommendations from 3 reports about where entities could improve their workforce planning by:

- developing more agile strategies that can build adaptable workforces and meet changing needs

- incorporating strategies to build current and future workforce skills

- implementing more contemporary recruitment practices to attract the right staff and a diverse workforce.

Entities reported implementing 60 per cent (43) of the 72 recommendations, with 40 per cent (29) still outstanding. Most of the outstanding recommendations were from our report on *Managing workforce agility in the Queensland public sector* (Report 6: 2022–23). Entities reported that they have developed strategic workforce plans, but need to do more work to embed them.

Workforce planning remains a focus area for our office. We plan to examine the adequacy of the teacher workforce to meet Queensland's student population in our upcoming audit on *Managing the supply of teachers*. We will also examine the effectiveness of the Queensland workforce strategy to reduce labour and skills shortages in our planned audit *Reducing labour and skill shortages*. These audits are included on our *Forward work plan 2024–27*, available on our website at www.qao.qld.gov.au/audit-program.

Governance

Entities need good governance to be transparent and accountable and to drive improvement.

In 2022–23, we made 56 recommendations from 6 reports to strengthen entities' governance arrangements by:

- developing policies that provide clear guidelines and ensure consistency

- establishing clear leadership, responsibility, and accountability

- enhancing systems and approaches to improve monitoring.

Entities reported implementing 48 per cent (27) of the 56 recommendations, with 48 per cent (27) still outstanding. They assessed the remaining 4 per cent (2) of recommendations as no longer applicable. Most of the outstanding governance recommendations were from our report *Health outcomes for First Nations people* (Report 14: 2022–23). This was not unexpected as we only tabled it in June 2023, meaning these entities had less than 12 months to implement these recommendations before we requested this status update. Many entities responded that they would be able to implement the recommendations in 2024–25. While entities have made progress in implementing approximately half of these recommendations, they need to continue to implement the remaining ones.

Risk management

Entities need a strong risk management approach to proactively identify, manage, and mitigate the risks they may face. Queensland public sector entities and local governments face many existing and emerging risks and challenges in delivering public services. These include the emergence of new technologies, extreme weather events, cyber risks, and privacy breaches. These risks and others can result in financial loss and disruption to service delivery. In 2022–23, we made 44 recommendations from 3 reports where entities could strengthen their risk management practices by:

- allocating responsibility to identify, monitor, and manage risks

- regularly updating their risk assessment tools.

Entities reported implementing 45 per cent (20) of the 44 recommendations, with 50 per cent (22) of the recommendations still outstanding. They assessed the remaining 5 per cent (2) as no longer applicable.

Most of the outstanding risk management recommendations were from our report *Improving grants management* (Report 2: 2022–23). Risk management remains a key focus for our office. We plan to examine the effectiveness of risk management practices in our upcoming audits *Transferring risk in infrastructure projects* and *Managing third party cyber security risks,* described in our *Forward work plan 2024–27* available on our website at www.qao.qld.gov.au/audit-program.
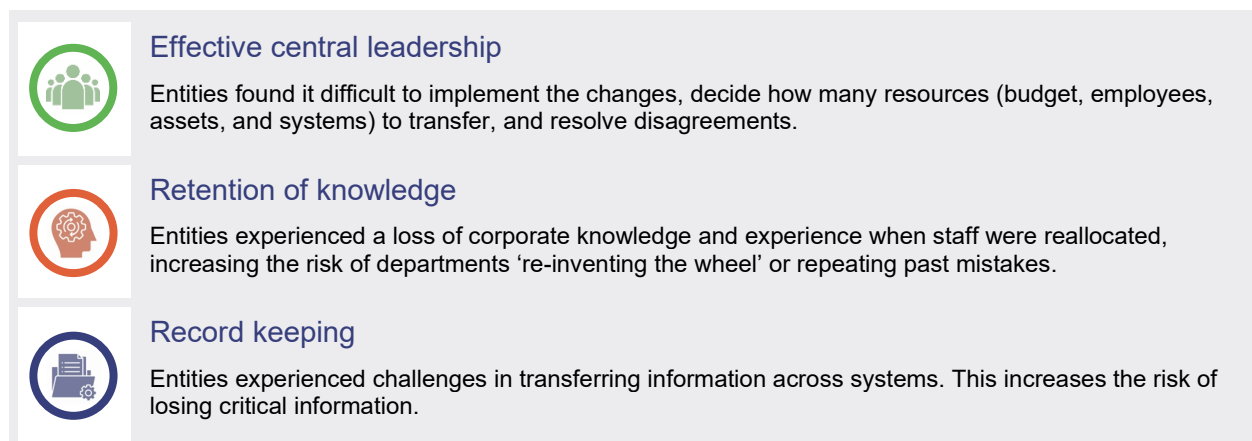
Insights from entities' responses

Implementing machinery of government changes

The government of the day has the right to decide how best to organise the functions it governs. Restructures of government functions (known as machinery of government changes) involve the movement of functions, resources, and people from one department to another.

In our report *Implementing machinery of government changes* (Report 17: 2022–23), we assessed the impact of restructures on departments' systems, processes, and people. We only tabled this report in late June 2023 and entities had less than 12 months to implement the recommendations when we requested their status updates in May 2024.

Our report identified 3 key challenges entities face when implementing machinery of government changes. Figure 1D shows these.

Figure 1D
Key challenges resulting from machinery of government changes

Effective central leadership

Entities found it difficult to implement the changes, decide how many resources (budget, employees, assets, and systems) to transfer, and resolve disagreements.

Retention of knowledge

Entities experienced a loss of corporate knowledge and experience when staff were reallocated, increasing the risk of departments 're-inventing the wheel' or repeating past mistakes.

Record keeping

Entities experienced challenges in transferring information across systems. This increases the risk of losing critical information.

Source: Queensland Audit Office.

Machinery of government changes require considerable time and effort, and can create risks that need to be managed.

Preparing for future machinery of government changes

To address the challenges created by government restructures, we made 7 recommendations. We directed 4 of these to the Public Sector Commission (the commission). The commission has a legislative role to oversee the implementation of changes to the machinery of government and resourcing decisions related to these changes. We recommended the commission review its framework to help entities prepare and implement future machinery of government changes. The commission has reported partially implementing this recommendation, noting that it will undertake further work to engage and support entities to fully implement it.

We directed 5 of the 7 recommendations to multiple departments. Overall, entities have made progress in implementing our recommendations. They reported implementing 57 per cent (41) of the 72 recommendations. While entities have had a relatively short period, 11 months, to progress these recommendations, some entities identified that they would be fully implemented by October 2024.

2. Status of implementation

We make recommendations to help entities improve the public services they deliver. Our recommendations may address strategic issues, performance gaps, inefficiencies, and unnecessary risk across the public sector. We may also identify better practices, which other entities can learn from. In this section, we discuss the progress that entities reported in implementing our recommendations. This includes:

- 380 recommendations from 9 new reports (8 reports tabled in 2022–23 and our *Conserving threatened species* report tabled in 2018–19)
- 223 recommendations from 31 reports tabled between 2015–16 and 2021–22, which entities reported as outstanding (partially implemented and not implemented) in last year's report.

We begin with the overall status of implementation and then show the status of recommendations from reports tabled in 2022–23 and our report *Conserving threatened species* (Report 7: 2018–19). We also provide detailed analysis for specific reports selected based on their number of outstanding recommendations or important themes. We then report on the implementation of recommendations by departments, hospital and health services, local governments, and other entities.

Overall status of implementation

We asked 84 entities to self-assess their progress in implementing 603 performance audit recommendations from 40 reports between 2015–16 and 2022–23. Appendix B includes a list of the reports we asked entities to self-assess against, and a summary of entities' self-assessed progress.

Entities reported that they had:

- fully implemented 52 per cent (312)
- partially implemented 41 per cent (249)
- not implemented 4 per cent (26).

They also reported that 3 per cent (16) of recommendations were no longer applicable to them. Figure 2A shows the status of all recommendations from new reports and the status of recommendations that entities reported were outstanding last year.

Figure 2A
Reported status by year (from 2016–17 to 2022–23)
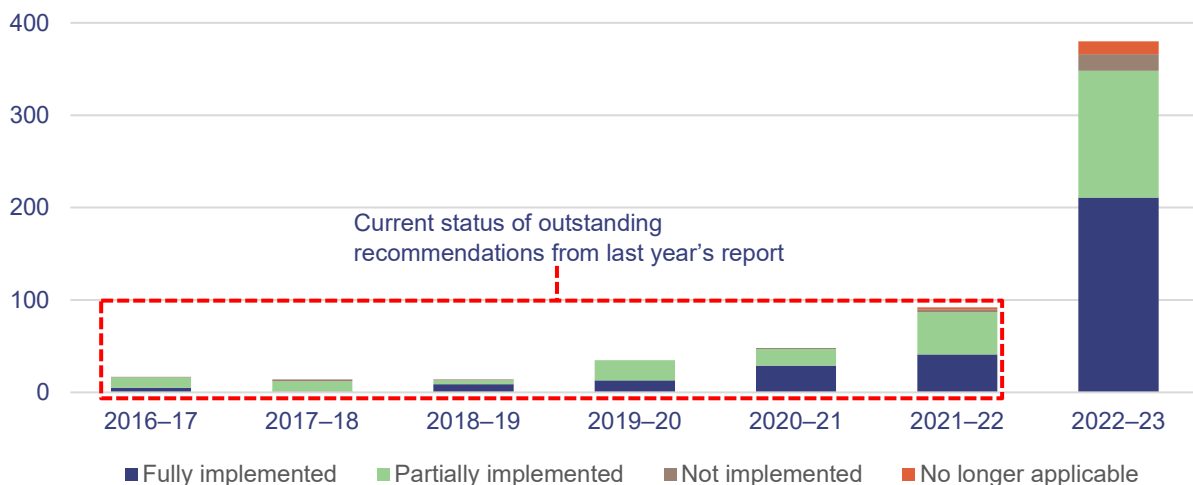
Note: This year entities reported fully implementing the 3 outstanding recommendations from our report *Queensland public hospital operating theatre efficiency* (Report 15: 2015–16), as such we excluded these from the figure above.

Source: Queensland Audit Office using data self-reported by entities.

Status of recommendations from 2022–23

2022–23 reports to parliament with fully implemented recommendations

One of the 8 reports to parliament from 2022–23 had no outstanding recommendations. The recommendations from *Delivering social housing services* (Report 1: 2022–23) were allocated to the Department of Housing, Local Government, Planning and Public Works. It reported fully implementing all recommendations from this report. It has developed a new framework as recommended but it will not be operational until March 2025.

2022–23 reports to parliament with outstanding recommendations

Entities reported that the remaining 7 reports to parliament from 2022–23 have outstanding recommendations. We ask entities whether they accept the recommendations and when they expect to implement them. Some recommendations take longer to implement than others and we only want entities to report that they have fully implemented them when the actions they have taken are operating effectively. We show the status of outstanding recommendations in Figure 2B.

Figure 2B
2022–23 reports to parliament that have outstanding recommendations
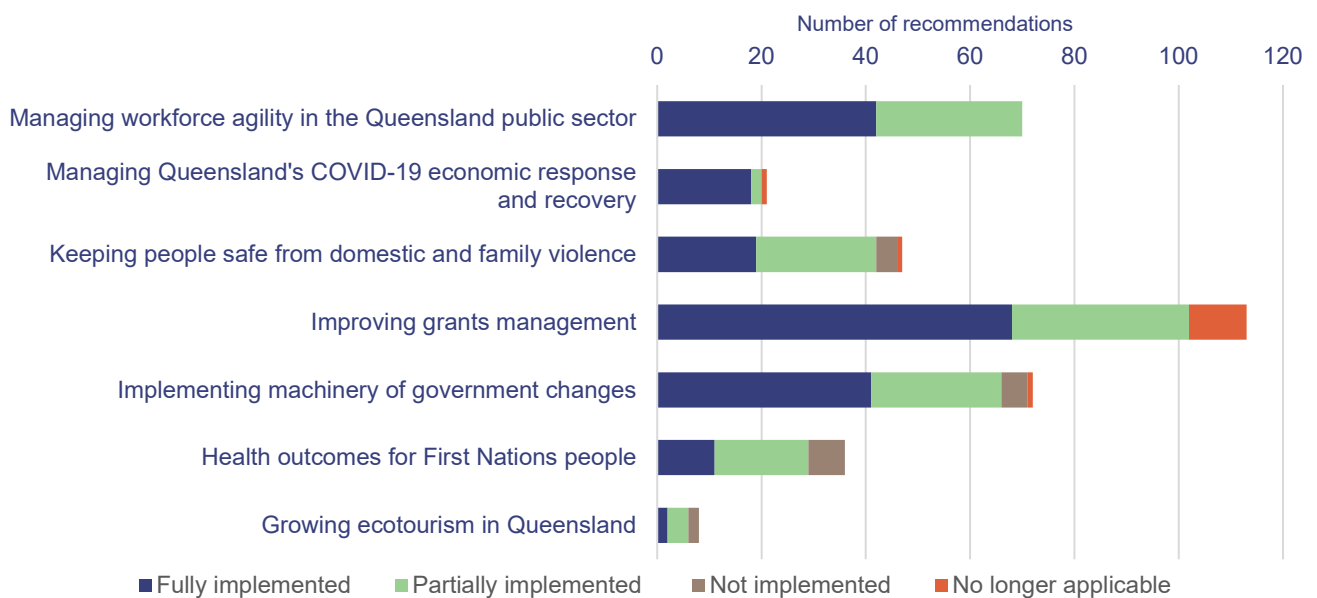
Source: Queensland Audit Office using data self-reported by entities.

In the following section, we break down the progress that entities reported in implementing recommendations from our report *Improving grants management* (Report 2: 2022–23), tabled in July 2022. We selected this report based on the number of outstanding recommendations and the inherent risks associated with managing grants. Entities we addressed recommendations to in this report have had almost 2 years to progress them.

Managing grants effectively

The systems and processes for grants management are a fundamental part of the way government operates. In 2022–23, Queensland Government entities paid $3.1 billion in grants to various community groups, local governments, businesses, and others to support the objectives and priorities of the government.

Each year, Queensland Government departments and the Queensland Reconstruction Authority publish information on the funding of frontline services and grant programs on the Queensland Government Open Data Portal. The information supports transparency and accountability so people can understand what the government funded in their local communities.

In *Improving grants management,* we provided insights into where Queensland Government grants go. We assessed the strengths and weaknesses of the internal controls (people, systems, and processes) used by 5 departments in managing 8 grant programs. We found entities could strengthen how they collect and publish all the relevant information in an efficient way.

We made 8 recommendations, including:

- 2 recommendations to Queensland Treasury

- one recommendation to the Department of State Development, Infrastructure, Local Government and Planning

- 5 recommendations to all departments and the Queensland Reconstruction Authority (110 recommendations in total).

We directed 2 recommendations to Queensland Treasury because it has a central role in providing advice to departments about managing grants and determining what information they collect and make public about the allocation of grants.

We recommended that Queensland Treasury re-assess the cost and benefits of developing an interactive dashboard for the public. We made this recommendation to provide greater transparency about the distribution of grant funding. An interactive dashboard would allow Queensland Treasury to better understand the information needs of users and determine future data collections for publication. Queensland Treasury agreed to this recommendation in principle when the report was tabled. It now advises that this recommendation is no longer applicable, because the Queensland Audit Office already publishes a comprehensive dashboard about grants information using the Queensland Government Open Data Portal. While this is correct, the *Auditor-General Act 2009* limits our ability to publish information we obtain from our audits. This means our ability to update the dashboard more frequently (currently annually) with data more tailored to what the community wants to know is limited, as we are restricted to reporting the data that Queensland Treasury already reports publicly.

By developing and maintaining its own dashboard, Queensland Treasury could provide greater transparency on the distribution of grant funding. It could gain insights into the information the public is accessing and better understand its needs. It may also help inform what additional data departments need to collect, and what data is no longer required.

We also recommended that the Department of State Development, Infrastructure, Local Government and Planning lead improvements in grants management across government. The lead department, now the Department of State Development and Infrastructure, reported that it has fully implemented this recommendation. It is leading a whole-of-government grants maturity program, which includes a centre of expertise that provides guidance, tools, and templates. The program focuses on developing skills and building capability and will support access to a common grants information system.

Departments and the Queensland Reconstruction Authority reported implementing most of the recommendations we addressed to them in our report *Improving grants management* (Report 2: 2022–23). Of the 110 recommendations made to the Queensland Reconstruction Authority and all departments, they reported 31 per cent (34) were still outstanding. Some entities have not self-assessed their grants management processes with our grants management maturity model, and therefore cannot identify the strengths and weaknesses in their current programs.

Queensland Corrective Services reported that the 5 recommendations for its grant programs were no longer applicable. This is because its grant expenditure is immaterial. We agree that these recommendations are no longer applicable.

The Department of the Premier and Cabinet also reported that 5 recommendations from this report were no longer applicable. It reported that the business function responsible for its grants program moved to the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts. We also agree that these recommendations are no longer applicable.

Recommendations assessed as no longer applicable

In addition to the 11 recommendations assessed as no longer applicable from the *Improving grants management* report included above, 3 departments reported that 3 recommendations from 3 reports in 2022–23 were no longer applicable:

- *Managing Queensland's COVID-19 economic response and recovery* (Report 3: 2022–23) – one recommendation

- *Keeping people safe from domestic and family violence* (Report 5: 2022–23) – one recommendation

- *Implementing machinery of government changes* (Report 17: 2022–23) – one recommendation.

Managing Queensland's COVID-19 economic response and recovery

Queensland Treasury reported that recommendation 6 from *Managing Queensland's COVID-19 economic response and recovery,* for it to enhance its oversight of rapid response initiatives, was no longer applicable. Queensland Treasury will continue to provide oversight of the COVID-19 economic response and recovery initiative through its fiscal monitoring processes. We agree that this recommendation is no longer applicable. While the current environment does not require rapid response initiatives, it is important that Queensland Treasury is prepared for future events (whether they be economic, public health, or climate related) that may require a rapid response.

Keeping people safe from domestic and family violence

The Department of Child Safety, Seniors and Disability Services reported that one recommendation from the report *Keeping people safe from domestic and family violence* was no longer applicable. It reported that responsibility for rehabilitating young people moved to the Department of Youth Justice. We agree that this recommendation is no longer applicable to the Department of Child Safety, Seniors and Disability Services.

Implementing machinery of government changes

The Department of Health reported recommendation 7 (implementing a whole-of-government record-keeping system) was no longer applicable. It reported that the recommendation would be challenging to implement, as it would require significant investment in information and communication technology systems and would need a lead agency to take responsibility for implementation. It is unlikely that the Department of Health will be impacted by machinery of government changes that will require it to transfer records to another department. We agree that this recommendation is no longer applicable.

Status of recommendations from *Conserving threatened species*

In addition to reports tabled in 2022–23, we followed up on the status of recommendations from our report *Conserving threatened species* (Report 7: 2018–19). In this report, we made 7 recommendations. We did not follow up the recommendations from this report last year, because at the time we were undertaking a follow-up audit to assess the department's progress. We have subsequently completed the follow-up audit *Protecting our threatened animals and plants* (Report 9: 2022–23), which identified that the department had fully implemented 2 of the 7 recommendations. As part of this year's self-assessment process, we followed up entity progress for the remaining 5 recommendations from the original report. We did not make any new recommendations in our follow-up report.

The Department of Environment, Science and Innovation reported that it had fully implemented 40 per cent (2) and partially implemented 60 per cent (3) of the recommendations.

Status of outstanding recommendations from prior years

In our report *2023 status of Auditor-General's recommendations* (Report 3: 2023–24), we highlighted that 223 recommendations were outstanding. Of these, entities reported this year:

- fully implementing 45 per cent (101)

- partially implementing 50 per cent (112)

- not implementing 4 per cent (8).

They reported that the remaining one per cent (2) of recommendations were no longer applicable.

Age of outstanding recommendations

We assessed the age of recommendations outstanding from reports tabled from 2016–17 to 2021–22. We excluded from our analysis outstanding recommendations from new reports, given some entities had less than one year to implement them. Figure 2C shows the age of the 120 outstanding recommendations.

Figure 2C
Age of outstanding recommendations from reports from 2016–17 to 2021–22
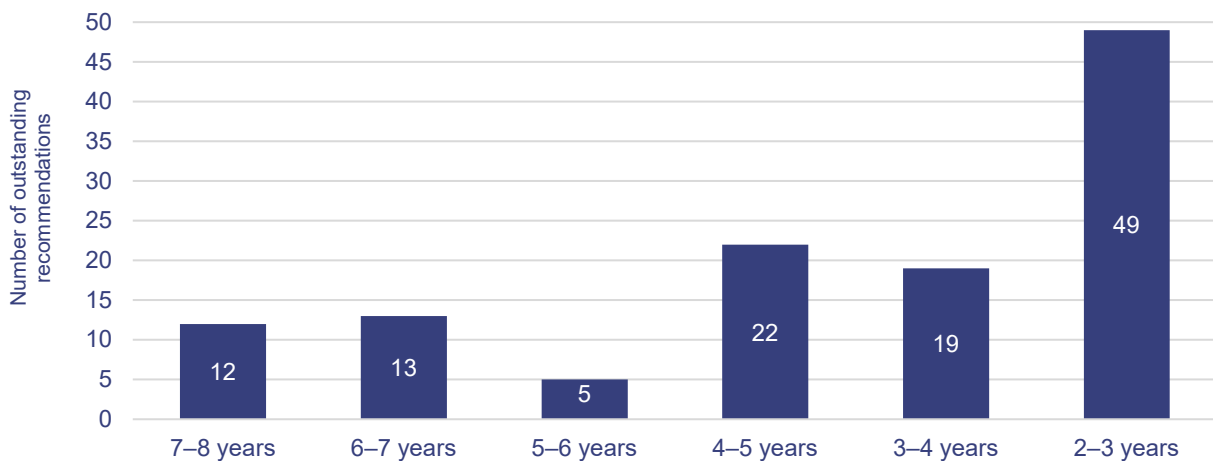
Source: Queensland Audit Office using data self-reported by entities.

There are 12 recommendations (11 partially implemented and one not implemented) from our report *Forecasting long-term sustainability of local government* (Report 2: 2016–17) that remain outstanding, despite being issued more than 7 years ago. Similarly, 13 recommendations from 3 reports tabled in 2017–18 remain outstanding despite being issued more than 6 years ago. These include:

- 2 recommendations partially implemented from our reports *The National Disability Insurance Scheme* (Report 14: 2017–18) and *Follow-up of Managing water quality in Great Barrier Reef catchments* (Report 16: 2017–18)

- 11 recommendations (9 partially implemented and 2 not implemented) from our report *Managing local government rates and charges* (Report 17: 2017–18).

Recommendations assessed as no longer applicable

Entities reported that 2 recommendations from 2 reports in 2021–22 were no longer applicable.

South West Hospital and Health Service (South West HHS) reported that recommendation 5 from *Measuring emergency department patient wait time* (Report 2: 2021–22) was no longer applicable. The recommendation required hospital and health services to monitor and report on short-term treatment areas. South West HHS reported that its emergency departments do not contain short-term treatment areas. We agree that this recommendation is no longer applicable.

The Department of Energy and Climate reported that recommendation 11 from the report *Contract management for new infrastructure* (Report 16: 2021–22) was no longer applicable. It reported that the business area responsible for managing contracts had moved following the December 2023 machinery of government changes to the Department of Housing, Local Government, Planning and Public Works (DHLGPPW). DHLGPPW has addressed this recommendation by implementing new contract management practices. We agree that this recommendation is no longer applicable.

Progress of implementation by entity type

In the following section, we analyse reported progress in implementing recommendations by departments, hospital and health services, local governments, and other entities.

Departments

We asked 23 departments to self-assess their progress in implementing 321 recommendations issued to them in 2022–23 and 90 outstanding recommendations from last year's report. They reported implementing 58 per cent of the total 411 recommendations made to them.

The Department of Transport and Main Roads is the only department that reported fully implementing all recommendations. Figure 2E shows the departments with outstanding recommendations.

Figure 2D
Departments' self-reported progress
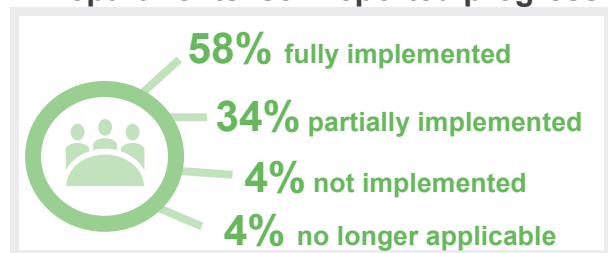
58% fully implemented

34% partially implemented

4% not implemented

4% no longer applicable

Note: Figures show the status of recommendations made in 2022–23 and outstanding recommendations from prior years.

Source: Queensland Audit Office.

Figure 2E
Departments with outstanding recommendations

Number of recommendations
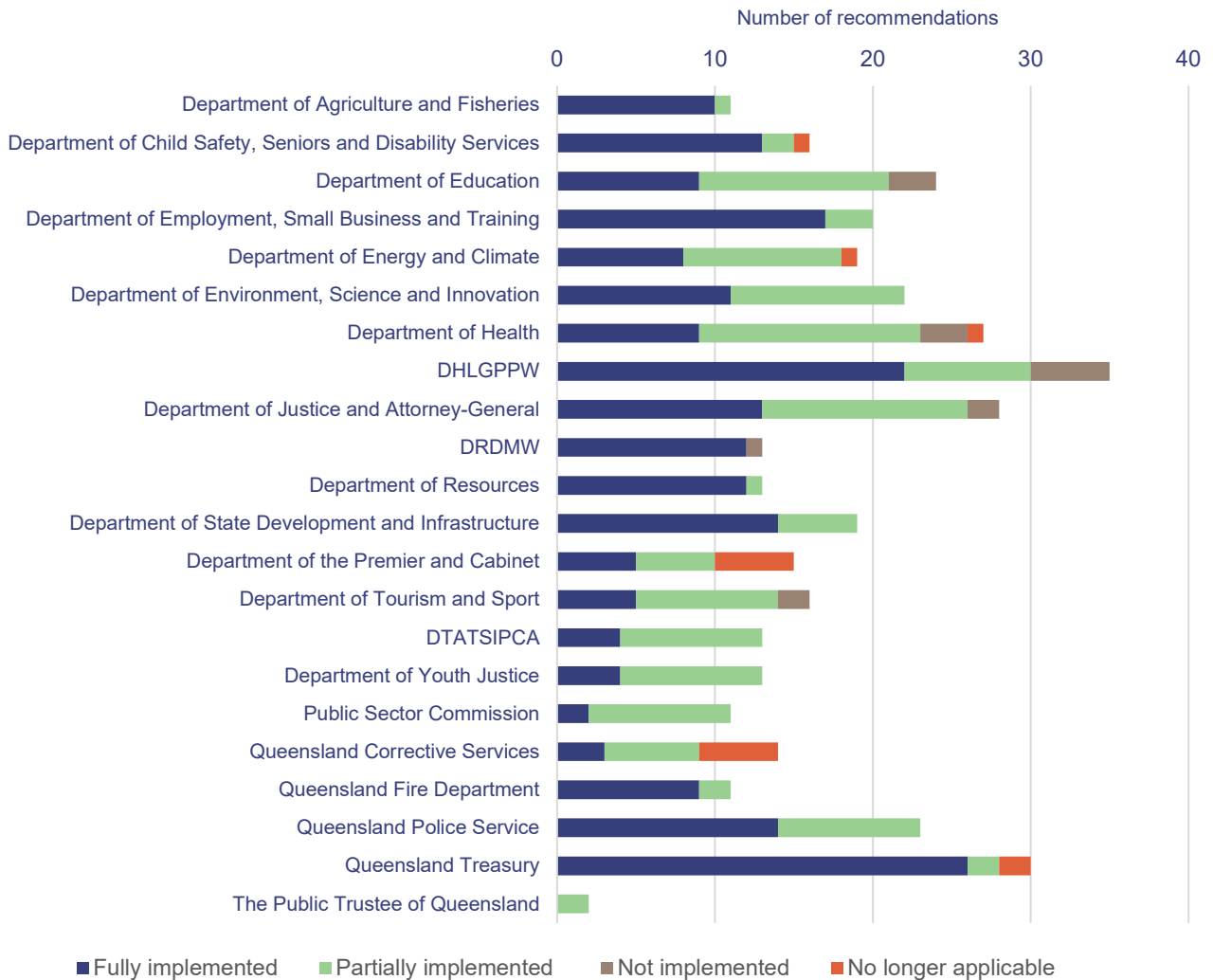
Note: DHLGPPW – Department of Housing, Local Government, Planning and Public Works; DRDMW – Department of Regional Development, Manufacturing and Water; DTATSIPCA – Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts.

Source: Queensland Audit Office using data self-reported by entities.

Some departments provided detailed responses explaining the action they took, including the outcomes of those actions; others provided responses that lacked detail. For example, the Department of State Development and Infrastructure reported fully implementing 3 recommendations from our report *Managing Queensland's COVID-19 economic response and recovery* (Report 3: 2022–23). However, it did not explain the action it had taken or the outcome of its action. Similarly, Queensland Treasury reported that it had fully implemented recommendations 1 to 5 from this report. It provided no explanation of the action it had taken, only what it plans to do in the future. It is important that entities provide sufficient detail to explain the action they have taken.

In last year's report, the Department of State Development and Infrastructure reported that it had partially implemented recommendation 1 from our report *Managing local government rates and charges* (Report 17: 2017–18). Responsibility for this recommendation transferred to the Department of Housing, Local Government, Planning and Public Works as a result of the machinery of government changes in December 2023. In contrast, it reported that this recommendation was not implemented.

The level of detail entities include in their self-assessment does not always make it clear if the status they assigned to the recommendation is appropriate or how machinery of government changes impact the progress of recommendations they become responsible for. We do not provide any assurance on the self-reported status of the recommendations.

Hospital and health services (HHSs)

We asked 16 HHSs to self-assess their progress implementing 48 recommendations made in 2022–23 and 49 outstanding recommendations from last year's report. They reported fully implementing 48 per cent of the 97 recommendations.

Children's Health Queensland Hospital and Health Service reported fully implementing all recommendations. Figure 2G shows the 15 HHSs that reported outstanding recommendations.

Figure 2F
HHSs' self-reported progress
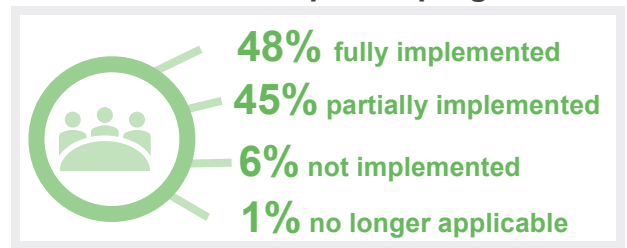
48% fully implemented
45% partially implemented
6% not implemented
1% no longer applicable

Note: Figures show the status of recommendations made in 2022–23 and outstanding recommendations from prior years.

Source: Queensland Audit Office.

Figure 2G
HHSs with outstanding recommendations
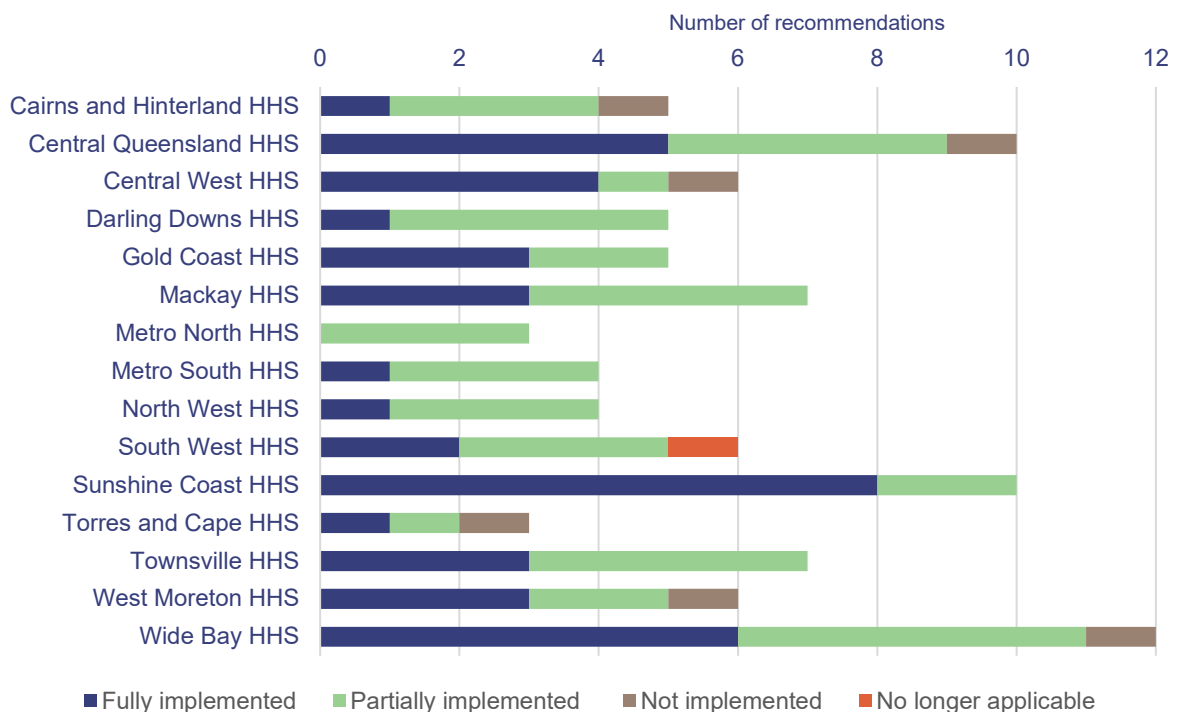
Source: Queensland Audit Office using data self-reported by entities.

We tabled 2 reports in 2022–23 with recommendations addressed to all HHSs.

In our report *Keeping people safe from domestic and family violence* (Report 5: 2022–23), we made recommendation 15 to all HHSs (16 recommendations in total). The recommendation covered strengthening critical screening and risk assessing practices for vulnerable children and adolescents. We recommended mandating delivery of face-to-face domestic and family violence training for all frontline health workers. HHSs reported their progress implementing this recommendation:

- fully implemented 19 per cent (3)

- partially implemented 69 per cent (11)

- not implemented 12 per cent (2).

Central West HHS reported that it had not progressed recommendation 15, but did not explain why. Torres and Cape HHS reported that it had not implemented recommendation 15 because it is waiting on the Department of Health to develop tools and an implementation plan, which it plans to adopt.

We made 2 recommendations to all 16 HHSs (32 recommendations in total) in *Health outcomes for First Nations people* (Report 14: 2022–23). As this report was tabled in June 2023, entities have only had just under 12 months to implement the recommendations. HHSs reported:

- fully implementing 34 per cent (11)

- partially implementing 53 per cent (17)

- not implementing 13 per cent (4).

Four HHSs reported that they have not implemented these recommendations but have a plan to address them in the future. The HHSs reported they are working with the Department of Health to update their First Nations health equity strategy implementation plans with detailed actions and costings.

Local governments

We made no new recommendations to local governments (councils) in our reports tabled in 2022–23. We asked 29 councils to self-assess their progress implementing the 57 outstanding recommendations from last year's report. The following 5 councils reported implementing all recommendations:

- Gold Coast City Council

- Isaac Regional Council

- Lockyer Valley Regional Council

- Mackay Regional Council

- Moreton Bay City Council.

Twenty-four councils reported having outstanding recommendations.

Figure 2I shows the status of recommendations by councils that reported having outstanding recommendations. Councils vary widely in their size and location, and in the range of community services they provide. To enable comparison, we have grouped them into 5 common segments used by the Local Government Association of Queensland: Coastal, Resources, Rural/Regional, Rural/Remote, and South East Queensland.

Figure 2H
Local governments' self-reported progress
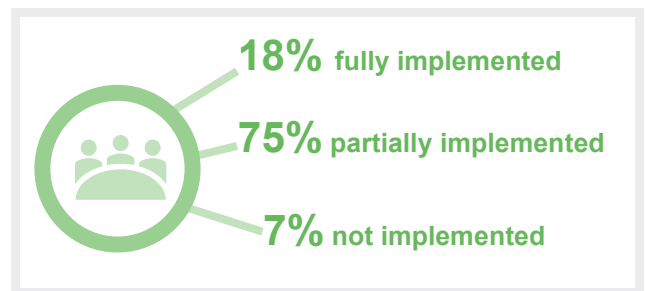
18% fully implemented

75% partially implemented

7% not implemented

Note: Figures show the status of recommendations made in 2022–23 and outstanding recommendations from prior years.

Source: Queensland Audit Office.

Figure 2I
Councils with outstanding recommendations by local government segment
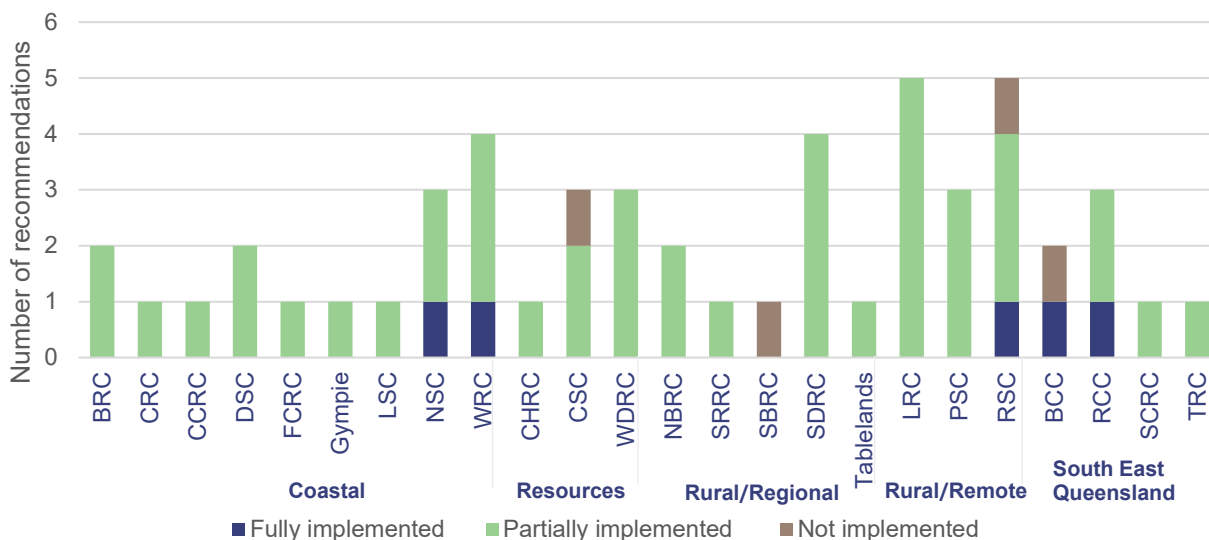
Note: BRC – Bundaberg Regional Council; CRC – Cairns Regional Council; CCRC – Cassowary Coast Regional Council; DSC – Douglas Shire Council; FCRC – Fraser Coast Regional Council; Gympie – Gympie Regional Council; LSC – Livingstone Shire Council; NSC – Noosa Shire Council; WRC – Whitsunday Regional Council; CHRC – Central Highlands Regional Council; CSC – Cook Shire Council; WDRC – Western Downs Regional Council; NBRC – North Burnett Regional Council; SRRC – Scenic Rim Regional Council; SBRC – South Burnett Regional Council; SDRC – Southern Downs Regional Council; Tablelands – Tablelands Regional Council; LRC – Longreach Regional Council; PSC – Paroo Shire Council; RSC – Richmond Shire Council; BCC – Brisbane City Council; RCC – Redland City Council; SCRC – Sunshine Coast Regional Council; TRC – Toowoomba Regional Council.

Source: Queensland Audit Office using data self-reported by entities.

Councils reported limited progress in implementing the 57 outstanding recommendations. They reported fully implementing 18 per cent (10) recommendations with 82 per cent (47) outstanding. Councils are failing to address our recommendations, particularly from our series of local government sustainability audits. Of the 47 outstanding recommendations, 70 per cent (33) were from these reports tabled between 2016–17 and 2018–19. We made some of these recommendations to councils more than 7 years ago.

We conducted another audit in our series on the sustainability of local governments in 2023–24, *Improving asset management in local government* (Report 2: 2023–24). In this audit, we continued to see recurring issues with councils' long-term planning and forecasting, which are important for their financial sustainability. Councils need to implement these recommendations quickly and effectively to ensure they are financially sustainable to deliver critical services to their communities.

Councils play a vital role in our communities and our office will continue to focus on their sustainability, to help them improve their planning, processes, and service delivery. In 2025–26, we plan to undertake an audit on *Enhancing the sustainability of local governments.* This audit will be the fifth in our series of local government sustainability audits. We will examine councils' progress in implementing our recommendations from our series, and how they are meeting their sustainability challenges. We will also provide insights into the effectiveness of audit committees in local government through our report *Effectiveness of local government audit committees*, which we plan to table in 2024–25.

We found that some councils have not reported any progress on the outstanding recommendations. For example, South Burnett Regional Council reported last year that it had not implemented recommendation 5 from our report *Regulating animal welfare services* (Report 6: 2021–22) to assess all its regulatory responsibilities (not just those related to regulating animal welfare). This year it reported that it had still not implemented this recommendation because of resourcing challenges. Similarly to last year, Western Downs Regional Council reported that it had only partially implemented 3 recommendations from our report *Managing the sustainability of local government services* (Report 2: 2019–20).

Other entities

We asked other state entities to self-assess their progress implementing 11 recommendations made to them in 2022–23 and 27 outstanding recommendations from last year's report.

The entities reported fully implementing 47 per cent (18) and partially implementing 53 per cent (20) of the 38 recommendations.

Appendices

A. Entity responses

As mandated in s. 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with an invitation to comment to:

- the Premier

- chief executive officers of the 84 entities self-assessing their progress

- respective ministers for the 84 audited entities.

This appendix contains the responses we received.

The heads of the entities are responsible for the accuracy, fairness, and balance of their comments.

Comments received from Minister for Health, Mental Health and Ambulance and Minister for Women

Minister for Health, Mental Health and Ambulance Services
Minister for Women

1 William Street Brisbane Qld 4000
GPO Box 48 Brisbane
Queensland 4001 Australia
Telephone +61 7 3035 6100

C-ECTF-24/13789

1 2 SEP 2024

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
53 Albert Street
BRISBANE QLD 4000

Email: qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email dated 23 August 2024, in relation to the Queensland Audit Office (QAO) proposed report to Parliament – 2024 Status of Auditor-General Recommendations and for the opportunity to provide a response to the draft report by 12 September 2024.

I understand the Director-General, Queensland Health, has provided a response to the proposed report on 11 September 2024, specifically regarding the current status and actions underway for recommendation 15 from the QAO report *Keeping people safe from domestic and family violence* (Report 5: 2022-23).

Thank you again for writing to me. Should you require any further information in relation to this matter,

Yours sincerely

Shannon Fentiman MP
Minister for Health, Mental Health and Ambulance Services
Minister for Women
Member for Waterford

Comments received from Director-General, Queensland Health

Queensland
Government

Queensland Health

Enquiries to:

Telephone:
Our ref: C-ECTF-24/14055
Your ref: PRJ04197

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
53 Albert Street
BRISBANE CITY   QLD   4000

Email: qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email dated 23 August 2024, regarding the Queensland Audit Office (QAO) proposed report to Parliament – 2024 Status of Auditor-General Recommendations and for the opportunity to provide a response to the draft report by 12 September 2024.

Review of the QAO's proposed report to Parliament – 2024 Status of Auditor-General recommendations found all Queensland Health related responses were aligned to the information provided by the Department of Health and the Hospital and Health Services (HHSs) during the recent self-assessment of progress against QAO recommendations.

I note the current status of actions taken to address the recommendations from the QAO report - *Keeping people safe from domestic and family violence* (Report 5: 2022-2023) are included in the 2024 Status of Auditor-General recommendations report. In this report, QAO made 15 recommendations to the HHSs. In Recommendation 15, QAO recommended the delivery of face-to-face domestic and family violence training for all frontline health workers.

The 2024 Status of Auditor-General recommendations report identifies two HHSs that have not progressed or implemented recommendation 15 from the QAO report *Keeping people safe from domestic and family violence* (Report 5: 2022-2023). Specifically, the report highlights:
- Central West HHS reported that it had not progressed recommendation 15 and had not explained why.
- Torres and Cape HHS reported that it had not implemented recommendation 15 because it is waiting on the Department of Health to develop tools and an implementation plan, which it plans to adopt.

In progressing recommendation 15, the Department will contact the two identified HHSs and will work together with these HHSs to ensure recommendation 15 is adequately addressed.

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Website health.qld.gov.au
Email
ABN 66 329 169 412

Should you require further information,

Yours sincerely

Michael Walsh
Director-General
11/09/2024

2

Comments received from Acting Director-General, Department of Education

0 4 SEP 2024

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
Email: qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email dated 23 August 2024 regarding the Queensland Audit Office's (QAO) proposed report to Parliament, 2024 status of Auditor-General's recommendations (the report).

I appreciate the opportunity to review and provide feedback on the proposed report and I thank you and your team for your collaborative approach. I understand that feedback has previously been provided on specific wording included in Appendix B, Implementation of recommendations by report, relevant to the Department of Education, and acknowledge that this feedback has been incorporated into the report.

I also acknowledge that you intend to publish the results of entities' self-reported progress in an interactive dashboard on the QAO website, as per Appendix B.

The report has provided insights on recommendations and responses across all agencies highlighting trends, challenges and shared learnings about how entities implement QAO audit recommendations.

Should your office wish to discuss this matter further, I invite your officers to contact

Yours sincerely

SHARON SCHIMMING
Acting Director-General
Ref: 24/736275

Office of the
Director-General

Department of
Education

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Queensland 4002 Australia
Telephone +61 7 3034 4754
Website www.qed.qld.gov.au

ABN 76 337 613 647

Comments received from Director-General, Department of Environment, Science and Innovation

Our Ref: CTS 16189/24
Your Ref: PRJ04197

Department of
Environment, Science and
Innovation

12 September 2024

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
PO Box 15396
CITY EAST QLD 4002

Dear Ms Vagg

Thank you for the email of 23 August 2024 from the Queensland Audit Office (QAO) providing the QAO proposed report to Parliament on the 2024 status of Auditor-General's Recommendations.

I accept the assessment of the status of recommendations from Conserving Threatened Species audit report.

Queensland has 1075 species currently listed as threatened under the *Nature Conservation Act 1992* with many and diverse processes impacting these species posing significant challenges to those seeking to conserve them. The Department of Environment, Science and Innovation's (DESI) Threatened Species Program 2020-2040 outlines a strategic, collaborative and evidence-based approach to threatened species recovery.

As noted in the draft audit report to Parliament, DESI has made significant progress in addressing the seven recommendations in the Conserving Threatened Species report. Four of the recommendations can now be considered and reported as being fully implemented while the remaining three recommendations are correctly reported as partially implemented in the current draft report.

With respect to Recommendation 3: DESI has sought to increase transparency of the threatened species assessment process, with information about the Species Technical Committee (STC), the process and documents for species nomination and listing, now published online. The website is updated regularly following meetings of the STC. DESI has been examining options that would make information on future assessment processes publicly available. I anticipate that this work and therefore Recommendation 3, likely to be completed by the end of 2024.

With respect to Recommendation 5: DESI continues to invest in actions to recover Queensland's threatened species. The process of reassessing species classifications to address misalignment with Commonwealth listing is almost complete with 537 of 547 reassessments complete. This represents a significant undertaking by DESI staff, technical experts and the STC. The remaining assessments are in the final stages of review, which, once complete, will see the full implementation of Recommendation 5 in Conserving Threatened Species report.

With respect to Recommendation 7: A prioritisation tool to support strategic decision-making and investment of resources for protection and recovery, improved data collection protocols and development of a MERI (monitor, evaluate, report, improve) framework for the Threatened Species Program are investments that are enabling our ongoing implementation of Recommendation 7 of the audit report. This process will facilitate the planning, reporting, monitoring and evaluation for the duration of the Threatened Species Program 2020-2040.

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Telephone + 61 7 3338 9304
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ABN 46 640 294 485

I also accept the assessment of the status of Recommendations noted for the Growing ecotourism in Queensland audit report.
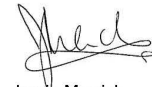
DESI is working with the Department of Tourism and Sport (DTS) and Tourism and Events Queensland to implement QAO's recommendations.

With respect to Recommendation 4: DESI continues to implement this recommendation in consultation with DTS.

Should your officers require any further information, they may contact

Yours sincerely

Jamie Merrick
Director-General

Comments received from Director-General, Department of the Premier and Cabinet

For reply please quote: *P&L/JT – TF/24/17017 – DOC/24/181122*
Your reference: *PRJ04197*

Queensland Government

Department of the
Premier and Cabinet

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email of 23 August 2024 providing the proposed 2024 status of Auditor-General's recommendations (Report X: 2024–25) (the proposed report).

I am pleased that most of the recommendations assigned to the Department of the Premier and Cabinet (DPC) have been fully implemented

It is requested that the proposed report be amended to reflect that DPC has fully implemented recommendation 2 of Report 17: 2022–23 *Implementing machinery of government changes*. DPC applies the principles of the Public Sector Commission *A framework to support preparations and implementation of machinery of government (MoG) changes* (the Framework). DPC will apply any revisions made to the Framework following the Public Sector Commission review.

Again, thank you for taking the time to write to me.

Yours sincerely

Mike Kaiser
Director-General

17 / 09 / 2024

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Auditor-General's response: We have updated the report based on this feedback.

Comments received from Director-General, Department of Transport and Main Roads

Queensland Government

Office of the
Director-General

Department of
Transport and Main Roads

Confidential

Our ref: DG46830

Your ref: PRJ04197

5 September 2024

Ms Rachel Vagg
Auditor-General
Queensland Audit Office

Dear Ms Vagg

Thank you for your email of 23 August 2024 regarding the Queensland Audit Office's (QAO) proposed report to Parliament titled *2024 Status of Auditor-General's recommendations*.

I note you also wrote to the Honourable Bart Mellish MP, Minister for Transport and Main Roads and Minister for Digital Services, about the same matter.

In your proposed report, you state the key insights from entities' responses include the need for mature systems and processes to support the distribution of grants, being prepared for restructures of government functions and robust workforce planning, to ensure the public sector builds an agile, diverse, and collaborative workforce.

It is pleasing to note that the Department of Transport and Main Roads (TMR) is the only department that reported fully implementing all recommendations.

Recommendations raised by QAO in performance reports, as well as the end of year financial statement report, are recorded in TMR's audit database. They are then followed up by TMR's Internal Audit team to ensure that they are fully implemented in a timely manner, along with internal audit recommendations and any recommendations raised in other assurance reports. The results of this follow-up are reported to the TMR Audit and Risk Committee, which QAO has a standing invitation to attend.

If your officers require further information,

I appreciate the opportunity to work with QAO in improving TMR's processes and control environment.

Yours sincerely

Sally Stannard
Director-General
Department of Transport and Main Roads

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B. Implementation of recommendations by report

Appendix B captures the implementation progress of recommendations by report. In some reports, we made recommendations to all departments, councils, statutory bodies, or hospital and health services as these recommendations had broader applicability beyond the entities we audited.

Against each report, we have identified the parliamentary committee that has current responsibility for overseeing the respective aspect of government. Due to changes in committees over time, our report may have originally been referred to a different committee. We have updated the data in our interactive dashboard to reflect the current parliamentary committees for each report, which is available at www.qao.qld.gov.au/status-auditor-generals-recommendations-dashboard.

In December 2023, the Queensland Government announced machinery of government changes that renamed some departments and changed departmental responsibilities for others. We have taken these and previous machinery of government changes into consideration and sought responses from the entities currently responsible for the relevant functions of government.

Figure B1 shows the reports with outstanding recommendations with department name changes and where department responsibility has changed following a machinery of government change.

Figure B1
Responsibility for recommendations following machinery of government changes

Entity with previous responsibility	Entity with responsibility from 18 December 2023	Report title
Building Queensland	Department of State Development and Infrastructure	*Evaluating major infrastructure projects* (Report 14: 2019–20)
Department of Children, Youth Justice and Multicultural Affairs	Department of Child Safety, Seniors and Disability Services	*Keeping people safe from domestic and family violence* (Report 5: 2022–23)
Department of Child Safety, Youth and Women	Department of Child Safety, Seniors, and Disability Services	*Family support and child protection system* (Report 1: 2020–21)
Department of Communities, Housing and Digital Economy	Department of Housing, Local Government, Planning and Public Works	*Delivering social housing services* (Report 1: 2022–23)
Department of Energy and Public Works	Department of Housing, Local Government, Planning and Public Works	*Contract management for new infrastructure* (Report 16: 2021–22)
Department of Environment and Science	Department of Environment, Science and Innovation	*Growing ecotourism in Queensland* (Report 12: 2022–23)
Department of Housing and Public Works	Department of Transport and Main Roads	*Delivering shared corporate services in Queensland* (Report 3: 2018–19)
Department of State Development, Infrastructure, Local Government and Planning	Department of Housing, Local Government, Planning and Public Works	*Forecasting long-term sustainability of local government* (Report 2: 2016–17)
Department of State Development, Infrastructure, Local Government and Planning	Department of Housing, Local Government, Planning and Public Works	*Managing local government rates and charges* (Report 17: 2017–18)

Entity with previous responsibility	Entity with responsibility from 18 December 2023	Report title
Department of State Development, Infrastructure, Local Government and Planning	Department of State Development and Infrastructure	*Improving grants management* (Report 2: 2022–23)
Department of State Development, Manufacturing, Infrastructure and Planning	Department of Resources	*Managing coal seam gas activities* (Report 12: 2019–20)
Department of Tourism, Innovation and Sport	Department of Tourism and Sport	*Growing ecotourism in Queensland* (Report 12: 2022–23)
Public Service Commission	Public Sector Commission	*Managing workforce agility in the Queensland public* sector (Report 6: 2022–23)

Source: Queensland Audit Office using information published by the Queensland Government.

We also note that the offices or business groups listed below sit within the following departments:

- the Office of the Public Guardian – the Department of Justice and Attorney-General
- the Public Sector Governance Council – the Public Sector Commission
- Queensland Government Procurement – the Department of Energy and Climate.

Reports not previously reported

Figure B2 includes links to the new reports we asked entities to self-assess against in this year's report.

Figure B2
Links to reports not previously reported

Tabling period	Report number	Report title	Page
2018–19	Report 7	*Conserving threatened species**	31
2022–23	Report 1	*Delivering social housing services*	34
	Report 2	*Improving grants management*	37
	Report 3	*Managing Queensland's COVID-19 economic response and recovery*	49
	Report 5	*Keeping people safe from domestic and family violence*	52
	Report 6	*Managing workforce agility in the Queensland public sector*	62
	Report 12	*Growing ecotourism in Queensland*	71
	Report 14	*Health outcomes for First Nations people*	74
	Report 17	*Implementing machinery of government changes*	79

* Note: We did not follow up the recommendations from *Conserving threatened species* (Report 7: 2018–19) previously, because at the time we were undertaking a follow-up audit to assess entity progress. We have subsequently completed the follow-up audit and included the recommendations from *Conserving threatened species* in this year's self-assessment process.

Source: Queensland Audit Office.

Reports with outstanding recommendations

Figure B3 includes links to the reports we tabled between 2015–16 and 2021–22 that have outstanding recommendations from last year's report.

Figure B3
Links to reports with outstanding recommendations

Tabling year	Report number	Report title	Page
2015–16	Report 15	*Queensland public hospital operating theatre efficiency*	89
2016–17	Report 2	*Forecasting long-term sustainability of local government*	90
	Report 10	*Efficient and effective use of high value medical equipment*	93
2017–18	Report 14	*The National Disability Insurance Scheme*	95
	Report 16	*Follow-up of Managing water quality in Great Barrier Reef catchments*	96
	Report 17	*Managing local government rates and charges*	97
2018–19	Report 3	*Delivering shared corporate services in Queensland*	100
	Report 6	*Delivering coronial services*	102
	Report 17	*Managing consumer food safety in Queensland*	105
	Report 21	*Delivering forensic services*	106
2019–20	Report 1	*Investing in vocational education and training*	108
	Report 2	*Managing the sustainability of local government services*	109
	Report 3	*Managing cyber security risks*	112
	Report 10	*Effectiveness of the State Penalties Enforcement Registry ICT reform*	115
	Report 12	*Managing coal seam gas activities*	116
	Report 14	*Evaluating major infrastructure projects*	117
	Report 16	*Licensing builders and building trades*	118
2020–21	Report 1	*Family support and child protection system*	120
	Report 2	*Effectiveness of audit committees in state government entities*	122
	Report 5	*Responding to complaints from people with impaired capacity—Part 1: The Public Trustee of Queensland*	125
	Report 6	*Awarding of sports grants*	126
	Report 7	*Delivering successful technology projects*	127
	Report 8	*Regulating firearms*	128
	Report 16	*Planning for sustainable health services*	129
2021–22	Report 1	*Enabling digital learning*	134
	Report 2	*Measuring emergency department patient wait time*	135

Tabling year	Report number	Report title	Page
	Report 5	*Managing Queensland's transition to renewable energy*	139
	Report 6	*Regulating animal welfare services*	140
	Report 16	*Contract management for new infrastructure*	145
	Report 17	*Appointing and renewing government boards*	150
	Report 18	*Enhancing government procurement*	152

Source: Queensland Audit Office.

Conserving threatened species (Report 7: 2018–19)

In this report, we made 7 recommendations to the Department of Environment and Science. We did not follow up the recommendations from this report last year, because at the time we were undertaking a follow-up audit to assess the department's progress. We have subsequently completed the follow-up audit which identified that the department had fully implemented 2 of the 7 recommendations. As part of this year's self-assessment process, we followed up entity progress for the remaining 5 recommendations.

In the December 2023, the Department of Environment and Science was renamed to the Department of Environment, Science and Innovation, as a result of the machinery of government changes. As such, we have asked it to self-assess on its progress in implementing the remaining 5 recommendations in the report.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 1

We recommend that the Department of Environment and Science proactively nominate species for listing or reclassification under the Nature Conservation (Wildlife) Regulation 2006. Classification reviews should be periodical.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Fully implemented	The Department of Environment, Science and Innovation (DESI) proactively nominates species for listing or reclassification. Species classifications are periodically reviewed by Queensland's Species Technical Committee. Review of a single operational list under the Common Assessment Method memorandum of understanding will require coordination across jurisdictions. New threats are prioritised to ensure the risk of extinction is assessed and appropriate legislative protections and management actions are in place.

Recommendation 3

We recommend that the Department of Environment and Science increase the transparency of the threatened species assessment process by publishing online:

- a public request to encourage nominations to add or delete species from the current list or to change the classification of listed species
- species nominations received, allowing the public to submit further information that may assist the Species Technical Committee's assessment
- meetings dates and terms of reference for the Species Technical Committee
- Species Technical Committee's assessments and recommendations, with supporting scientific evidence to inform future nominations.

It may be appropriate to refrain from publishing information that could result in further harm to the species.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Partially implemented	DESI provides public information about making a nomination to change species conservation status. DESI engages with stakeholders to ensure this information is comprehensive and up to date. All nominations and supporting evidence are publicly available after the nomination has been assessed by the Australian Government's Threatened Species Scientific Committee. DESI is investigating options to make information available about future assessments under the Nature Conservation Act, but that are not listed under the Environment Protection and Biodiversity Conservation Act.

Recommendation 4

We recommend that the Department of Environment and Science further develop and implement its draft project governance framework and project plan for the Common Assessment Method project to ensure the department meets all its obligations under the Memorandum of Understanding.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Fully implemented	DESI developed a procedural guide that provides governance elements and a plan for listing threatened species. The guide documents how DESI coordinates the process and complies with the Common Assessment Method.

Recommendation 5

We recommend that the Department of Environment and Science review the classification status of Queensland's native species currently listed in the Nature Conservation (Wildlife) Regulation 2006 to prepare for the transition to the Common Assessment Method. This includes reassessing Queensland's threatened species classifications where they are inconsistent with the Commonwealth's threatened species list.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Partially implemented	By May 2024, DESI had completed 89 per cent of the Common Assessment Method nominations required for the 547 misaligned Queensland species; 60 nominations remained, with 33 in draft stage and 6 in final review.

Recommendation 7

We recommend that the Department of Environment and Science monitor and report on the population and trends of threatened species by:

- prioritising species for monitoring to make the most of available resources
- developing data collection protocols to ensure consistency and rigour
- improving data management and access
- reporting on recovery activities within government and by external partners
- reporting on the effectiveness of conservation management outcomes.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Partially implemented	DESI's threatened species prioritisation tool supports decision-making and ensures a cost-effective approach to protection and recovery. DESI has improved data collection protocols and continues to invest in data management. The department reports on its protection and recovery activities. It invested in a MERI (monitor, evaluate, report, improve) framework for the Threatened Species Program, and is developing a performance framework for Queensland's Biodiversity Conservation Strategy.

Delivering social housing services (Report 1: 2022–23)

In this report, we made recommendations to the Department of Communities, Housing and Digital Economy. As a result of the machinery of government changes in December 2023, the Department of Housing, Local Government, Planning and Public Works (DHLGPPW) is now responsible for these recommendations. As such, we asked DHLGPPW to self-assess its progress in implementing the recommendations from this report.

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
The Department of Communities, Housing and Digital Economy clearly communicates the needs assessment process it applies. This should include a proactive campaign to key stakeholders and consistent and complete information on the department's website.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) updated its online content to include eligibility criteria, guidance about applying for housing assistance, and the steps used to assess an applicant's eligibility and housing needs.

Recommendation 2		
The Department of Communities, Housing and Digital Economy periodically confirms the ongoing eligibility of all social housing applicants and updates the register as needed. Applicants who the department determines are uncontactable, or have inactive applications, should not appear on the register.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW updated the social housing register management policy. Since 2020–21, the department has contacted 98 per cent of households on the register to review their housing needs. The housing register is now kept up to date.

Recommendation 3		
The Department of Communities, Housing and Digital Economy consistently completes and reviews all new housing applications.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed systems to support consistent review of housing applications.

Recommendation 4

The Department of Communities, Housing and Digital Economy models future demand for social housing at the state and regional levels, incorporating historical and predictive analysis that includes social, economic, and environmental factors to inform its planning, investment, and service delivery.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW worked with the Australian Housing and Urban Research Institute to develop medium-term projections of social housing demand to inform planning, investment, and service delivery.

Recommendation 5

The Department of Communities, Housing and Digital Economy consistently performs pre-allocation checks through a systems-based process.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW implemented a systems-based approach to pre-allocation reviews, supported by training materials and staff communication.

Recommendation 6

The Department of Communities, Housing and Digital Economy implements a consistent process to identify, approve, record, and monitor applicants on the register for priority allocations across the state.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed a statewide process to identify, approve, and record priority allocations.

Recommendation 7

The Department of Communities, Housing and Digital Economy reviews its approach to tenancy management to better respond to the changing needs of tenants in social housing.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed a tenancy review framework and pathway planning framework to enhance tenancy management practices in public housing. The tenancy review framework will commence in March 2025.

Recommendation 8		
The Department of Communities, Housing and Digital Economy uses structured conversations to identify and support tenants who can transition away from social housing.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed a tenancy review framework and pathway planning framework to enhance tenancy management practices in public housing. The tenancy review framework will commence in March 2025.

Improving grants management (Report 2: 2022–23)

In this report, we addressed recommendations 1 and 2 to Queensland Treasury and recommendation 5 to the Department of State Development and Infrastructure. We addressed the remaining recommendations to review their grant management practices to all departments and the Queensland Reconstruction Authority (which, while not a department, is required to publish information on the Open Data website due to the significant grants it provides after natural disasters). We sought responses from all of these entities.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 1		
Queensland Treasury should reassess the costs and benefits of developing an interactive dashboard for the public using the Queensland Government Investment Portal – Expenditure Data. The interactive dashboard could then be monitored to better understand the information needs of users and what data should be collected and published in the future.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Treasury	No longer applicable	Queensland Audit Office (QAO) currently publishes a comprehensive dashboard with information about grants, using the information currently published through the Queensland Government Open Data Portal. In light of the dashboard currently published by QAO, no further action on developing an interactive dashboard is proposed at this time.

Recommendation 2		
Queensland Treasury should update the instructions sent to agencies on preparing grant information for publication on the Open Data website as part of the Queensland Government Investment Portal – Expenditure Data, to require agencies to explain why mandatory information has not been provided for some grants. Examples of appropriate exclusions should be included in the instructions. The explanation should then be published with the grant information.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Treasury	Fully implemented	Queensland Treasury (QT) updated instructions to agencies to reinforce the importance of preparing mandatory grant information for publication. The revised process requires agencies to provide an explanation when mandatory information is not provided.

Recommendation 3		
When agencies initially assess grant applications, we recommend they collect all information that is required to be published on the Open Data website as part of the Queensland Government Investment Portal – Expenditure Data. We also recommend agencies check the completeness of grant information provided to Queensland Treasury for publishing to ensure there is no missing information.		

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	The Department of Agriculture and Fisheries (DAF) developed a grants management policy in line with QT's guideline. The policy outlines processes for documentation and reporting, and includes guidance and checklists.
Department of Child Safety, Seniors and Disability Services	Fully implemented	The Department of Child Safety, Seniors and Disability Services (DCSSDS) assessed its grants management practices and confirmed that grants information is published in line with recommendations.
Department of Education	Fully implemented	The Department of Education (DoE) checked the completeness of its data and sent it to QT in November 2023 for publishing.
Department of Employment, Small Business and Training	Fully implemented	The Department of Employment, Small Business and Training (DESBT) collects all required grant data for publication on the Open Data website. DESBT will continue to review grant programs to ensure the required information is collected and published.
Department of Energy and Climate	Fully implemented	The Department of Energy and Climate (DEC) has updated its grant application form. All required information is obtained up front to allow for complete reporting.
Department of Environment, Science and Innovation	Fully implemented	The Department of Environment, Science and Innovation (DESI) used QT's template to collate information for the Open Data Portal. Program managers are now better informed of the data requirements, and request relevant information in application forms.
Department of Health	Partially implemented	The Department of Health (DoH) self-assessed against this recommendation, checked the completeness of its data, and confirmed that data collection meets reporting requirements.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) collects, retains, and publishes information for relevant grants programs.
Department of Justice and Attorney-General	Fully implemented	The Department of Justice and Attorney-General (DJAG) collects appropriate grants project information for publication on the Open Data website, and ensures that grants information is complete.
Department of Regional Development, Manufacturing and Water	Fully implemented	The Department of Regional Development, Manufacturing and Water (DRDMW) uses grant application forms that require formal quotes to support proposed expenditure and collect the information required by QT. Payments are checked for eligibility and paid only in arrears. Grants programs are continually reviewed.
Department of Resources	Fully implemented	The Department of Resources (Resources) follows the QT guideline on grants information disclosure and implemented procedures to ensure data accuracy and completeness.

Department of State Development and Infrastructure	Fully implemented	The Department of State Development and Infrastructure (DSDI) publishes relevant information through the Open Data Portal.
Department of the Premier and Cabinet	No longer applicable	This recommendation is no longer applicable to the Department of the Premier and Cabinet (DPC) as a result of the 2023 machinery of government changes.
Department of Tourism and Sport	Fully implemented	The Department of Tourism and Sport (DTS) publishes grants data on the Queensland Government Investment Portal. DTS has internal review and approval processes for checking data quality.
Department of Transport and Main Roads	Fully implemented	The Department of Transport and Main Roads (DTMR) implemented improved controls for expenditure data submission.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.
Department of Youth Justice	Fully implemented	The Department of Youth Justice (DYJ) captures relevant information through the SmartyGrants system. Any missing information is identified when the online template is completed.
Queensland Corrective Services	No longer applicable	This recommendation is not applicable to Queensland Corrective Services (QCS) as its grants expenditure is deemed immaterial.
Queensland Fire Department	Fully implemented	Queensland Fire Department (QFD) operates an internal funding scheme for rural fire brigades, which is not open to the public. Accordingly, information about this scheme is not published on the Open Data website.
Queensland Police Service	Partially implemented	Queensland Police Service (QPS) checks grants information for completeness before providing data to QT via the Queensland Government Investment Portal. QPS plans to assess the grants functions it received under machinery of government changes.
Queensland Reconstruction Authority	Fully implemented	Queensland Reconstruction Authority (QRA) collects sufficient information to meet reporting requirements for its grants programs.
Queensland Treasury	Fully implemented	QT is committed to checking the completeness of grant information prior to publication. QT has administrative processes in place to collect, check, and provide all mandatory grants information.

Recommendation 4

All departments should use the grants management maturity model available on our website to self-assess the strengths and improvement opportunities of their grant programs. The result of the maturity assessment should be reported to audit committees or other relevant oversight bodies. Where the results do not meet performance expectations, a plan should be developed and implemented to strengthen internal controls over a specific period. This should include working closely with other departments on whole-of-government grants initiatives.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF completed a grants maturity self-assessment and identified ways to improve the grants management process.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS assessed its grants management and found that its practices align with the recommendations.
Department of Education	Fully implemented	DoE self-assessed using the grants maturity model and presented results to management, to inform future work for the department's grants management community of practice.
Department of Employment, Small Business and Training	Fully implemented	DESBT assessed its grants management and internal controls. DESBT will continue to use the grants management maturity model to self-assess.
Department of Energy and Climate	Fully implemented	DEC self-assessed its grants management maturity and confirmed that its performance meets expectations.
Department of Environment, Science and Innovation	Partially implemented	DESI engaged a contractor to assess the department's grants, with the work due for completion in June 2024. The department expects the review will lead to better practices in grants administration.
Department of Health	Fully implemented	DoH self-assessed using the grants management maturity model and identified opportunities for improvement. A grants management system will be procured for the Office of Research and Innovation branch to enable automated data collection, recording, screening, and processing.
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW self-assessed relevant grants programs using the grants management maturity model and identified areas for minor improvement. The department plans to undertake periodic maturity assessments of grants management.
Department of Justice and Attorney-General	Partially implemented	DJAG used the grants management maturity assessment tool to assess the Community Benefit Fund Unit. The results met performance expectations in all areas except grant acquittals and reporting and evaluation. DJAG developed a performance measurement framework, which is awaiting final approval.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW used the grants management maturity model to assess its grants programs. The department will continue to monitor and review its grants programs.
Department of Resources	Fully implemented	Resources completed a grants management maturity assessment in 2023–24 and identified strengths in fully established programs as opportunities for improvement. The department participates in the inter-departmental grants management working group and continues to implement improvement opportunities.
Department of State Development and Infrastructure	Fully implemented	DSDI leads a whole-of-government grants maturity program, which includes a maturity assessment tool. DSDI applies the assessment tool internally to strengthen controls and processes.

Department of the Premier and Cabinet	No longer applicable	This recommendation is no longer applicable to DPC as a result of the 2023 machinery of government changes.
Department of Tourism and Sport	Partially implemented	DTS uses the grants management maturity model when considering opportunities for improving grants programs. The department's grants programs have been established for several years, and controls are in place for monitoring, acquittal, and reporting. Grants programs are reviewed annually. DTS has improved the consistency of its guidelines, application forms, assessment forms, and processes.
Department of Transport and Main Roads	Fully implemented	DTMR used the grants management maturity model to self-assess its community road safety grants and identified recommendations to strengthen controls.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.
Department of Youth Justice	Partially implemented	DYJ assessed its grants program and identified opportunities for improvement. DYJ's grants program has grown significantly and a new assessment will be completed by September 2024.
Queensland Corrective Services	No longer applicable	This recommendation is not applicable to QCS as its grants expenditure is deemed immaterial.
Queensland Fire Department	Fully implemented	QFD self-assessed using the grants management maturity model and reported the outcomes to its audit, risk, and compliance committee. QFD is comfortable with the management of its funding scheme.
Queensland Police Service	Partially implemented	QPS is conducting a grants management and capability establishment project and plans to review its internal financial management systems and controls for grants.
Queensland Reconstruction Authority	Partially implemented	QRA restructured its operations to consolidate grants management functions within a single division and refine grants management processes. It established teams and processes to address the attributes of the grants management maturity model. QRA meets performance expectations for grants administration and has a mature grants management process, but has identified opportunities for continuous improvement.
Queensland Treasury	Fully implemented	QT adopts the principles outlined in its grants management handbook and financial management practice manual, and has a mature control environment to manage grants processes. QT plans to review its governance framework and financial management practice manual. The grants management maturity model will be included in the framework and manual, and applied where appropriate.

Recommendation 5

The Department of State Development, Infrastructure, Local Government and Planning should work with other departments to:

- formalise and expand the deputy director-general advisory group to enhance the oversight of grants management initiatives and enable the sharing of learnings across the Queensland Government. This may involve establishing other departments as the leads for grants in different sectors, while maintaining central oversight
- establish an overall project plan with clear milestones and performance measures, and with regular reporting against the plan to the deputy director-general advisory group
- develop consistent processes including standardised templates, governance frameworks, acquittal processes and other grant documentation that can be adopted and tailored by other departments as they establish new grant programs
- facilitate access to a common information technology system (or suite of systems) for grants management across government that departments can access when procuring a new grants management system
- develop skilled grants management staff who can be called on as needed.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of State Development and Infrastructure	Fully implemented	DSDI leads a whole-of-government grants maturity program, which includes a centre of expertise that provides guidance, tools, and templates. The program promotes skills development and capability uplift, and will support access to a common grants information system.

Recommendation 6

All departments should assess the risks of grant programs from the perspective of:

- performance – the risk of decisions not being based on complete and accurate information, or of not achieving program objectives and therefore department or government objectives
- finance – the risk of insufficient funding, or of fraud or error
- compliance – the risk of not complying with relevant legislation, of not obtaining appropriate approvals, or of conflicts of interest not being appropriately managed
- operations – the risk of staff not being available to assess applications promptly and appropriately.

All departments should document these risks in a register, identify the individuals who will be responsible for ensuring the risks are appropriately addressed, and clearly outline the actions required to address the risks and how they will be monitored.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF developed a grants management policy, which includes controls relevant to process management and risk. DAF's significant grant program has a policy manual, user guide, and well-defined audit process.
Department of Child Safety, Seniors and Disability Services	Fully implemented	In 2022, DCSSDS reviewed and improved its grants management practices. Following machinery of government changes, DCSSDS increased its grants program and discussed risk management with responsible officers. Additional action will be taken to enhance the risk management and key performance measures of these grants.

Department of Education	Partially implemented	DoE developed a grant program risk assessment cycle tool to assess and acquit grants from the perspectives of performance, finance, compliance, and operations, which will be rolled out across the department. The tool and risk register will be maintained for each grant program. Risk and mitigation strategies are discussed by the department's grants management community of practice.
Department of Employment, Small Business and Training	Fully implemented	DESBT maintains risk registers to identify responsibility and ensure risks are appropriately addressed.
Department of Energy and Climate	Fully implemented	DEC assessed its risks and developed a program risk register.
Department of Environment, Science and Innovation	Partially implemented	DESI developed a risk management template and included additional information in its grants administration framework. DESI engaged a contractor to assess the department's grants, with the work due for completion in June 2024. The department expects the review will provide a clearer understanding of risk assessment and management.
Department of Health	Fully implemented	DoH assessed the risks of its grant programs from the perspective of performance, finance, compliance, and operations. The assessment confirmed that residual risks are low and adequately managed.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW conducts risk assessments for its grants programs, and manages and mitigates risks using risk registers.
Department of Justice and Attorney-General	Fully implemented	DJAG's Community Benefit Fund Unit reports against performance, finance, compliance, and operations and documents risks in a risk register.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW includes risk management processes in all grants programs.
Department of Resources	Fully implemented	Resources maintains a risk register for each grant program. As additional risks are identified, future programs are revised and updated.
Department of State Development and Infrastructure	Partially implemented	DSDI leads a whole-of-government grants maturity program. The department is planning to develop risk management tools, to support risk management in grants programs.
Department of the Premier and Cabinet	No longer applicable	This recommendation is no longer applicable to DPC as a result of the 2023 machinery of government changes.
Department of Tourism and Sport	Fully implemented	DTS embedded risk management processes into its project plan template. Its grants management framework covers all aspects of grants management, including risk, and is reviewed regularly. An internal audit concluded that DTS's grants procedures align with key requirements.
Department of Transport and Main Roads	Fully implemented	DTMR developed a risk register for its community road safety grants.

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.
Department of Youth Justice	Partially implemented	DYJ is drafting a risk management plan with completion due September 2024.
Queensland Corrective Services	No longer applicable	This recommendation is not applicable to QCS as its grants expenditure is deemed immaterial.
Queensland Fire Department	Fully implemented	QFD's internal funding initiative committee assessed the risks of its funding scheme and confirmed that processes are appropriate.
Queensland Police Service	Partially implemented	Prior to the 2023 machinery of government changes, QPS's grants involved single recipients with well-established arrangements and low financial compliance risk. QPS updated its financial management practices manual in 2022 and plans to assess compliance of its grants programs.
Queensland Reconstruction Authority	Fully implemented	QRA maintains a risk register for its grants programs. It has established weekly, monthly, and quarterly review processes to monitor delivery and mitigate risks.
Queensland Treasury	Partially implemented	QT completes risk reporting at a collective QT level. QT is developing consistent risk reporting across grants programs.

Recommendation 7

All departments should enhance the acquittal of grants by:
- assessing if existing acquittal processes address the risks in the grant program
- implementing online systems for recipients to submit grant acquittals
- automating the monitoring of grant acquittals and of outstanding deliverables
- obtaining sufficient evidence to demonstrate if the grant was used according to the funding agreements before making further instalments.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF developed a grants management policy, which provides guidance, controls, and processes to enhance grant acquittal.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS assessed its grants acquittal and found that its practices align with the recommendations.
Department of Education	Partially implemented	DoE self-assessed its acquittal processes against the recommendations and presented the results to management. Relevant issues were discussed by the department's grant management community of practice. The department's grant program risk assessment cycle tool, which is being rolled out across the department, supports grant acquittal.

Department of Employment, Small Business and Training	Partially implemented	DESBT assessed its acquittal processes and implemented an online grant acquittal system. Grant instalments are not released until required evidence is provided. DESBT is reviewing grants management systems and considering automation.
Department of Energy and Climate	Fully implemented	DEC has a clear acquittal process with governance around project milestones and payments.
Department of Environment, Science and Innovation	Partially implemented	DESI engaged a contractor to assess the department's grants, with the work due for completion in June 2024. The department expects the review will provide insights into acquittal processes.
Department of Health	Fully implemented	DoH self-assessed against the grants management maturity model and confirmed that grants programs include appropriate monitoring and transparent administration. DoH assessed the risks of its grant programs from the perspective of performance, finance, compliance and operations. The assessment confirmed that residual risks are low and adequately managed.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW reviewed its grant acquittals processes against relevant guidelines and agreements, and confirmed that its processes are appropriate.
Department of Justice and Attorney-General	Fully implemented	DJAG's Community Benefit Fund Unit uses an online portal for grant acquittals and has a quality assurance process to check grants compliance. The unit is planning to update its acquittals process by incorporating photographs and videos. The unit is planning to review its quality assurance process.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW reviewed its grants acquittal processes and confirmed their suitability.
Department of Resources	Fully implemented	Resources has an online grants acquittal system that facilitates automated verification. Any identified risks are recorded in a risk register and actively managed by the relevant grants program board.
Department of State Development and Infrastructure	Partially implemented	DSDI leads a whole-of-government grants maturity program, which provides guidance and templates and promotes end-to-end, in-system administration. The department plans to include detailed guidance on acquittal and evaluation processes aligned with better practice methods.
Department of the Premier and Cabinet	No longer applicable	This recommendation is no longer applicable to DPC as a result of the 2023 machinery of government changes.
Department of Tourism and Sport	Fully implemented	DTS's grant acquittals processes and requirements are aligned with the risk profile of programs and any external requirements. The department has systems for online submission, automated monitoring of grant acquittals, and rigorous data collection processes.

Department of Transport and Main Roads	Fully implemented	DTMR implemented a grants management system to manage the grants life cycle for community road safety grants, with online acquittals.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.
Department of Youth Justice	Fully implemented	DYJ implemented online financial and performance acquittals for its grants. The department assesses final reports to ensure alignment with the contract requirements. DYJ is developing a monitoring and evaluation framework for its grants program.
Queensland Corrective Services	No longer applicable	This recommendation is not applicable to QCS as its grants expenditure is deemed immaterial.
Queensland Fire Department	Fully implemented	QFD's acquittals processes address funding risks. The funding scheme is small and does not require automated monitoring or online administration.
Queensland Police Service	Partially implemented	QPS is conducting a grants management and capability establishment project. The project's findings and recommendations are due in June 2024.
Queensland Reconstruction Authority	Partially implemented	QRA's acquittal processes assess risk, obtain requisite evidence, and enable online reporting. QRA enhanced its grants management system and reporting tools and is currently assessing whether its grants management system will remain fit for purpose into the future.
Queensland Treasury	Fully implemented	QT has systems and delegations in place to ensure acquittals are assessed against contracted requirements.

Recommendation 8

All departments with significant grant programs ensure they develop and periodically monitor key performance metrics to measure:

- their performance in delivering a grant program
- the achievement of milestones and deliverables by grant recipients
- the grant program's ability to achieve outcomes.

For similar programs across government, consistent performance metrics should be developed, to enable benchmarking across government. This will support ongoing improvements in the efficiency and effectiveness of grant programs.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF developed a grants management policy, which outlines controls to ensure effective grants management. DAF's significant grant program has evaluation strategies, performance measures, key performance indicators, and a robust governance framework.

Department of Child Safety, Seniors and Disability Services	Fully implemented	In 2022, DCSSDS reviewed and improved its grants management practices. Following machinery of government changes, DCSSDS increased its grants program and discussed risk management with responsible officers. Additional action will be taken to enhance the risk management and key performance measures of these grants.
Department of Education	Partially implemented	DoE self-assessed its performance measures and reporting processes, and completed the grants management maturity model. The results were presented to management and informed the work of the department's grants management community of practice. The grants program risk assessment cycle tool, being rolled out across the department, will support the development and evaluation of performance metrics.
Department of Employment, Small Business and Training	Fully implemented	DESBT measures grants outcomes and performance, with quarterly reporting to management.
Department of Energy and Climate	Fully implemented	DEC formed an internal governance group to monitor the ongoing delivery of programs. DEC implemented standardised monthly reporting, performance dashboards, and closure reports.
Department of Environment, Science and Innovation	Partially implemented	DESI acquired a new SmartyGrants module to support tracking of grants against key performance indicators. Implementation is expected in 2024–25.
Department of Health	Partially implemented	DoH operates grants through 2 branches: the Office of Research and Innovation (ORI) and the Community Services and Funding Branch (CSFB). ORI has not yet implemented this recommendation, and will review its grants program performance by January 2025. CSFB administers grants in a fully accountable, transparent, and responsible way. Contracts provide robust rights to monitor services.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW continues to develop and monitor performance metrics for significant grants programs.
Department of Justice and Attorney-General	Fully implemented	DJAG's Community Benefit Fund Unit implemented an annual process to analyse grant funding against the governance manual and allocation guide. When acquitting grants, organisations are required to report on grant outcomes.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW's grants are established with objectives and clear outcomes. Project outcomes and objectives are reviewed prior to completion and retention release payments.
Department of Resources	Fully implemented	Resources has grant program boards that meet regularly to assess key performance metrics and project milestones. Grant programs are closely monitored to ensure the intended objectives are achieved.

Department of State Development and Infrastructure	Partially implemented	DSDI leads a whole-of-government grants maturity program, which provides guidance and templates. The department plans to include detailed guidance on acquittal and evaluation processes aligned with better practice methods.
Department of the Premier and Cabinet	No longer applicable	This recommendation is no longer applicable to DPC as a result of the 2023 machinery of government changes.
Department of Tourism and Sport	Partially implemented	DTS has processes in place to monitor grants program milestones and deliverables. The department will further develop its monitoring and evaluation of program delivery.
Department of Transport and Main Roads	Fully implemented	DTMR developed a 6-monthly reporting process for the community roads safety grants program to highlight and evaluate grants outcomes.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.
Department of Youth Justice	Partially implemented	DYJ implemented self-reporting for grant recipients, with a reporting framework that aligns value and project length with reporting requirements. DYJ plans to develop a reporting dashboard for its grants program.
Queensland Corrective Services	No longer applicable	This recommendation is not applicable to QCS as its grants expenditure is deemed immaterial.
Queensland Fire Department	Fully implemented	QFD's funding scheme does not release funds until acquittals and supporting documentation are provided.
Queensland Police Service	Partially implemented	As a result of machinery of government changes, QPS is reviewing its grants management system and conducting a grants management and capability establishment project. The project's findings and recommendations are due in June 2024.
Queensland Reconstruction Authority	Partially implemented	QRA reviews grants programs through active weekly, monthly, and quarterly monitoring. QRA established an evaluation framework and developed reporting tools to support grants program monitoring and acquittal.
Queensland Treasury	Fully implemented	QT's governance framework for grants includes scheduled evaluations and audits. QT adopts consistent decision-making processes and evaluation frameworks.

Managing Queensland's COVID-19 economic response and recovery (Report 3: 2022–23)

In this report, we made recommendations to 4 lead delivery entities responsible for COVID-19 rapid response initiatives. We sought responses from all 4 entities. These are the Department of Employment, Small Business and Training; the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP); Queensland Rural and Industry Development Authority; and Queensland Treasury. The DSDILGP was renamed to the Department of State Development and Infrastructure as a result of the machinery of government changes in the December 2023.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 1		
For future initiatives, lead delivery entities ensure the needs of target users are considered throughout the life of the initiatives – that is, during design, implementation, and monitoring.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Employment, Small Business and Training	Fully implemented	The Department of Employment, Small Business and Training's (DESBT's) Small Business COVID-19 Adaption Grant Program was cited as a positive example of an initiative where user needs were understood, well-targeted, and well-designed.
Department of State Development and Infrastructure	Fully implemented	The Department of State Development and Infrastructure (DSDI) leads a whole-of-government grants maturity program. The guidance and templates include a focus on the needs of target users during program design, implementation, and monitoring.
Queensland Rural and Industry Development Authority	Fully implemented	Queensland Rural and Industry Development Authority (QRIDA) established a team to manage the design, implementation, and monitoring of all approved schemes. This team has been independently reviewed, with an effective governance and management framework established. QRIDA plans to introduce business process automation and AI to improve efficiency.
Queensland Treasury	Fully implemented	Queensland Treasury (QT) will continue to support lead delivery entities in the design and delivery of future rapid response initiatives.
Recommendation 2		
For future initiatives, lead delivery entities ensure their risk management has a key focus on risks to achieving the objectives of the initiatives.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**

Department of Employment, Small Business and Training	Fully implemented	DESBT's Small Business COVID-19 Adaption Grant Program was cited as a positive example of risk management and compliance.
Department of State Development and Infrastructure	Partially implemented	DSDI leads a whole-of-government grants maturity program. The department plans to develop risk management tools that address all areas of the grants program life cycle.
Queensland Rural and Industry Development Authority	Fully implemented	QRIDA undertakes risk assessments for all schemes and establishes a risk register when appropriate. The risk management framework is periodically reviewed by the QRIDA board.
Queensland Treasury	Fully implemented	QT will continue to support lead delivery entities in the design and delivery of future rapid response initiatives.

Recommendation 3

For future initiatives, lead delivery entities enhance inter-agency collaboration to explore ways of sharing information and external data within legislative requirements to improve uptake rates and prevent ineligible applications being approved.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Employment, Small Business and Training	Fully implemented	When developing grants programs, DESBT identifies inter-agency data requirements and seeks ways to share information.
Department of State Development and Infrastructure	Fully implemented	DSDI leads a whole-of-government grants maturity program, with a focus on enhancing inter-agency collaboration and capability to support continuous improvement.
Queensland Rural and Industry Development Authority	Fully implemented	QRIDA improved transparency in information sharing through a memorandum of understanding with relevant program owners. Data sharing has improved, leading to more effective scheme management and fraud prevention and detection, while meeting privacy requirements.
Queensland Treasury	Fully implemented	QT will continue to support lead delivery entities in the design and delivery of future rapid response initiatives including with respect to improvements in uptake.

Recommendation 4

For future initiatives, lead delivery entities consult with relevant stakeholders to identify all key target users and ensure communications about the initiatives reach these users.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Employment, Small Business and Training	Fully implemented	DESBT consults with relevant stakeholders to identify target users for new initiatives, then develops and implements appropriate communication.
Department of State Development and Infrastructure	Fully implemented	DSDI leads a whole-of-government grants maturity program. The program's tools and guidance include a focus on understanding the needs of target users during program design, implementation, and monitoring.

Queensland Rural and Industry Development Authority	Fully implemented	QRIDA improved onboarding schemes with program owners, with agreed scheme guidelines and improved communication to target groups.
Queensland Treasury	Fully implemented	QT will continue to support lead delivery entities in the design and delivery of future rapid response initiatives including with respect to communication approaches.

Recommendation 5

For future initiatives, lead delivery entities evaluate the extent to which each initiative achieves its objectives and use this information to direct initiatives as they progress and in designing future initiatives.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Employment, Small Business and Training	Fully implemented	DESBT's Small Business COVID-19 Adaption Grant Program was cited as a positive example of meeting delivery time frames and collecting performance data.
Department of State Development and Infrastructure	Partially implemented	DSDI leads a whole-of-government grants maturity program. The department plans to develop guidance on acquittal and evaluation processes that align with better practice methods and ensure consistency across agencies.
Queensland Rural and Industry Development Authority	Fully implemented	QRIDA's program management framework supports monitoring and review at a portfolio level. QRIDA produces a program implementation report that is shared with program owners and informs future scheme design.
Queensland Treasury	Fully implemented	QT will continue to support lead delivery entities in the design and delivery of future rapid response initiatives.

Recommendation 6

Queensland Treasury enhances the oversight of the portfolio of economic response and recovery initiatives through:
- a governance body that continues to provide oversight of the portfolio's performance until the portfolio is closed
- enhancing its data collection and reporting to enable oversight of the timely achievement of objectives and whether initiatives need to be modified or discontinued for optimal outcomes
- recording and monitoring the full costs involved in delivering all key economic response and recovery initiatives and using this information to inform future initiatives.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	No longer applicable	QT oversight of COVID-19 economic response and recovery initiatives will continue via the fiscal monitoring processes.

Keeping people safe from domestic and family violence (Report 5: 2022–23)

In this report, we made recommendations to Queensland Police Service; Department of Justice and Attorney-General; Queensland Corrective Services; Department of Education; Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) and Department of Communities, Housing and Digital Economy (DCHDE). We addressed recommendation 15 to the Department of Health and all hospital and health services.

In the May 2023 machinery of government changes, the DCYJMA was renamed to the Department of Child Safety, Seniors and Disability Services. Likewise, the DCHDE was renamed to the Department of Housing, Local Government, Planning and Public Works in the December 2023 machinery of government changes.

Related parliamentary committee:

- Community Safety and Legal Affairs Committee

Entity progress on implementation

Recommendation 1		
The Queensland Police Service ensures its prioritisation of domestic and family violence calls for service is appropriate and effective. This should include assessing all categories and investigating the significant increase in calls being categorised as Code 4 priority.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Police Service	Fully implemented	Queensland Police Service (QPS) assigns priority codes in accordance with section 14.24 of its operational procedures manual. All domestic and family violence (DFV) calls are initially recorded as Code 3 or higher, and may be changed to Code 4 after a risk assessment by a communications room supervisor.

Recommendation 2		
The Queensland Police Service undertakes a root cause analysis into delayed response times for calls regarding domestic and family violence, particularly those related to Code 2 and 3 priority calls for service.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Police Service	Fully implemented	QPS's dispatch times are impacted by a range of factors including capacity and demand spikes. QPS provided DFV training to communications staff and improved supervisor monitoring of DFV calls.

Recommendation 3

The Queensland Police Service strengthens its system and processes for sharing and accessing information, including better guidance and training and better use of warning flags to communicate risk.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Fully implemented	Warning flags are linked and accessible between QPS databases and the dispatch system. QPS provided training and updated resources about the revised Common Risk and Safety Framework. QPS provided training to its DFV specialists, with modules on information sharing guidelines.

Recommendation 4

The Department of Justice and Attorney-General and the Queensland Police Service enhance support within courts to assist victims in making private applications for domestic violence and temporary protection orders.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Partially implemented	In February 2024, Court Services Queensland released a domestic, family, and sexual violence (DFSV) safety framework, which outlines a 10-year commitment to improve court safety for people impacted by DFSV. Under the framework, support within courts to assist victims making private applications for protection orders will be improved, in consultation with QPS.
Queensland Police Service	Fully implemented	QPS developed enhanced DFV training for police prosecutors and updated its website to provide information for victims about private DFV applications and temporary protection orders. QPS's operational procedures manual provides details about how police prosecutors assist with private applications.

Recommendation 5

The Department of Justice and Attorney-General and the Queensland Police Service identify why a high proportion of prosecutions for Criminal Code Act 1899 s. 315A offences (choking, suffocation, or strangulation) are unsuccessful.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Not implemented	Department of Justice and Attorney-General (DJAG) reviewed the available research and conducted internal consultation and concluded that it requires further analysis of appropriate options.
Queensland Police Service	Fully implemented	QPS and Queensland Health are implementing recommendation 5 from the Death Review and Advisory Board Annual Report 2017–18 and examining the role of clinical forensic evidence in securing convictions in a DFV context. Future updates will be available on the Department of Justice and Attorney-General's website.

Recommendation 6

The Department of Justice and Attorney-General and the Queensland Police Service gather and analyse data to assess where action is needed to improve access to, and timeliness and effectiveness of, referrals to DFV support services.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Not implemented	DJAG engaged an external supplier to develop documents to support data collection about DFSV to determine demand, supply, and investment. A gaps and barriers assessment template is being developed. Future work includes developing an administrative dataset.
Queensland Police Service	Fully implemented	QPS works with DFV support service partners to improve police referrals and provide quality assurance. QPS developed materials to help frontline staff when considering referrals to DFV support services.

Recommendation 7

The Queensland Police Service ensures all police receive adequate and ongoing domestic and family violence-specific training appropriate to their role, and in particular that

- it provides all police officers mandatory annual face-to-face training on domestic and family violence
- all operational supervisors receive additional domestic and family violence training in accordance with the leadership requirements of their role. This should include periodic refresher/update training for supervisors who remain operational for extended periods
- all police officers assigned to specialist domestic and family violence roles receive advanced domestic and family violence training in accordance with the specialist requirements of their role. This should occur within a short period of officers being newly assigned to these roles. Periodic refreshers/update training should be made available to officers who remain in specialist roles for extended periods.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Fully implemented	QPS provides evidence-based, contemporary DFV training to staff. Its updated operational procedures manual outlines the mandatory specialist training required.

Recommendation 8

The Department of Justice and Attorney-General and the Queensland Police Service implement a cross-agency training program focused on enhancing inter-agency roles, coordination, communication, protocols, and multidisciplinary approaches. This should include other key domestic and family violence support and service delivery entities, such as the courts, the Department of Health, the hospital and health services, the Department of Education, and non-government victim support services.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Partially implemented	Funding was approved for a domestic and family violence (DFV) training support and coordination service including the development and delivery of foundational DFV training. Planning is underway.

Queensland Police Service	Fully implemented	QPS is an active member of the Integrated Service Systems Oversight Committee and the newly established DFV Cross Agency Training, Change Management and Communications Working Group. The working group provides a forum for sharing information, implementing training recommendations, and promoting cross-agency coordination.

Recommendation 9

The Department of Justice and Attorney-General establishes a holistic case management approach to domestic and family violence that considers the context and impact on the broader family or relationship and includes:

- coordinating case management across entities and services
- integrating risk assessment to consider all risk factors, and all people directly and indirectly exposed to domestic and family violence
- taking collective responsibility for managing risk and ensuring staff are trained to assess risk
- providing seamless access to information and data
- working collaboratively and coordinating services and support.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Fully implemented	DJAG developed and delivered training to embed the whole-of-system framework for recognising, assessing, and responding to DFV. DJAG reviewed the integrated service system governance infrastructure to ensure it provides holistic case management. DJAG worked with relevant agencies to coordinate DFV service delivery and engaged a contractor to develop risk assessment approaches and tools for persons using violence and young people impacted by violence.

Recommendation 10

The Department of Justice and Attorney-General analyses data and information to regularly evaluate the performance of high-risk teams, drive improvements, share learnings, inform resourcing and funding, and ensure all high-risk victims are being referred.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Fully implemented	In April 2023, DJAG finalised the DFV integrated service system analysis report, which considered the sustainability of the model, identified areas of need, and discussed potential locations for enhancing system responses. The analysis informed the location for 3 new high-risk teams and will inform further expansion of integrated service responses.

Recommendation 11

The Department of Justice and Attorney-General refers all consenting high-risk victims in Queensland to high-risk teams and provides support appropriate to their assessed risk, regardless of geographical boundaries.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Fully implemented	DJAG implemented the statewide high-risk team protocol to provide clear instructions on victim–survivor referral. The protocol provides direction to all core member agencies, including QPS and DFV specialist services.

Recommendation 12		

The Department of Justice and Attorney-General improves the recording and availability of high-risk teams' information to ensure it is accessible across the teams and to all police responding to domestic and family violence incidents.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Fully implemented	All agencies represented on high-risk teams can access information about a victim–survivor through a secure case management system. The system has been updated to incorporate the DFV common risk and safety framework Level 2 risk assessment tool and case closure form.

Recommendation 13		

The Department of Justice and Attorney-General and the Queensland Police Service progressively expand co-location and co-responder approaches across the state and include a wider range of services to better meet the needs of victims and people affected by domestic and family violence. This includes integrating them with high-risk teams and the Queensland Police Service's Domestic, Family Violence and Vulnerable Persons units.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Partially implemented	A range of integrated service response initiatives are currently being trialled, including DFV specialist practitioners embedded in police stations, embedding police officers in DFV services, trialling a co-response model, and establishing arrangements to access offsite locations where police can meet with victim–survivors. Three new high-risk teams were established.
Queensland Police Service	Fully implemented	This recommendation is being delivered in a staged approach, led by the Department of Justice and Attorney-General (DJAG), with support from QPS. QPS and DJAG are working to trial an embedded officer model in police stations. Contracts have been executed with 5 service providers to engage 14 practitioners under stage one. The service providers will start service delivery in August 2024. QPS and DJAG will trial a co-response model in Cairns from July 2024, followed by other locations. Implementation updates will be published in the annual reports of the Commission of Inquiry into QPS Responses to DFV and the Women's Safety and Justice Taskforce.

Recommendation 14
The Department of Justice and Attorney-General and the Department of Children, Youth Justice and Multicultural Affairs develop strategies, resource, fund and identify suitable programs to provide support services specifically for children and young people exposed to domestic and family violence.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Child Safety, Seniors and Disability Services	Fully implemented	The Department of Child Safety, Seniors and Disability Services (DCSSDS) delivers support services for families and parents. DCSSDS delivers the Intensive Family Support and Aboriginal and Torres Strait Family Wellbeing Services for families and parents experiencing vulnerability, with integrated support for those affected by DFV. DCSSDS employs specialist DFV practitioners and provides training for the DFV sector. In 2021, DCSSDS revised tools associated with the DFV common risk and safety framework.
Department of Justice and Attorney-General	Fully implemented	In 2023–24, DJAG is managing $9.6 million in funding related to children's DFV counselling. In April 2024, Queensland's plan for the primary prevention of violence against women was released. The plan includes a key component related to children and young people. DJAG plans to fund a youth-focused DFV response and practice framework in Brisbane.

Recommendation 15
The Department of Health and hospital and health services strengthen screening and risk assessing practices by: • implementing the recommendations of the Death Review and Advisory Board (set up under the *Coroners Act 2003* to research and analyse data and make recommendations to government) as a priority • ensuring its risk assessment and screening tools are updated and widely available across the health system • mandating and delivering face-to-face domestic and family violence training for all frontline health workers.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns and Hinterland Hospital and Health Service	Partially implemented	Cairns and Hinterland Hospital and Health Service (CHHHS) conducted training for health workers and participated in working groups to develop toolkits about domestic and family violence. CHHHS is finalising progress reporting to the Death Review and Advisory Board and will implement a new domestic and family violence capability framework in late 2024.
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) created a position for a DFV social worker and provided DFV training for frontline staff. Central Queensland HHS will develop risk assessment and screening tools.
Central West Hospital and Health Service	Not implemented	Central West Hospital and Health Service has not progressed this recommendation.
Children's Health Queensland Hospital and Health Service	Fully implemented	Children's Health Queensland Hospital and Health Service provides mandatory staff training about domestic and family violence.

Darling Downs Hospital and Health Service	Partially implemented	Darling Downs Hospital and Health Service (Darling Downs HHS) participates in the statewide DFV community of practice and is contributing to a review of the DFV toolkit for clinicians. Darling Downs HHS has some mandatory online DFV training for staff; additional training is offered but is not mandatory. A tool for DFV screening is available to clinicians. Darling Downs HHS will consider providing mandatory face-to-face training.
Department of Health	Partially implemented	Queensland Health is preparing a progress report for the Death Review Advisory Board, reporting the closure of 8 recommendations. Two recommendations remain open where Queensland Health is a supporting agency: updating risk assessment and screening tools, and mandating DFV training. This work will be complete in late 2024. By late 2024, Queensland Health plans to develop a workforce DFV capability framework and update its resources for hospital and health services.
Gold Coast Hospital and Health Service	Fully implemented	Gold Coast Hospital and Health Service (Gold Coast HHS) has a DFV support team. The team supports staff and is active in the local DFV support sector. Gold Coast HHS established a visiting women's legal support service and conducted research on improving domestic violence screening practices in the emergency department. Gold Coast HHS will continue to improve its services in this area.
Mackay Hospital and Health Service	Partially implemented	Mackay Hospital and Health Service (Mackay HHS) has a DFV team that supports patients and staff. Mackay HHS has implemented mandatory DFV training for all staff and offers additional training and support to staff who work with DFV issues. Mackay HHS collaborates with the local DFV support sector.
Metro North Hospital and Health Service	Partially implemented	Queensland Health is preparing an implementation report for the Death Review and Advisory Board. Queensland Health engaged a consultant to develop a DFV capability framework with resources for health workers. Metro North Hospital and Health Service (Metro North HHS) implemented mandatory DFV training for all staff.
Metro South Hospital and Health Service	Partially implemented	Metro South Hospital and Health Service (Metro South HHS) uses Queensland Health's DFV toolkit to support health professionals and guide sensitive enquiry. Metro South HHS has implemented DFV workforce specialist roles and offers mandatory training to staff. Metro South HHS participates in a DFV reference group and collaborates with local agencies.
North West Hospital and Health Service	Fully implemented	North West Hospital and Health Service (North West HHS) employs a DFV specialist nurse consultant who provides expert advice and staff training. Risk assessment and screening tools are kept up to date and are widely available across North West HHS.

South West Hospital and Health Service	Partially implemented	South West Hospital and Health Service (South West HHS) established a position for a DFV specialist, established a partnership with local stakeholders, implemented training for clinical staff, and rolled out a risk and safety assessment tool. South West HHS established a reference group and is developing a DFV health model of care. The HHS has developed and is currently providing First Nations DFV training to its staff.
Sunshine Coast Hospital and Health Service	Partially implemented	Sunshine Coast Hospital and Health Service (Sunshine Coast HHS) implemented a DFV specialist health workforce program in 2021. It provided information for staff about recognising, responding to, and referring DFV. Risk assessment tools are currently being updated. Sunshine Coast HHS established a DFV unit to provide case consultation and non-mandatory face-to-face training for clinicians. Sunshine Coast HHS will continue to work with Queensland Health to implement the outcomes of the current KPMG review and will continue to offer face-to-face training.
Torres and Cape Hospital and Health Service	Not implemented	Torres and Cape Hospital and Health Service (Torres and Cape HHS) is waiting for the Department of Health to develop its suite of screening and assessment tools before implementing this recommendation. Torres and Cape HHS has introduced mandatory DFV staff training.
Townsville Hospital and Health Service	Partially implemented	Townsville Hospital and Health Service (Townsville HHS) participates in the statewide DFV community of practice. Townsville HHS has started to implement new risk screening tools under the Common Risk and Safety Framework (CRSF) developed by the Department of Justice and Attorney-General, and offers face-to-face training for clinicians. Townsville HHS plans to develop a governance framework to assess the screening tool's implementation and develop an annual training plan. Queensland Health has not yet authorised mandatory implementation of the CRSF or mandatory DFV training.
West Moreton Hospital and Health Service	Partially implemented	West Moreton Hospital and Health Service (West Moreton Health) conducted training about DFV and sexual assault for frontline clinicians, created a DFV intranet page for staff, partnered with a local DFV service for staff and patient support, and improved screening during pregnancy. West Moreton Health has an action plan for ongoing reform and is recruiting staff for specialist DFV positions. West Moreton Health's DFV procedure will be implemented in the second half of 2024.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) developed a procedure for responding to DFV and is developing an implementation plan. Wide Bay HHS employed a DFV workforce specialist. A temporary DFV Clinical Lead (Advanced SW) project role was established until the end of 2024, which is increasing the capability of Mental Health Alcohol and Other Drugs Service staff to identify and respond to DFV. The DFV clinical lead also collaborates with the region's DFV and child safety sectors. Wide Bay HHS has online training to recognise, respond, and refer (2 modules), which is mandated for all staff. A common risk and safety training package is provided as part of orientation training.

Recommendation 16

The Department of Justice and Attorney-General collects and analyses its expenditure data to quantify and assess the government's investment in domestic and family violence, in particular its funding of prevention and early intervention initiatives.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Partially implemented	In April 2024, Queensland's plan for the primary prevention of violence against women was released, providing a 5-year blueprint for government to work in partnership with the broader community to strengthen and expand efforts to prevent violence against women. The plan's implementation will be supported by a monitoring and evaluation framework. An external supplier has been engaged to undertake an audit of expenditure in DFV services, with the report due to be finalised in mid-2024. This will inform development of a strategic investment plan.

Recommendation 17

The Department of Education annually assesses the delivery, reach, and effectiveness of the Respect program in Queensland state schools.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	In April 2023, the Department of Education engaged a consultant to evaluate the 3 respectful relationships education initiatives delivered in Queensland state schools. The consultant's report is due in July 2024. Early results suggest the initiatives hold promise and opportunity for the Queensland Government.

Recommendation 18

The Department of Justice and Attorney-General and the Department of Communities, Housing and Digital Economy develop strategies to provide a range of crisis accommodation including for perpetrators of domestic and family violence, taking into consideration the management of risk to victims.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DJAG is the lead agency for Queensland's response to DFV and administers DFV specialist homelessness services including crisis accommodation. The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) funds non-government organisations to provide the broader Homelessness Program. A range of crisis accommodation responses and support services are in place across Queensland.
Department of Justice and Attorney-General	Partially implemented	DJAG is working with DHLGPPW to deliver crisis accommodation. This includes 10 new shelters to be established across Queensland.

Recommendation 19

The Department of Justice and Attorney-General, Queensland Corrective Services and the Department of Children, Youth Justice and Multicultural Affairs increase the number, range, and quality of rehabilitation programs, including specific programs tailored for young people.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Child Safety, Seniors and Disability Services	No longer applicable	This recommendation no longer applies to DCSSDS and has been redirected to the Department of Youth Justice.
Department of Justice and Attorney-General	Partially implemented	DJAG will develop a youth-focused DFV response and practice framework for the Brisbane region.
Department of Youth Justice	Partially implemented	The Department of Youth Justice (DYJ) is continuing to trial the Kinship, Improving relationships, No violence and Developing skills (KIND) program. The goal of the program is to reduce violence in the lives of young people and help them create safe and respectful relationships. KIND is currently being evaluated (due December 2024). DYJ plans to increase access to culturally appropriate programs and services to support healing and build protective factors among young people. It is currently scoping a co-designed response for First Nations young people in Cairns.
Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) is planning to expand its DFV programs in 2024–25, and is currently in the planning stages.

Recommendation 20

The Department of Justice and Attorney-General strengthens its oversight and monitoring of its funded programs by:
- reviewing the demand, type, availability, and accessibility of perpetrator programs across Queensland
- collecting data on attendance rates, completion rates, and waiting lists for its funded programs
- evaluating the effectiveness of its funded programs.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Partially implemented	DJAG finalised and published the DFSV system monitoring and evaluation framework. One part of the framework focuses on accountability and responses for people using violence. Annual evaluations will track progress against the framework's indicators.

Recommendation 21

Queensland Corrective Services enhances its systems and processes for monitoring prisoners to ensure they do not breach domestic violence orders.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Corrective Services	Partially implemented	QCS established a DFV project to inform critical risk areas such as visits, prisoner telephone calls, case management in custody, and community and re-entry considerations. QCS will continue to evaluate current systems and processes to minimise DFV risks. QCS plans to introduce a review of DFV orders prior to approving leave, visits, or community service.

Managing workforce agility in the Queensland public sector (Report 6: 2022–23)

In this report we made 7 recommendations. We addressed recommendations 1 to 4 to the Public Service Commission. The Public Service Commission has since been renamed to the Public Sector Commission. We addressed the remaining 3 (recommendations 5 to 7) to all departments. We asked all departments to self-assess their progress in implementing recommendations from this report.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 1		
The Public Service Commission should provide greater central leadership and an integrated approach to strategic workforce planning to address current and future challenges. This includes: a. providing practical guidance on specific initiatives to address key workforce challenges b. supporting agency human resources staff to develop skills needed for strategic workforce planning and to address challenges c. developing clear indicators of success to measure performance and progress across the sector.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Public Sector Commission	Fully implemented	The Public Sector Commission (PSC) provided updated guidance on strategic workforce planning and developed practical guidance on workforce issues such as flexible work; recruitment and selection; and health, safety and wellbeing. The Working for Queensland survey was strengthened to ensure results are actionable and inform strategic workforce priorities. Resources to support workforce planning will be published in July 2024.
Recommendation 2		
The Public Service Commission should develop contemporary recruitment and selection practices that support the timely recruitment of a diverse workforce. This includes revisiting the sector's employment value proposition.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Public Sector Commission	Partially implemented	PSC's new recruitment and selection directive commenced in June 2023. PSC offered information and training about the new directive, and will develop new tools and resources by mid-2025 to support equity and diversity in recruitment and selection processes. PSC is also partnering with KPMG to develop a new employee value proposition for the sector (to be completed by December 2024).
Recommendation 3		
The Public Service Commission should develop whole-of-government guidance on practical and sustainable hybrid workforce models.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**

Public Sector Commission	Fully implemented	PSC developed guidelines on flexible and hybrid work models, which were released in March 2023. PSC continues to provide ongoing support and advice to agencies.

Recommendation 4

The Public Service Commission champions cross-sector workforce mobility programs and common job descriptions to build and nurture a capable and adaptable workforce.

Entity	Status	Entity's self-assessment response or where necessary a summary
Public Sector Commission	Partially implemented	PSC promotes cross-sector mobility. Under the Even better strategy, PSC is determining appropriate systems and processes to support employee mobility. This work will be completed by December 2025.

Recommendation 5

All Queensland Government departments ensure strategic workforce planning is driven by leaders and integrated with organisational planning. This includes considering their workforces as part of the broader sector workforce to support greater mobility.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	The Department of Agriculture and Fisheries (DAF) developed a workforce strategy and action plan for 2021–25, which aligns with the department's strategic plan. DAF developed workforce planning toolkits and templates to support workforce planning.
Department of Child Safety, Seniors and Disability Services	Fully implemented	The Department of Child Safety, Seniors and Disability Services (DCSSDS) developed a strategic workforce plan, which includes a focus on leadership and talent engagement, future work, safety and wellbeing, and culture.
Department of Education	Fully implemented	The Department of Education (DoE) participates in the strategic workforce planning whole-of-government working party and is actively engaged in discussions about a whole-of-government approach to workforce planning.
Department of Employment, Small Business and Training	Fully implemented	The Department of Employment, Small Business and Training (DESBT) developed a strategic workforce framework and will regularly review its strategic workforce plan.
Department of Energy and Climate	Partially implemented	The Department of Energy and Climate (DEC) collaborated on a whole-of-sector strategic workforce planning group led by PSC. DEC is in the final stages of developing and approving a strategic workforce plan.
Department of Environment, Science and Innovation	Partially implemented	The Department of Environment, Science and Innovation (DESI) reviewed its strategic workforce planning process in line with guidance from PSC. The updated 4-year strategic workforce plan will be published in July 2024.
Department of Health	Partially implemented	The Department of Health (DoH) produced a contemporary workforce planning framework and associated tools and templates, which will soon be released. A workforce planning team is being established. DoH plans to work with the hospital and health services to develop a program of workforce planning support.

Department of Housing, Local Government, Planning and Public Works	Partially implemented	The former Department of Housing developed a strategic workforce plan and completed an initial maturity assessment of workforce planning capability. The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) developed strategic workforce planning resources and aligned the workforce plan with the department's strategic plan. DHLGPPW will continue to develop its workforce planning capability and embed contemporary workforce planning practices.
Department of Justice and Attorney-General	Partially implemented	The Department of Justice and Attorney-General (DJAG) updated its strategic workforce planning approach to ensure leadership involvement and alignment with broader organisational plans. DJAG established a strategic workforce planning community of practice. The strategic workforce plan will be further updated.
Department of Regional Development, Manufacturing and Water	Fully implemented	The Department of Regional Development, Manufacturing and Water (DRDMW) developed a workforce strategy and workforce strategic plan to address current and emerging workforce challenges.
Department of Resources	Fully implemented	The Department of Resources (Resources) contributed to a new workforce plan framework in collaboration with other agencies and PSC. Resources developed a revised workforce planning process, and established connections with other departments to initiate opportunities for mobility. Resources undertakes annual reviews of its workforce plan.
Department of State Development and Infrastructure	Fully implemented	The Department of State Development and Infrastructure (DSDI) develops an annual workforce plan with analysis across multiple dimensions including risk, skills, emerging trends, and demand forecasts.
Department of the Premier and Cabinet	Partially implemented	The Department of the Premier and Cabinet (DPC) commenced an integrated strategic planning approach to workforce planning for 2024–25. The approach will be further developed for the 2025–26 planning cycle.
Department of Tourism and Sport	Partially implemented	The Department of Tourism and Sport (DTS) developed a strategic workforce plan, which aligns with the department's strategic plan. The workforce plan includes initiatives that align with sector-wide strategies and embed DTS's reputation as a progressive recruiter and employer of choice. DTS is currently developing a workforce plan for each division.
Department of Transport and Main Roads	Fully implemented	The Department of Transport and Main Roads (DTMR) integrates workforce planning with organisational planning and considers the workforce across the sector to support greater mobility.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Fully implemented	The Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) developed a new strategic workforce plan aligned with its strategic plan and PSC's whole-of-sector workforce plan.

Department of Youth Justice	Partially implemented	The Department of Youth Justice (DYJ) is developing a strategic workforce plan and employee value proposition. DYJ addressed immediate workforce challenges related to recruiting youth detention workers.
Public Sector Commission	Partially implemented	PSC's strategic plan includes a focus on the PSC workforce and its internal capability. PSC is developing a consistent workforce planning approach, to build a workforce capable of supporting whole-of-sector workforce objectives, including mobility.
Queensland Corrective Services	Fully implemented	Queensland Corrective Services (QCS) developed a workforce strategy to strengthen and shape the workforce. The strategy focuses on how to recruit and retain staff, provide training, support health and wellbeing, and promote inclusion. QCS established a workforce governance committee, which meets quarterly.
Queensland Fire Department	Fully implemented	Queensland Fire Department (QFD) has a strategic workforce plan in place until June 2025. The plan will be reviewed and updated. It is supported by an equity and diversity plan. QFD participates in PSC's strategic workforce planning working group.
Queensland Police Service	Fully implemented	Queensland Police Service (QPS) operates under a strategic workforce plan, which is reviewed and updated annually. QPS is improving and extending its demand modelling, developing evidence-based growth targets, assessing future skills requirements, and considering the impact of emerging technology.
Queensland Treasury	Fully implemented	Queensland Treasury (QT) revises its strategic workforce plan each year and engages with executive leadership to ensure the workforce plan aligns with its strategic plan.

Recommendation 6

All Queensland Government departments implement better strategies to address challenges and create a skilled workforce. This includes:

a. undertaking a robust assessment of existing and future workforce skills needed to meet goals, and identifying any skills gaps

b. assessing the impact of emerging technology and digital transformation on service delivery, workplace infrastructure, and workforce demand.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF developed a workforce strategy and action plan for 2021–25, which aligns with the department's strategic plan. The plan considers how the department will transfer essential knowledge and integrate future-focused skills. DAF uses workforce planning toolkits and templates to support workforce planning.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS developed a strategic workforce plan, which is regularly reviewed and updated. The plan is supported by regional workforce plans designed to address place-based workforce challenges and skills gaps. Regional leadership teams receive quarterly reports about the workforce.

Department of Education	Fully implemented	DoE undertakes regular workforce planning, including 5-year supply and demand forecasts for teachers. The most recent forecast, completed in 2023, led to the introduction of an eighth region and improvements to the students with disability resource allocation review.
Department of Employment, Small Business and Training	Fully implemented	DESBT assessed its existing and future skills needs as part of its strategic workforce plan, and considered the impact of emerging technology and digital transformation.
Department of Energy and Climate	Partially implemented	DEC identified capability priorities, began a graduate program, and is developing a digital strategy to introduce staff to new technologies. Strategic capabilities have been identified as part of the strategic workforce plan.
Department of Environment, Science and Innovation	Fully implemented	DESI included an understanding of digital skills and impacts in its strategic workforce plan. The department updated its digital strategy and data strategy, and will release 5-year roadmaps in July 2024.
Department of Health	Partially implemented	DoH is conducting a medical workforce mapping project (completion due November 2024) and developing a workforce capability model (completion due August 2024). DoH updated its health workforce strategy, with consultation completed in March 2024.
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW conducted an environmental scan, identified risks and opportunities on the future of work, and developed resources to guide environmental scanning and technological transformation. Major workforce projects have dedicated teams to lead workforce planning.
Department of Justice and Attorney-General	Partially implemented	Some divisions of DJAG completed workforce capability reviews. A department-wide understanding of workforce capability needs will be developed in future years. A learning and development strategy will be developed from 2024–25.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW's workforce strategy and workforce strategic plan address current and emerging workforce challenges. The department's digital strategy includes a focus on digital skills and capabilities.
Department of Resources	Fully implemented	Resources has an established workforce planning process which, through consultation, addresses current and future workforce needs, incorporating a focus on data and digital skills.
Department of State Development and Infrastructure	Fully implemented	DSDI develops an annual workforce plan with analysis across multiple dimensions including risk, skills, emerging trends, and demand forecasts.
Department of the Premier and Cabinet	Partially implemented	DPC defined its employee value proposition and incorporated it into recruitment activities. DPC plans to increase its graduate program intake in 2025.

Department of Tourism and Sport	Partially implemented	DTS's strategic workforce plan includes measures to uplift workforce planning capability to address workforce risks, anticipate gaps, and prepare for the future. DTS is currently assessing the impact of emerging technology and digital transformation on service delivery, workplace infrastructure, and workforce demand.
Department of Transport and Main Roads	Fully implemented	DTMR assessed its existing and future workforce skills and outlined priority capabilities. DTMR has a digital capability unit to support the department in embracing new capabilities.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Fully implemented	DTATSIPCA developed a new strategic workforce plan that addresses core capability gaps and supports staff development. The plan will be regularly reviewed as part of the strategic planning cycle.
Department of Youth Justice	Partially implemented	DYJ is developing a strategic workforce plan and employee value proposition. The plan will analyse current workforce capabilities, forecast future workforce needs, identify gaps, and develop strategies to bridge gaps.
Public Sector Commission	Partially implemented	PSC completed an internal workforce evaluation and identified skills gaps. This evaluation informed PSC's recruitment processes to ensure it has the capability to implement findings from the Coaldrake Review and the 18 actions under the Even better strategy. Learnings from the whole-of-sector employee value proposition work will also be applied to PSC.
Queensland Corrective Services	Fully implemented	QCS's strategic workforce plan will be reviewed annually.
Queensland Fire Department	Fully implemented	QFD forecasted its recruitment needs for the next 10 years, to identify the recruits that will be needed to meet government commitments.
Queensland Police Service	Partially implemented	QPS is developing enhanced workforce demand and supply modelling. QPS has finalised a digital strategy, with ambitions, enablers, and governance scaffolding to support digital transformation. QPS is undertaking a process of budget modernisation.
Queensland Treasury	Fully implemented	QT's revised strategic workforce plan includes actions relating to a learning and development strategy and increasing the department's maturity in assessing capability requirements. A department-wide capability needs analysis is being conducted, and will inform planning, gap analysis, and analysis of emerging technologies.

Recommendation 7

All Queensland Government departments move from traditional recruitment practices to contemporary talent acquisition approaches. This includes:

a. modernising and simplifying job roles that focus on skill needs, facilitate mobility across the sector, and better align with comparable private sector roles

b. finding more innovative ways to attract and retain talent.

Entity	Status	Entity's self-assessment response or where necessary a summary

Department of Agriculture and Fisheries	Fully implemented	DAF developed a workforce strategy and action plan for 2021–25, which aligns with the department's strategic plan. The plan considers how the department will attract and retain a skilled, engaged, and mobile workforce. DAF delivered 6 recruitment capability workshops in 2023.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS's strategic workforce plan recognises the need for contemporary recruitment and retention practices. The central recruitment team ensures recruitment efforts are directed to hard-to-fill locations, with proactive student engagement activities and paid student placements. DCSSDS developed an employer value proposition that is being embedded into recruitment activities.
Department of Education	Fully implemented	DoE has a range of initiatives to attract and retain staff, including innovative practices to recruit teachers. The department maintained the vacancy rate at approximately 2 per cent of the teaching workforce in 2023, and filled over 3,800 teacher vacancies.
Department of Employment, Small Business and Training	Fully implemented	DESBT developed a talent acquisition strategy with contemporary recruitment practices.
Department of Energy and Climate	Partially implemented	DEC has reviewed recruitment and selection practices, developed an employee value proposition, and has received a plan for employee retention and recruitment. DEC will continue to enhance its recruitment and selection processes and progress employee value proposition recommendations.
Department of Environment, Science and Innovation	Fully implemented	DESI is implementing contemporary talent acquisition processes and supporting diversity in recruitment. DESI improved recruitment resources and training.
Department of Health	Fully implemented	Since 2021, DoH has improved its attraction and retention processes, with an agile approach to establishing dedicated teams and centrally managed talent pools. Ongoing enhancement of DoH's recruitment and retention practices are now part of business as usual. DoH is working proactively with PSC and aligning its workforce plans with whole-of-government priorities.
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW updated its position descriptions, provided recruitment and selection panel training, and adopted contemporary recruitment practices. The department will develop a strategic talent management framework with a contemporary talent acquisition approach.
Department of Justice and Attorney-General	Partially implemented	DJAG created a role focused on strategic talent management and updated its recruitment and selection templates and guidelines. The department has provided relevant training. DJAG's strategic attraction, recruitment, selection, and onboarding approach will continue to be reviewed and refined in line with strategic workforce planning priorities.

Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW reviewed its recruitment and selection practices. Under its workforce strategy, the department has implemented activities to increase candidate pools and support its talent pipeline. DRDMW developed new templates to support contemporary recruitment and selection.
Department of Resources	Fully implemented	Resources developed materials about its employee value proposition to support workforce attraction and retention. The department conducted a series of recruitment campaigns and established connections with key government departments to initiate opportunities for mobility. Resources will continue to use contemporary recruitment practices and provide input into whole-of-government plans.
Department of State Development and Infrastructure	Fully implemented	DSDI develops an annual workforce plan with analysis across multiple dimensions including risk, skills, emerging trends, and demand forecasts. The department updated its approach to recruitment and selection, and developed a contemporary employee value proposition.
Department of the Premier and Cabinet	Partially implemented	DPC defined its employee value proposition and implemented targeted recruitment processes. DPC updated its recruitment and selection processes.
Department of Tourism and Sport	Partially implemented	DTS's strategic workforce plan includes actions to develop and implement contemporary talent recruitment. DTS is updating its recruitment strategies and documents, providing training for recruitment panels and hiring managers, creating a talent pipeline through graduate recruitment, and developing retention plans.
Department of Transport and Main Roads	Fully implemented	DTMR revised its role descriptions and provided training for recruitment panel members. The department has developed new approaches to advertising and recruitment.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA is developing a new recruitment and selection strategy, with updated role descriptions. Additional training will be provided to recruitment panels.
Department of Youth Justice	Partially implemented	DYJ is developing a strategic workforce plan and employee value proposition. The plan will include a response to ensure DYJ's workforce can meet current and future needs.
Public Sector Commission	Partially implemented	PSC reviewed its recruitment processes and implemented the recruitment and selection requirements of the *Public Sector Act 2022*. Role descriptions are now more contemporary and fit for purpose, with a renewed focus on equity, diversity, respect, and inclusion.
Queensland Corrective Services	Fully implemented	QCS considered recruitment practices as part of its workforce planning. Its recruitment guidelines are being updated.
Queensland Fire Department	Fully implemented	QFD has a strategic workforce plan, which includes a commitment to address current and future workforce risks and includes strategic activities to support recruitment and retention.

Queensland Police Service	Fully implemented	QPS uses contemporary and innovative recruitment initiatives. QPS streamlined its expression of interest application processes and established a talent acquisition team.
Queensland Treasury	Fully implemented	QT's strategic workforce plan includes a focus on attraction and retention. QT developed an employee value proposition, provided recruitment and selection training for panel members, and implemented broader recruitment approaches.

Growing ecotourism in Queensland (Report 12: 2022–23)

In this report we made 4 recommendations to the entities with responsibility to manage tourism in Queensland. These are the Department of Environment and Science (DES); Department of Tourism, Innovation and Sport (DTIS) and Tourism and Events Queensland. Responsibility for innovation was transferred to the new Department of Environment, Science and Innovation in the December 2023 machinery of government changes. The Department of Tourism, Sport and Innovation was renamed to Department of Tourism and Sport. As such, we sought response from the Department of Environment, Science and Innovation and the Department of Tourism and Sport.

Related parliamentary committee:

- Community Support and Services Committee

Entity progress on implementation

Recommendation 1		
The Department of Tourism, Innovation and Sport and the Department of Environment and Science, in consultation with the Department of the Premier and Cabinet, develop an overarching statewide policy position on ecotourism for both on and off protected areas that: • clearly defines ecotourism, and the scales and types of ecotourism development acceptable to the state • identifies the state's priorities for ecotourism opportunities both on and off protected areas. This should include any differences in priorities and tolerances for developments within and outside national parks while respecting the cultural and traditional ownership of First Nations people • sets a clear direction for achieving the vision of Queensland becoming a world leader in ecotourism, providing improved consistency and clarity for government entities, industry operators, and potential developers in understanding and implementing government's ecotourism priorities.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Environment, Science and Innovation	Fully implemented	The Department of Environment, Science and Innovation (DESI) collaborated on the Ecotourism Cross Agency Working Group to progress a statewide ecotourism position. The group started meeting in 2024. An implementation plan for the *Ecotourism Plan for Queensland's Protected Areas 2023–2028* has been approved and is being implemented.
Department of Tourism and Sport	Partially implemented	In 2023, a whole-of-government ecotourism working group, co-chaired by the Department of Tourism and Sport (DTS), was established to implement the report's recommendations. The working group meets quarterly. A statewide ecotourism policy is expected to be finalised in late 2024, for consultation and government consideration in 2025.
Recommendation 2		
Following the development of a statewide policy position on ecotourism: • The Department of Tourism, Innovation and Sport leads the development and implementation of an ecotourism roadmap for Queensland (aligned under the *Towards Tourism 2032 – Transforming Queensland's visitor economy future* strategy), with a focus on supporting private investment and development in ecotourism outside Queensland's protected areas • The Department of Environment, Science and Innovation leads the implementation of ecotourism in protected areas through its *Ecotourism Plan for Queensland's Protected Areas 2023–2028*.		

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Fully implemented	In September 2023, DESI released a draft implementation plan for the *Ecotourism Plan for Queensland's Protected Areas 2023–2028*. The plan was approved in early 2024 and implementation is ongoing.
Department of Tourism and Sport	Not implemented	Through the ecotourism working group, DTS is developing a statewide policy position on ecotourism. DTS is implementing a funding initiative to develop nature-based tourism adjacent to protected areas, and a tourism destination program to position Queensland as a sustainable tourism leader.

Recommendation 3

The Department of Tourism, Innovation and Sport; the Department of Environment and Science; and Tourism and Events Queensland develop, finalise, or update individual plans that clearly define how they will achieve the government's vision of Queensland becoming a world leader in ecotourism, within their area of responsibility.
This includes:

- aligning individual ecotourism-related strategies and plans with the *Towards Tourism 2032 – Transforming Queensland's visitor economy future* strategy and the statewide policy position on ecotourism and ecotourism roadmap (once developed)
- developing investment priorities to ensure government funding is directed to/aligned with the vision and policy position on ecotourism
- using available information on nature visitor preferences for planning and prioritising ecotourism facilities, activities, and projects
- having clear goals, measurable indicators of success, and performance targets in all strategies and plans and regularly monitoring and reporting on progress.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Environment, Science and Innovation	Partially implemented	The implementation plan for the *Ecotourism Plan for Queensland's Protected Areas 2023–2028* aligns with the *Towards Tourism 2032* vision of Queensland becoming a world leader in ecotourism and includes measurable performance targets. Implementation is ongoing, with quarterly reporting due to start in July 2024.
Department of Tourism and Sport	Not implemented	Through the ecotourism working group, DTS is developing a statewide policy position on ecotourism. The policy will inform delivery of the government's vision of Queensland becoming a world leader in ecotourism. Each relevant agency will audit its existing documents to ensure a consistent approach across government. When the policy is released (expected in 2025), the working group will develop a vision and roadmap.
Tourism and Events Queensland	Partially implemented	Tourism and Events Queensland (TEQ) updated the public version of its nature-based tourism strategy to include performance indicators. TEQ's future nature-based tourism strategy (post-2024) will follow a statewide policy position on ecotourism and define how TEQ supports Queensland to become a world leader in ecotourism.

Recommendation 4		
The Department of Environment and Science, in consultation with the Department of Tourism, Innovation and Sport: • consider ways to further reduce the complexity of obtaining government approvals for ecotourism facilities • provide greater support to proponents in navigating the legislative, engagement, and approval processes for ecotourism facilities.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Environment, Science and Innovation	Partially implemented	In September 2023, DESI commenced work to analyse the approval process for ecotourism projects in protected areas. DESI is reviewing its current framework for ecotourism assessments under the *Nature Conservation Act 1992* and will establish a new suite of guidelines and templates to support applicants and internal assessments.

Health outcomes for First Nations people
(Report 14: 2022–23)

In this report, we made 6 recommendations. We addressed recommendations 1 and 2 to all 16 hospital and health services. We addressed recommendations 3 to 6 to the Department of Health.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 1		
All hospital and health services publish health equity strategy implementation plans that: 1. include specific details on how each action will be delivered and achieved 2. state when each action will be completed, and the expected cost.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Cairns and Hinterland Hospital and Health Service	Partially implemented	Cairns and Hinterland Hospital and Health Service (CHHHS) identified its specific First Nations initiatives and mapped them to its health equity strategy. CHHHS is including health equity commitments in its budget and addressing First Nations workforce considerations.
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) published its health equity plan and established governance committees. Central Queensland HHS is working with the Department of Health to clarify costing strategies.
Central West Hospital and Health Service	Fully implemented	Central West Hospital and Health Service (Central West HHS) published its health equity strategy implementation plan in November 2023. Central West HHS expects to release costings in June 2024.
Children's Health Queensland Hospital and Health Service	Fully implemented	Children's Health Queensland Hospital and Health Service's (CHQHHS's) health equity strategy implementation plan describes detailed actions and costs. The implementation plan was provided to the Queensland Health First Nations Office in November 2023.
Darling Downs Hospital and Health Service	Partially implemented	Darling Downs Hospital and Health Service (Darling Downs HHS) outlined its Health Equity Implementation actions in its operational plan. Costings are currently being reviewed in line with the annual budget.
Gold Coast Hospital and Health Service	Fully implemented	Gold Coast Hospital and Health Service (Gold Coast HHS) published its health equity implementation plan.
Mackay Hospital and Health Service	Fully implemented	Mackay Hospital and Health Service (Mackay HHS) has developed its health equity strategy implementation plan. Costings have been submitted for review.

Metro North Hospital and Health Service	Partially implemented	Metro North Hospital and Health Service (Metro North HHS) launched its health equity strategy and implementation plan, and is currently developing costings.
Metro South Hospital and Health Service	Fully implemented	Metro South Hospital and Health Service (Metro South HHS) published its health equity strategy implementation plan.
North West Hospital and Health Service	Partially implemented	North West Hospital and Health Service (North West HHS) published its health equity implementation plan in November 2023. It provided high-level costings in February 2024, with detailed costings due in June 2024.
South West Hospital and Health Service	Partially implemented	South West Hospital and Health Service (South West HHS) developed a First Nations health equity strategy and implementation plan in partnership with stakeholders and community representatives. The strategy focuses on long-term changes to address historic structural and systemic inequities. A scorecard for key performance indicators informs the health equity committee and community. South West HHS is currently developing a budget for its implementation plan, due in June 2024.
Sunshine Coast Hospital and Health Service	Partially implemented	Sunshine Coast Hospital and Health Service (Sunshine Coast HHS) published its health equity implementation plan and established governance committees. Sunshine Coast HHS is currently clarifying the requirements for costing strategies.
Torres and Cape Hospital and Health Service	Partially implemented	Torres and Cape Hospital and Health Service (Torres and Cape HHS) developed an action plan for its health equity strategy and allocated responsibilities to relevant staff. Costing of actions is currently underway.
Townsville Hospital and Health Service	Fully implemented	Townsville Hospital and Health Service (Townsville HHS) released its health equity strategy implementation plan. The plan will be continually monitored and refined.
West Moreton Hospital and Health Service	Partially implemented	West Moreton Hospital and Health Service (West Moreton Health) released its First Nations health equity implementation plan in September 2023, with 37 key priority actions. West Moreton Health is working to implement the key priority actions.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) published its First Nations health equity plan and is developing an implementation plan.

Recommendation 2

All hospital and health services provide a local service catalogue to communities as part of their Local Area Needs Assessment process. The catalogues should clearly set out what health services are available in each community.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns and Hinterland Hospital and Health Service	Not implemented	In late 2024, CHHHS plans to develop a profile that shows First Nations services for each community. The service profile will be shared with Aboriginal and Torres Strait Islander Community Controlled Health Organisations and updated every 6 months.

Central Queensland Hospital and Health Service	Not implemented	Central Queensland HHS is reviewing the best way to provide a local service catalogue.
Central West Hospital and Health Service	Fully implemented	Central West HHS is working on a joint regional needs assessment for release in November 2024, which will include a catalogue of services and planned future directions.
Children's Health Queensland Hospital and Health Service	Fully implemented	CHQHHS was excluded from the local area needs assessment planning requirement based on its statewide remit. However, as better practice CHQHHS is developing a catalogue of health services.
Darling Downs Hospital and Health Service	Partially implemented	Darling Downs HHS's Aboriginal and Torres Strait Islander Health team compiled a service catalogue. The catalogue will be discussed with joint regional area needs assessment committees.
Gold Coast Hospital and Health Service	Partially implemented	Gold Coast HHS partnered with Kalwun Development Corporation to develop a community health and wellbeing services booklet for First Nations people in the region. Gold Coast HHS will produce a local service catalogue in early 2025.
Mackay Hospital and Health Service	Partially implemented	Mackay HHS developed a local area needs assessment. The HHS has adopted and is progressing the work associated with the recent release of the joint regional needs assessment framework by the Department of Health. Mackay HHS will work with local agencies to document service-related information collated during the process.
Metro North Hospital and Health Service	Partially implemented	Metro North HHS is developing a local area needs assessment for Aboriginal and Torres Strait Islander people in the region. The assessment is due for delivery in late 2024. Metro North HHS plans to develop a health service catalogue.
Metro South Hospital and Health Service	Partially implemented	Metro South HHS will work with relevant local groups and stakeholders to develop a comprehensive directory of health and related services for use by Aboriginal and Torres Strait Islander people and healthcare providers. The directory will be complete by December 2024.
North West Hospital and Health Service	Partially implemented	North West HHS developed a comprehensive service catalogue for Doomadgee in March 2024 and is partnering with healthcare providers and the Doomadgee community to work towards an integrated healthcare system. North West HHS will develop detailed service catalogues for other priority communities.
South West Hospital and Health Service	Fully implemented	South West HHS's local area needs assessment includes indicators of supply to explain currently available services. Service mapping identified areas where services could be enhanced. South West HHS will continue to review its services in line with identified community needs. Through the South West Primary Care Alliance, South West HHS is supporting work to create service catalogues within catchment areas.

Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS published an Aboriginal and Torres Strait Islander services reference guide. Sunshine Coast HHS will continue to improve its service offerings in this area.
Torres and Cape Hospital and Health Service	Fully implemented	Torres and Cape HHS has a full list of services available on its website.
Townsville Hospital and Health Service	Partially implemented	Townsville HHS published a comprehensive, searchable service catalogue, which includes a section on Aboriginal and Torres Strait Islander health services. Local area needs assessments were conducted by the Northern Queensland Primary Health Network.
West Moreton Hospital and Health Service	Not implemented	West Moreton Health is working to develop a service catalogue, informed by the regional area needs assessment. The catalogue will be available in mid-2024.
Wide Bay Hospital and Health Service	Not implemented	Wide Bay HHS will identify and consider existing local service catalogues.

Recommendation 3

The Department of Health in partnership with all hospital and health services develop and implement a coordinated strategy to reduce the number of First Nations people from remote and rural areas failing to attend specialist outpatient appointments. This should:
1. identify the total number of First Nations patients who miss appointments and where they are located
2. use culturally appropriate measures (such as liaison officers) to connect First Nations patients with outpatient clinics across the state.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Not implemented	The Department of Health (DoH) has begun to implement the recommendations from this report. In February 2024, DoH extended support to hospital and health services (HHSs) to assist with the implementation, monitoring, and reporting of recommendations from the report, and seek their support for the department's recommendations. A fully scoped project is being developed to plan implementation and consider what input is needed from HHSs.

Recommendation 4

The Department of Health in partnership with all hospital and health services implement a systematic way of measuring how effectively Queensland Health delivers culturally appropriate care. This should:
1. recognise and assess the root causes behind First Nations people not attending appointments, discharging from hospital against medical advice, and not waiting to be seen in emergency departments
2. monitor patient complaints and identify opportunities to improve how Queensland Health delivers culturally appropriate care
3. share lessons, success stories, and areas for improvement across the health system.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Not implemented	DoH has begun to implement the recommendations from this report. In February 2024, DoH extended support to HHSs to assist with the implementation, monitoring, and reporting of recommendations from the report, and seek their support for the department's recommendations. A fully scoped project is being developed to plan implementation and consider what input is needed from HHSs.

Recommendation 5

The Department of Health in partnership with all hospital and health services implement an updated workforce strategy that addresses the key barriers to increasing the First Nations workforce. This should include provisions for recruiting and retaining Indigenous liaison officers, including having:
1. a target ratio for Indigenous liaison officers to First Nations patients in each hospital and health service
2. a model that requires adequate Indigenous liaison officer coverage outside of standard hours
3. adequate and secure funding to resource this function.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Not implemented	DoH has begun to implement the recommendations from this report. In February 2024, DoH extended support to HHSs to assist with the implementation, monitoring, and reporting of recommendations from the report, and seeking their support for the department's recommendations. A fully scoped project is being developed to plan implementation and consider what input is needed from HHSs.

Recommendation 6

The Department of Health in partnership with all hospital and health services improve how it helps First Nations people who must travel for healthcare, including:
1. identifying the actual number of First Nations patients accessing travel support
2. making travel support easy and simple to access, with culturally appropriate processes
3. formalising how it provides extra travel support for First Nations patients and making this information public.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Partially implemented	DoH introduced a First Nations identification box in the Patient Travel Subsidy Scheme reporting systems. A fully scoped project is being developed to plan implementation of the report's other recommendations and consider what input is needed from HHSs.

Implementing machinery of government changes (Report 17: 2022–23)

In this report, we made 7 recommendations. We addressed 4 recommendations to the Public Sector Commission and Queensland Treasury. We addressed recommendations 4,6, and 7 to all departments. We sought responses from those departments significantly impacted by the machinery of government changes.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 1		
Before the next Queensland general election, the Public Sector Commission, in conjunction with departments and with oversight from the Public Sector Governance Council: • revisits the corporate services thresholds developed in 2020 (referred to in the principles outlined in the Public Sector Commission's *A framework to support preparations and implementation of machinery of government (MoG) changes,* to guide the allocation of corporate services employees depending on the complexity of services and size of a department) to ensure they remain appropriate • updates and shares information on corporate structures, staffing, experience of senior corporate staff, and shared service arrangements/corporate partnerships. Use this to identify and assist any departments that may face challenges with machinery of government changes.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Public Sector Commission	Partially implemented	The Public Sector Commission (PSC) collected data to update its corporate services thresholds and will update corporate benchmarks in August 2024 based on March 2024 workforce data. PSC will also engage with agencies to gather data in August 2024.

Recommendation 2		
When future machinery of government changes are being implemented, the Public Sector Commission and departments should consistently apply the principles in the Public Sector Commission's *A framework to support preparations and implementation of machinery of government (MoG) changes* and have reference to the corporate services thresholds in assessing the allocation of employees between departments. This should ensure each department has a minimum viable corporate services function, and should overcome any ongoing challenges from past changes. This should be overseen by the Public Sector Governance Council, consistent with its responsibilities under the *Public Sector Act 2022.*		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS will apply the principles of the Public Sector Commission's Framework for any future machinery of government changes.
Department of Education	Not implemented	This recommendation would only apply to the Department of Education (DoE) if a material machinery of government change occurred, which is not expected.

Department of Employment, Small Business and Training	Fully implemented	The Department of Employment, Small Business and Training (DESBT) applied principles in PSC's framework to support preparations for machinery of government changes. The 2023 machinery of government changes were carried out with solid supporting frameworks. DESBT will review and improve its preparation for machinery of government changes.
Department of Energy and Climate	Fully implemented	The Department of Energy and Climate (DEC) used guidance materials from PSC during machinery of government changes and made decisions in line with corporate benchmarking.
Department of Environment, Science and Innovation	Fully implemented	The Department of Environment, Science and Innovation (DESI) transparently resolves resource allocation following machinery of government changes. The department's approach was commended by partner agencies.
Department of Housing, Local Government, Planning and Public Works	Not implemented	The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) has not implemented this recommendation, which applies to PSC.
Department of Regional Development, Manufacturing and Water	Fully implemented	The Department of Regional Development, Manufacturing and Water (DRDMW) applies PSC's framework as part of machinery of government changes.
Department of State Development and Infrastructure	Fully implemented	The Department of State Development and Infrastructure (DSDI) works with PSC to implement actions related to machinery of government changes.
Department of the Premier and Cabinet	Fully implemented	The Department of the Premier and Cabinet (DPC) applies the principles of the Public Sector Commission *A framework to support preparations and implementation of machinery of government (MoG) changes* (the Framework). DPC will apply any revisions made to the Framework following the Public Sector Commission review.
Department of Tourism and Sport	Fully implemented	After the 2023 machinery of government changes, the Department of Tourism and Sport (DTS) worked collaboratively with the Department of Environment, Science and Innovation (DESI) to transfer the innovation function and identify corporate support service functions for transfer. The departments signed a memorandum of understanding to identify corporate resources in DTS that may need to be transferred in future machinery of government changes.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Fully implemented	During the 2023 machinery of government changes, the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) applied the principles from PSC's framework.

Department of Youth Justice	Partially implemented	The Public Sector Governance Council approved 19 temporary positions for the Department of Youth Justice (DYJ) to provide a partially viable corporate services function. DYJ remains reliant on a memorandum of understanding (MoU) with the Department of Child Safety, Seniors and Disability Services (DCSSDS) to provide key finance services. The department's functions currently meet minimum requirements and will review its capability and capacity requirements for its corporate services.
Public Sector Commission	Partially implemented	PSC's machinery of government framework and implementation guidelines were applied in response to machinery of government changes announced in December 2023. PSC will review and update its framework in September 2024.

Recommendation 3

If information becomes available that indicates employee or budget decisions made following a machinery of government change have had adverse unintended consequences, a process should be established for a workforce or budget review by the Public Sector Commission or Queensland Treasury. This could be part of the existing functions of the Public Sector Governance Council under the *Public Sector Act 2022* – to request public sector reviews. This process should be documented in existing frameworks and guidelines published by the Public Sector Commission and Queensland Treasury.

Entity	Status	Entity's self-assessment response or where necessary a summary
Public Sector Commission	Partially implemented	PSC and Queensland Treasury will collaborate to develop a workforce and/or budget review process and identify the most appropriate head of power for these reviews. This work will be complete in September 2024.
Queensland Treasury	Fully implemented	Queensland Treasury (QT) is supporting PSC in responding to this recommendation. QT and PSC will consider proposed updates to the guidelines for machinery of government changes and other government policies. PSC is leading implementation.

Recommendation 4

The Public Sector Commission develops a suite of templates for departments to use when implementing machinery of government changes, including for project plans, terms of reference for project groups, risk registers, management reporting, and lessons learned. The Public Sector Commission's *A framework to support preparations and implementation of machinery of government (MoG) changes* should be expanded to include worked examples and case studies that incorporate these templates. This should also help departments to focus on areas that need more attention after a change, including culture and records.

We recommend departments:

- improve their documentation of key processes and actions performed as part of their implementation of machinery of government changes
- as part of the finalisation of the project, assess lessons learned in order to inform management and central agencies of what went well and of areas requiring further improvement.

This will assist in the transfer of knowledge and experience in preparation for a future machinery of government change.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS has appropriate controls in place for machinery of government changes. The transfer of the multicultural affairs portfolio in 2023 was timely. DCSSDS participated in a PSC meeting about machinery of government changes, to discuss

		lessons learnt, areas of concern, and opportunities for improvement.
Department of Education	Not implemented	This recommendation would only apply to DoE if a material machinery of government change occurred, which is not expected.
Department of Employment, Small Business and Training	Fully implemented	DESBT used PSC's templates to support and implement machinery of government changes.
Department of Energy and Climate	Partially implemented	DEC approved a machinery of government transition plan and schedule, which ensures appropriate documentation and record keeping, including capturing of lessons learned. DEC will continue to improve its transition plan.
Department of Environment, Science and Innovation	Fully implemented	DESI uses frameworks and guidelines provided by PSC during machinery of government changes.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW has templates, processes, and checklists for managing machinery of government changes.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW uses PSC's templates as part of machinery of government changes.
Department of State Development and Infrastructure	Fully implemented	DSDI works with PSC to implement actions related to machinery of government changes and shares learnings with other government departments.
Department of the Premier and Cabinet	Partially implemented	During the 2023 machinery of government changes, DPC participated in whole-of-government transition meetings facilitated by PSC. Further actions will be considered when whole-of-government guidance is provided by PSC.
Department of Tourism and Sport	Partially implemented	DTS developed a checklist and action plan for the 2023 machinery of government changes and met the January 2024 deadline for an agreement. DTS has not yet reviewed the 2023 process to understand the lessons learned.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA developed a corporate services machinery of government checklist to ensure that future machinery of government changes are effectively managed. The checklist is due for approval before October 2024.
Department of Youth Justice	Partially implemented	DYJ used relevant templates during the 2023 machinery of government changes. Transitional delegations were put in place and are being progressively replaced with DYJ delegations. Policies and governance processes are being reviewed and implemented. Corporate policy review and implementation is planned.
Public Sector Commission	Partially implemented	PSC provides guidance to agencies on the types of templates to use during machinery of government changes. PSC collects better practice information from agencies to

| | | share with other agencies and further develop its framework and guidelines. Information and templates to support future machinery of government changes will be finalised in September 2024. |

Recommendation 5

Queensland Treasury updates *Guidelines for Machinery of Government (MoG) changes* to outline the action that departments need to take to resolve disagreements over errors identified in sign-off forms. This should stipulate that errors need to be assessed from the perspective of the smallest department.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	Partially implemented	QT and PSC are reviewing the guidelines for machinery of government changes and identifying processes for machinery of government adjustments and error corrections. QT has identified preliminary updates to the guidelines, which will be tested and refined through stakeholder consultation.

Recommendation 6

All departments should:

- identify the information they hold in physical and electronic form
- in consultation with Queensland State Archives, develop digitisation policies and prepare a plan to digitise paper records that are required to be retained
- prioritise digitisation of processes so that records are created in approved business applications and systems
- implement a records disposal program (that reviews records held by departments against an approved retention and disposal schedule) to ensure records are disposed of appropriately and at the correct time
- ensure all records that belong to another government department as a result of previous machinery of government changes are appropriately transferred.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	The Department of Agriculture and Fisheries (DAF) complies with the records governance policy. DAF has transitioned to digital processes and records, with approved retention and disposal schedules. Records are transferred in a timely way in response to machinery of government changes.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS generates significant records with long-term retention requirements. DCSSDS is committed to digital records management, which will be implemented as part of the Unify system. Digitising existing records would be resource intensive and would take resources from frontline services. During machinery of government changes, DCSSDS ensures that records are transferred in a timely and appropriate way.
Department of Education	Partially implemented	DoE and Queensland State Archives (QSA) are reviewing and updating the education and training sector retention and disposal schedule, which will provide authority for ongoing records digitisation and disposal. DoE has developed an information asset register. DoE transfers records to other government departments in response to machinery of government changes in accordance with QSA procedures. In consultation with QSA, DoE will develop digitisation policies and standards.

Department of Employment, Small Business and Training	Partially implemented	DESBT will install an electronic document and records management system in September 2024, which complies with the *Public Records Act 2002*.
Department of Energy and Climate	Partially implemented	DEC has processes to identify information holdings and published information about record keeping. It has developed policies covering digitisation, record keeping and disposal. DEC will review records stored off-site. DEC has ongoing work to transition records to other agencies, following the recent machinery of government changes.
Department of Environment, Science and Innovation	Fully implemented	In August 2023, DESI discussed this recommendation with information and technology partners and identified gaps. DESI has policies and processes that ensure compliance with the records governance policy. Physical and electronic records are maintained through a document and records management system, with approved retention and disposal schedules in place. Transfer of records during a machinery of government change is timely and appropriate.
Department of Health	Fully implemented	The Department of Health's (DoH) corporate information management unit maintains the department's corporate records management policy and associated guidelines. It provides guidance on lawful records disposal and transfer, permanent transfer to archives, and system decommission. DoH did not accept recommendations 6.1, 6.2, and 6.3. 6.1 is broad in scope with a threshold that is difficult for departments to meet, and DoH applied the recommendation to information it assessed as high risk. 6.2 needs to consider the limitation within retention schedules that require many classifications to be permanently retained. 6.3 would require significant work to simplify retention schedules, and an alternative would be to assign a retention schedule when an approved business system is commissioned. DoH follows recommendations for the transfer of records during machinery of government changes.
Department of Housing, Local Government, Planning and Public Works	Not implemented	The former Department of Housing was reviewing records related to the May 2023 machinery of government change, but this work was suspended following the December 2023 machinery of government change. DHLGPPW is now reviewing and redrafting its information assets and records to reflect the new arrangements.
Department of Justice and Attorney-General	Partially implemented	The Department of Justice and Attorney-General (DJAG) uses eDOCS as its primary record keeping system. DJAG maintains a register of information assets and is undertaking digital transformation programs. Additionally, it is identifying records for disposal subject to delegate approval, and is piloting a digital archive system. DJAG has a coordination role during machinery of government changes, and is currently seeking input about information custodianship and impacts on delegations and information management. A content services platform is being developed.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW has policies and processes to ensure compliance with records governance and records management policies. Physical and electronic records are maintained through a document and record management system. DRDMW implemented a disposal policy and procedure, with approved retention and disposal schedules. Transfer of records

		following machinery of government changes is timely and appropriate.
Department of Resources	Fully implemented	The Department of Resources' (Resources') records management function is hosted by DAF in line with governance policies. An active disposal program is in place. The department has a robust framework for records management during machinery of government changes.
Department of State Development and Infrastructure	Fully implemented	DSDI uses a document and records management system common across several Queensland Government departments. DSDI has an annual disposal program and an approved retention and disposal schedule. DSDI has considered digitising permanent paper records, but does not intend to progress this given capacity and cost impacts.
Department of the Premier and Cabinet	Fully implemented	DPC uses document and records management systems that are used by some other government departments. DPC has a records governance policy that provides direction about the digitisation of public records. The department regularly updates its disposal plan. DPC will continue to invest in updating its records management systems and provide training to system users.
Department of Tourism and Sport	Partially implemented	DTS is part of an established shared services arrangement with DESI managed by DAF, which includes leadership and support for information management. Work is needed to digitise records and ensure they are stored by function groups in a way that ensures smoother transition during machinery of government changes.
Department of Transport and Main Roads	Fully implemented	The Department of Transport and Main Roads (DTMR) has 3 core records systems and 30 authorised business systems of record. The department is developing an enterprise content management system. DTMR provides training about the information life cycle and information management.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	DTATSIPCA's machinery of government checklist includes reference to records management to ensure records are appropriately transitioned and managed.
Department of Youth Justice	Fully implemented	DYJ uses a compliant, centralised electronic management system and records management services, which are outsourced through DCSSDS.
Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) developed a retention and disposal schedule, which was ratified by Queensland State Archives. QCS is digitising records and developing a policy to publish to end users.
Queensland Fire Department	Partially implemented	Queensland Fire Department (QFD) manages records through a shared services arrangement with Queensland Police Service and Frontline and Digital Division. QFD's records management is likely to transfer back to QFD, which will involve developing an operating model and records management function. QFD ensures that records transition processes are in line with relevant records management policies. QFD follows whole-of-government processes and

		uses relevant templates for the identification, documentation, and transfer of records.
Queensland Police Service	Partially implemented	Queensland Police Service (QPS) manages a range of information assets in multiple systems. QPS is clarifying the electronic and physical information in scope for transition via machinery of government changes. QPS conducts lawful disposal of physical records and regularly reviews physical records to identify opportunities for digitisation. QPS submitted a revised records retention and disposal schedule to Queensland State Archives for endorsement.
Queensland Treasury	Fully implemented	QT investigated digitisation of its records and concluded that the cost to digitise aged records is prohibitive. QT has processes in place to ensure that records are transferred during machinery of government changes.

Recommendation 7

All departments prioritise implementing whole-of-government systems, or systems that are compatible with those used by other Queensland Government departments, and meet minimum records management requirements. This should ensure recordkeeping is in accordance with government policy, and allow for the transfer of records following a machinery of government change. Technologies could then be leveraged that provide a greater ability to access records across multiple systems.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Agriculture and Fisheries	Fully implemented	DAF hosts the record-keeping platform (eDRMS) for several government departments and statutory entities, and implements consistent, compliant record-keeping processes.
Department of Child Safety, Seniors and Disability Services	Fully implemented	DCSSDS's current records management systems are part way through their useful life. DCSSDS is working with the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts on a whole-of-agency records management system, which is expected to be operational by December 2024. The department has appropriate controls in place to support the transfer of records during machinery of government changes.
Department of Education	Fully implemented	DoE works with the Queensland Government Customer and Digital Group to implement common solutions where practical. DoE uses Content Manager, which allows migration of records to other systems.
Department of Employment, Small Business and Training	Partially implemented	DESBT will install an electronic document and records management system in September 2024, which is common to multiple Queensland government agencies. The system will support record keeping in line with government policy and allow for the transfer of records following a machinery of government change.
Department of Energy and Climate	Fully implemented	DEC uses an eDRMS (Content Manager), which meets record-keeping requirements and is used by some other departments. This system supports document transfer during a machinery of government change.

Department of Environment, Science and Innovation	Fully implemented	In August 2023, DESI discussed this recommendation with information and technology partners and identified gaps. DESI's electronic records are hosted by DAF. Consistent processes ensure compliance with the records governance policy.
Department of Health	No longer applicable	DoH considers that implementing the recommendation would require significant investment in ICT and change management, plus a mechanism for a lead agency to take responsibility for implementation.
Department of Housing, Local Government, Planning and Public Works	Not implemented	As a result of the December 2023 machinery of government change, DHLGPPW is using multiple systems that are not interoperable. DHLGPPW is reviewing and redrafting its information assets and records to reflect the new arrangements.
Department of Justice and Attorney-General	Partially implemented	DJAG uses eDOCS as its primary record keeping system. This system allows machinery of government transfers to occur. A records management metadata standard and a content services platform are being developed.
Department of Regional Development, Manufacturing and Water	Fully implemented	DRDMW uses a consistent records management process that complies with records governance policy.
Department of Resources	Fully implemented	Resources uses systems that are common across the Queensland Government to enable the secure management, storage, and transfer of information and records. Records transfer during future machinery of government changes will be robust and well controlled.
Department of State Development and Infrastructure	Fully implemented	DSDI uses a document and records management system common across several Queensland Government departments. The system can extract and transform data relevant for machinery of government changes. DSDI follows Queensland State Archives guidance for transferring records.
Department of the Premier and Cabinet	Fully implemented	DPC has a fully compliant document and records management system, and provides mandatory training in its use.
Department of Tourism and Sport	Fully implemented	DTS uses whole-of-government solutions whenever possible.
Department of Transport and Main Roads	Fully implemented	DTMR's information management is aligned with Queensland State Archives' records management requirements and policies.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Fully implemented	Where practicable, DTATSIPCA uses whole-of-government systems to support machinery of government changes in ways that limit knowledge loss and reduce training needs.
Department of Youth Justice	Fully implemented	DYJ uses a centralised information and communications technology system, which meets minimum records management requirements and is outsourced through DCSSDS.

Queensland Corrective Services	Partially implemented	QCS uses an approved records keeping system and developed security codes to maintain data against each file type. QCS's system enables staff to manage their own records. QCS will continue to explore a new solution for records management to ensure ongoing compliance.
Queensland Fire Department	Partially implemented	QFD is planning to implement an electronic document and records management system, and is consulting with government departments about this.
Queensland Police Service	Partially implemented	QPS actively reviews its systems and processes to enhance alignment with the records governance policy and other instruments applicable to information and records management. QPS plans to expand the scope of these activities to improve its efficient use of service resources and increase its ability to respond to requirements to publish, share, or transfer information holdings.
Queensland Treasury	Fully implemented	QT has modern information technology (IT) records management systems with broad cross compatibility.

Queensland public hospital operating theatre efficiency (Report 15: 2015–16)

We made recommendations to all 16 hospital and health services (HHSs) in this report. We sought responses from 12 HHSs that perform more than 300 elective surgeries each quarter. We excluded 4 HHSs that perform very little elective surgery. We received the responses below from HHSs that had outstanding recommendations.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 1		
All Hospital and Health Services facilitated by the Department of Health, develop and implement a single suite of agreed upon definitions, performance measures and targets to support HHSs and hospitals to manage, benchmark and improve theatre performance.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast Hospital and Health Service (Sunshine Coast HHS) adopted the Department of Health's operating theatre efficiency guideline and statewide key performance indicators. It reports start times and preventable cancellations. The theatre dashboard is integrated into Sunshine Coast HHS's monthly operational performance report.

Recommendation 8		
All Hospital and Health Services improve the framework supporting coding in hospitals by: • ensuring their hospitals develop a comprehensive internal coding audit program, in conjunction with the HHS's internal audit function, that focuses on quality and standardisation • undertaking a formalised and structured peer reviewing program.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS has a clinical coding optimisation plan. In September 2023, the HHS developed an external clinical coding audit outcome report.

Recommendation 9		
All Hospital and Health Services improve the accuracy and timeliness of patient-level costing of hospital services and provide meaningful reports to directors and to the theatre management committee.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay Hospital and Health Service uses dashboards to provide costing data for each service, which executive and clinical leads use.

Forecasting long-term sustainability of local government (Report 2: 2016–17)

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
Councils improve the quality of their long-term forecasts and financial planning by maintaining complete and accurate asset condition data and asset management plans.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Redland City Council	Partially implemented	Redland City Council (RCC) annually reviews its long-term forecasts, including asset and service management plans. The council is developing a strategic asset management roadmap to improve planning and decision-making. A 5-year data improvement program is underway to enhance the council's asset register, and condition assessment guidelines are being developed for each asset class. The council will continue to implement its condition assessment framework and guidelines and increase public access to asset information.
Southern Downs Regional Council	Partially implemented	Southern Downs Regional Council (SDRC) updated asset registers and began to update its asset management plans. Financial plans were updated with revised capital works programs. The council plans to update its project management framework to improve capital works project selection.
Recommendation 2		
Councils improve the quality of their long-term forecasts and financial planning by implementing a scalable project decision making framework for all infrastructure asset investments.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Cook Shire Council	Partially implemented	Cook Shire Council (CSC) developed a project delivery template and established a monthly update briefing for major projects. Senior staff have been trained in the decision-making framework, but this has not been fully implemented.
Paroo Shire Council	Partially implemented	Paroo Shire Council's (PSC) asset management plans were formalised in May 2024 and used to inform the council's 2024–25 budget. The asset management plans will inform strategic plans.

Recommendation 3

Councils improve the quality of their long-term forecasts and financial planning by engaging directly with their communities on future service levels.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cook Shire Council	Partially implemented	CSC conducts community consultation as part of its annual budget process. The council has insufficient own-source funds to meet basic community expectations.
Paroo Shire Council	Partially implemented	PSC formalised its community engagement processes. The council plans to consult with the community about service levels.
Redland City Council	Partially implemented	RCC engages with the community about council services, service levels, and costs. Corporate planning processes include extensive community consultation. The council will review its strategic service planning framework and develop a whole-of-council strategic service planning program.
Southern Downs Regional Council	Partially implemented	SDRC began to collate a services catalogue with defined service types and costings. Once the catalogue is complete, the council will conduct community engagement to seek input about cost to service and willingness to pay.

Recommendation 4

Councils improve the quality of their long-term forecasts and financial planning by developing financial plans to explain their financial forecasts and how they intend to financially manage the council and its long-life assets.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cook Shire Council	Not implemented	CSC employed a finance manager, accountant, and asset coordinator. The council is working with the Department of Housing, Local Government, Planning and Public Works (DHLGPPW) to consider whether it can use the simplified long-term forecasting tool instead of the Queensland Treasury Corporation tool, as it is better suited to CSC. The council is working to mature its financial forecasts.
Paroo Shire Council	Partially implemented	PSC improved its financial statement integrity, with better processes and controls within the finance function. The council now has base-level information to better inform financial planning. The council plans to develop maintenance schedules and financial forecasting.
Southern Downs Regional Council	Partially implemented	SDRC completed price path reviews for water and sewerage, and is currently completing a price path review for waste. A financial sustainability strategy is being collated.

Recommendation 8		
The Department of Infrastructure, Local Government and Planning require councils to include in their annual budget or annual report statements: • the long-term financial forecasts for at least three subsequent years after the budget year • reporting analysis of actual to budget figures.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Partially implemented	The Local Government Regulation 2012 requires councils to include long-term financial forecasts in their annual budgets. DHLGPPW will consult with councils and stakeholders about the proposed reporting of actual against budget figures. Consultation will be complete by September 2025.

Efficient and effective use of high value medical equipment (Report 10: 2016–17)

In this report, we made recommendations to all 16 hospital and health services (HHSs). We defined high value medical equipment as that which has an acquisition value of $1 million or more. We analysed the responses of 7 HHSs that have 5 or more pieces of equipment of this value. Given some HHSs have no high value medical equipment, or very few pieces, we excluded them from our analysis. We received the responses below from HHSs that had outstanding recommendations.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 4		
Hospital and Health Services develop or augment their strategic asset management plans according to the specific needs of their operational environment.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast Hospital and Health Service (Sunshine Coast HHS) adopted the mandated asset management processes and developed relevant asset management, maintenance, and replacement plans. Sunshine Coast HHS manages and reports on high-value medical equipment in line with the Department of Health's requirements.

Recommendation 5		
The Department of Health and Hospital and Health Services collaborate to develop guidelines to strategically plan for high value medical equipment assets, addressing key elements of the asset life cycle.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS adopted the statewide Sustaining Capital Program Framework and uses statewide asset management processes and systems.

Recommendation 6

The Department of Health and Hospital and Health Services collaborate to consider standardising waitlist templates so all Hospital and Health Services are capturing and reporting on the same information—to enhance high value medical equipment planning.

Entity	Status	Entity's self-assessment response or where necessary a summary
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS uses Department of Health procedures for its health technology equipment replacement program and reports via the single point of entry. Sunshine Coast HHS uses dashboards to provide data on medical imaging patient status and to manage capacity.

Recommendation 7

The Department of Health and Hospital and Health Services collaborate to standardise definitions for key data points (such as start and completion times) when using high value medical equipment.

Entity	Status	Entity's self-assessment response or where necessary a summary
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS uses dashboards to provide data on medical imaging patient status and to manage capacity. Sunshine Coast HHS believes that medical imaging equipment decisions should be based on clinical needs and service planning.

Recommendation 8

The Department of Health and Hospital and Health Services collaborate to identify key baseline performance metrics for high value medical equipment so the relevant data can be captured and reported on—to identify available equipment capacity and potential system-wide improvements.

Entity	Status	Entity's self-assessment response or where necessary a summary
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast HHS uses dashboards to provide data on medical imaging patient status and to manage capacity, with monthly reporting.

The National Disability Insurance Scheme (Report 14: 2017–18)

Related parliamentary committee:

- Community Support and Services Committee

Entity progress on implementation

Recommendation 7		
Agencies affected by the National Disability Insurance Scheme in Queensland strengthen internal governance and reporting arrangements at the service level so heads of agencies can provide the lead agency with accurate assessments about their agencies' readiness for the National Disability Insurance Scheme and any emerging risks.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) is continuing negotiations with the National Disability Insurance Agency (NDIA) to develop an agency-specific information sharing schedule. An agreement for data sharing between the Queensland Government and NDIA was executed in December 2022. QCS supports data sharing for prisoners with an active National Disability Insurance Scheme flag for prisoner movements and upcoming releases to ensure appropriate supports are available upon re-entry to the community.

Follow-up of Managing water quality in Great Barrier Reef catchments (Report 16: 2017–18)

In this report, we made 3 recommendations to the Department of Environment and Science. In the December 2023 machinery of government changes, this department was renamed to the Department of Environment, Science and Innovation.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 3		
The Department of Environment and Science work with the Commonwealth Department of Environment and Energy, to refine over time the land management targets in the *Reef 2050 Water Quality Improvement Plan 2017–2022* to define the increase in the percentage of riparian vegetation and the increase in stakeholder engagement targeted.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Environment, Science and Innovation	Partially implemented	The Reef Independent Science Panel reviewed draft options for the revised riparian vegetation target and provided advice on technical considerations. The panel will review updated options in June 2024. Draft targets will be considered through the Reef 2050 Water Quality Improvement Plan, for joint Commonwealth and Queensland Government approval. Completion is expected in November 2024.

Managing local government rates and charges (Report 17: 2017–18)

All recommendations about the *Local Government Act 2009* and the Local Government Regulation 2012 apply to the equivalent provisions in the *City of Brisbane Act 2010* and the City of Brisbane Regulation 2012 as relevant.

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
The Department of Local Government, Racing and Multicultural Affairs amends the Local Government Regulation 2012 (or equivalent) to: • require councils to include in their revenue policies a long-term rates strategy • require councils to include in their revenue statements how annual decisions on rates and charges support financial sustainability • require a council's chief executive officer to certify to the mayor (in a prescribed form) that the council's final adopted budget complies with all legislative requirements.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Not implemented	The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) conducts ongoing education about using lessons learned as part of project framing. It identified amendments to be included in the statutory review of the Local Government Regulation 2012 and City of Brisbane Regulation 2012. Statutory review of the regulations will begin in 2024.
Recommendation 3		
The Department of Local Government, Racing and Multicultural Affairs develops resources and tools for councils on: • best practice community engagement approaches to strengthen community understanding of, and input into, the rates decisions required to ensure continuation of services • the budget documents and overdue rates and charges provisions of the *Local Government Act 2009* (or equivalent) and the Local Government Regulation 2012 (or equivalent) • chapter 4 part 12 of the Local Government Regulation 2012 (or equivalent).		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW prepared draft guidelines and checklists for councils about best practice community engagement for budgets and rating decisions. Further guidelines will be developed to cover the sale or acquisition of land for overdue rates and charges. The draft guidelines will be aligned with the statutory review of the regulations, beginning in 2024.

Recommendation 4		
All Queensland councils document the actions they are taking to support their financial forecast that are required to achieve or maintain sustainability: • the actions should be specific, measurable, achievable, realistic, and time-bound, and be allocated to responsible officers • the document should have a long-term focus (10 years) and include the assumptions on which the forecast is based, the risks that may impact on achieving the forecast, and the factors driving the forecast (including links to strategic asset management plans).		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Douglas Shire Council	Partially implemented	Douglas Shire Council (DSC) is integrating its capital works forecast, asset management plans, and long-term financial forecast. The council is developing an asset management system that includes predictive modelling for future works. An independent consultant is conducting the rates review model for 2024–25. The council will identify future funding gaps and apply for additional funds.
North Burnett Regional Council	Partially implemented	North Burnett Regional Council (NBRC) is working towards meeting the requirements of the updated financial management (sustainability) guideline. The council is preparing appropriate documentation to support initial implementation. The council meets the requirements of the Local Government Regulation 2012 in delivering updated long-term financial forecasts as part of the annual budget cycle.
Richmond Shire Council	Partially implemented	Richmond Shire Council (RSC) is working to document the steps it has taken for financial sustainability and is planning financial sustainability training for key personnel and councillors.

Recommendation 5		
All Queensland councils implement an appropriate costing model to gain a clear understanding of the full cost of delivering utilities and use this information to annually review pricing.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Richmond Shire Council	Not implemented	RSC has previously reviewed its water pricing, but not at a detailed level.
Toowoomba Regional Council	Partially implemented	Toowoomba Regional Council implemented a full cost recovery model for water and wastewater services. The council has conducted a full cost pricing review for waste, and is finalising its outcome. The council uses a long-term financial forecast model to understand the cost of delivering utilities and provide general rate pricing.

Recommendation 6

All Queensland councils implement appropriate community engagement approaches to strengthen community understanding of, and input into, the rates decisions required to ensure continuation of services.

Entity	Status	Entity's self-assessment response or where necessary a summary
Douglas Shire Council	Partially implemented	DSC's project decision-making framework ensures that stakeholders are considered. The council has a community engagement framework, and consults with the community about large or contentious capital investments and service-level changes. The council plans to develop a service catalogue.
Richmond Shire Council	Partially implemented	RSC engaged with ratepayers before making significant changes to water billing. The council will hold community engagement sessions if it plans significant changes in rates decisions.

Recommendation 7

All Queensland councils publish a hardship policy to assist ratepayers to seek a concession for hardship as allowed by section 120(1)(c) of the Local Government Regulation 2012 (or equivalent).

Entity	Status	Entity's self-assessment response or where necessary a summary
North Burnett Regional Council	Partially implemented	NBRC is preparing a draft financial hardship policy and associated internal procedures. The draft policy will be presented to the council in July 2024.
Richmond Shire Council	Fully implemented	RSC implemented a hardship policy.

Recommendation 9

All Queensland councils train staff on all relevant requirements in the Local Government Regulation 2012 (or equivalent), and on better practice debt collection techniques.

Entity	Status	Entity's self-assessment response or where necessary a summary
Richmond Shire Council	Partially implemented	RSC provides staff with training in better practice debt collection. It engages external contractors to assist with debt collection.

Delivering shared corporate services in Queensland (Report 3: 2018–19)

In this report we made recommendations 1 to 4 to the Department of Housing and Public Works and recommendation 10 to the Queensland Government shared corporate service provider. As a result of the machinery of government changes that occurred in May 2023, responsibility for Queensland Shared Services was transferred to the Department of Transport and Main Roads (DTMR). As such, we asked DTMR to self-assess its progress in implementing these outstanding recommendations from this report.

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 1		
The Department of Housing and Public Works leads an initiative to prepare a proposal for government on a cross-government governance arrangement for the direction and performance of the Queensland Government's shared corporate services.		
The role of this arrangement should include monitoring performance, promoting collaboration and best use of resources, and developing the cultural change agenda required to complement technological advances.		
Interactions with existing governance arrangements, like the Chief Executive Leadership Board, the Government Shared Services Customer Board, and the responsibilities delegated to Chief Executives through the *Financial Accountability Act 2009*, should be considered as part of this process.		
We acknowledge that this is a whole-of-government initiative and therefore input from central agencies and all directors-general will be required.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Transport and Main Roads	Fully implemented	A proposal for a shared service governance framework is currently going through the approval process. Implementation has been approved by the Deputy Director-General (Digital Government).

Recommendation 2		
The Department of Housing and Public Works leads an initiative to prepare a proposal to government to reset the vision, strategy, and principles guiding shared corporate services delivery in Queensland. This should include all Queensland Government shared corporate services operations, not just the shared corporate service providers included within the scope of this audit.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Transport and Main Roads	Fully implemented	A proposal for a shared service policy to establish the purpose, value, and objectives of a shared service model is currently going through the approval process. Implementation has been approved by the Deputy Director-General (Digital Government).

Recommendation 3

The Department of Housing and Public Works works with Queensland Treasury to propose options for a revenue and investment model for shared corporate service providers and customers.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Transport and Main Roads	Fully implemented	A proposal for a shared service revenue and investment framework is currently going through the approval process. Implementation has been approved by the Deputy Director-General (Digital Government).

Recommendation 4

The Department of Housing and Public Works coordinates the alignment of the government's technology (digitisation) strategy with shared corporate service providers plans for improvements and people strategies.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Transport and Main Roads	Fully implemented	A proposal for an enterprise resource planning strategy to coordinate the digital, investment, and people strategies for the Queensland Government is currently going through the approval process. Implementation has been approved by the Deputy Director-General (Digital Government).

Recommendation 10

Each Queensland Government shared corporate service provider, for each service it provides, works with the cross-government governance arrangement for the Queensland Government's shared corporate services to establish and maintain business, technology, and people strategies that are aligned to the ongoing success of shared corporate services at the whole-of-government level.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Transport and Main Roads	Fully implemented	Queensland Shared Services and the Corporate Administration Agency participated in developing the policy, principles, and framework for shared services. Implementation has been approved by the Deputy Director-General (Digital Government).

Delivering coronial services (Report 6: 2018–19)

Related parliamentary committee:

- Community Safety and Legal Affairs Committee

Entity progress on implementation

Recommendation 1
The Department of Justice and Attorney-General, in collaboration with the Department of Health, Queensland Police Service, the Department of Premier and Cabinet, and the coroners establish effective governance arrangements across the coronial system by: • creating a governance board with adequate authority to be accountable for coordinating the agencies responsible for delivering coronial services and monitoring and managing the system's performance. This board could be directly accountable to a minister and could include the State Coroner and Chief Forensic Pathologist • more clearly defining agency responsibilities across the coronial process and ensuring each agency is adequately funded and resourced to deliver its services • establishing terms of reference for the interdepartmental working group to drive interagency collaboration and projects, with consideration of its reporting and accountability. This should include its accountability to the State Coroner and/or a governance board if established.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice and Attorney-General	Fully implemented	The Department of Justice and Attorney-General (DJAG) worked with partner agencies to endorse strategies and frameworks related to apparent natural causes and healthcare related deaths, backlog reduction, family engagement, case management, and system governance. In 2024, the partner agencies implemented new governance arrangements and endorsed a business case for a sustainable model for contemporary coronial services. The Coronial Services System Reform Implementation Plan was developed with implementation underway within available resources, including the development in 2024 of a set of joint agency Guidelines. Funding was allocated to DJAG in the 2023–24 Budget to resource a new organisational structure for the Coroners Court of Queensland which has been approved and implemented providing additional support for continuous improvement.

Recommendation 4
The Department of Justice and Attorney-General, Department of Health, and the Queensland Police Service, in collaboration with coroners improve processes and practices across the coronial system by: • ensuring the Coroners Court of Queensland appoints appropriately experienced, trained and supported case managers to proactively manage entire investigations and be the central point of information for families. This should include formal agreement from all agencies of the central role and authority of these investigators • ensuring there is a coordinated, statewide approach to triaging all deaths reported to coroners to help advise the coroner on the need for autopsy • establishing processes to ensure families receive adequate and timely information throughout the coronial process. This should include notifying families at key stages of the process and periodically for investigations that are delayed at a stage in the process • ensuring sufficient counselling services are available and coordinated across agencies to support families and inquest witnesses.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Fully implemented	In 2024 Queensland Health led projects to work collaboratively with partner agencies, including the Department of Justice and Attorney-General and Queensland Police Service, to consult across the system in the development of new approaches to family engagement and admissions and triaging for the coronial system. These new approaches aim to ensure a consistent and integrated cross-agency approach to family support, case management, and coronial admissions. Queensland Health allocated new funding in 2023–24 to increase the number of Coronial Counsellors and nurses to support and inform families coming into contact with the coronial system, and to support Coroner's Court of Queensland in the triaging of reportable deaths.
		In 2024, partner agencies implemented new governance arrangements and endorsed a business case for a sustainable model for contemporary coronial services. Actions to continue improving processes and practices across the coronial system, within the funding allocated by Government, will be identified and progressed through revised governance arrangements now in place with oversight of coronial system service delivery.
Department of Justice and Attorney-General	Fully implemented	DJAG worked with partner agencies to develop a family engagement strategy for the coronial system, which ensures a consistent cross-agency approach to case management. In 2024, the partner agencies implemented new governance arrangements and endorsed a business case for a sustainable model for contemporary coronial services.
		This reform work included partner agencies, including the Coroners Court of Queensland and coroners, collaborating on a Queensland Health-led project developing models for family support and admissions which includes triaging. Funding was allocated to DJAG in the 2023–24 Budget to resource a new organisational structure for the Coroners Court of Queensland which has been implemented. Actions to continue improving processes and practices across the coronial system, within the funding allocated by Government, will be identified and progressed through revised governance arrangements now in place with oversight of coronial system service delivery.

Recommendation 6

The Department of Justice and Attorney-General implements a strategy and timeframe to address the growing backlog of outstanding coronial cases. In developing and implementing this strategy it should collaborate with the Department of Health, Queensland Police Service, and coroners.

Entity	Status	Entity's self-assessment response or where necessary a summary

Department of Justice and Attorney-General	Fully implemented	DJAG worked with partner agencies to develop a backlog reduction strategy for the coronial system. Implementing the strategy has included increasing the number of coroners, updating the board's terms of reference, establishing a performance and operations sub-committee, developing cross-agency status reports, and increasing resources for the Coroners Court of Queensland. Backlog monitoring has been built into business as usual.

Managing consumer food safety in Queensland (Report 17: 2018–19)

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 8		
The Brisbane City Council reviews the risks associated with its licensing inspection processes for new food premises. It should consider whether additional procedures such as follow-up inspections are required within a reasonable timeframe after the food business becomes operational.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Brisbane City Council	Not implemented	In 2019, Brisbane City Council began to assess the resources needed to implement this recommendation, but work stopped due to COVID-19. The council is continuing to consider improvements to food licensing inspections. The council understands that changes to the *Food Act 2006*, currently being considered by Queensland Health, may impact its regulation of the industry.

Delivering forensic services (Report 21: 2018–19)

Related parliamentary committee:

- Community Safety and Legal Affairs Committee

Entity progress on implementation

Recommendation 1		
The Queensland Police Service and Queensland Health implement a governance structure to effectively coordinate and provide accountability for managing forensic services across agencies. The terms of reference should include: • identifying current and future demand and the required resources for forensic services • establishing processes to capture the extent and impact of delays from forensic services, including the impact on courts • implementing a performance framework to measure and report on the effectiveness and efficiency of forensic services. This should include ensuring each agency has appropriate performance targets • ongoing consultation with the Department of Justice and Attorney-General about the delivery of forensic services and impact on the justice system.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Health	Partially implemented	Implementation of this recommendation will progress through the DNA Commission of Inquiry framework. Due to a revised strategic role for Forensic Science Queensland (FSQ), the draft memorandum of understanding needs to be rewritten. FSQ will seek to develop a new memorandum of understanding with Queensland Police Service (QPS).

Recommendation 2		
The Queensland Police Service and Queensland Health implement a process to coordinate and manage collecting, transporting, prioritising, and destroying illicit drugs. The revised process should reduce the risks to security, occupational health and safety, and the cost of unnecessary handling.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Health	Partially implemented	Additional funding was approved for FSQ, including funding to enhance its forensic register capability. FSQ is working with QPS to review illicit drug exhibit holdings and create a priority list of matters that require forensic testing. FSQ is considering a case management approach to triage, testing, and analysis.

Queensland Police Service	Partially implemented	Queensland Police Service (QPS) established the State Property Unit for exhibit and evidence management and liaised with Queensland Health to triage and reprioritise existing drug holdings. Drug analysis is now conducted by FSQ, and QPS believes there are opportunities to improve the triage of exhibits. QPS is developing a forensic analysis submissions form and an information portal. QPS is considering whether legislative amendments are needed to improve the ability to destroy drugs and use presumptive testing.

Recommendation 5

The Queensland Police Service, Queensland Health and the Department of Justice and Attorney-General improve the prioritisation and timely sharing of case information between agencies. This should include establishing systems and processes (and where possible automation) to ensure there is real-time notification of changes in priority or status to avoid unnecessary analysis.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Partially implemented	The Department of Health developed an autopsy worksheet to share cross-jurisdictional information. Additional funding was provided to FSQ, including funding to enhance its forensic register capability. FSQ and QPS agreed on the case information needed by FSQ. The laboratory information management system and forensic register have been updated.

Investing in vocational education and training (Report 1: 2019–20)

Related parliamentary committee:

- Education, Employment, Training and Skills Committee

Entity progress on implementation

Recommendation 7		
TAFE Queensland, in consultation with the Department of Employment, Small Business and Training finalises specific and measurable strategies and plans to improve the financial sustainability of its training delivery, including: • strategies for increasing its student revenue and market share • workforce management plans that support program delivery outcomes and financial sustainability.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
TAFE Queensland	Partially implemented	TAFE Queensland (TAFEQ) continued to work on revised funding arrangements with the Department of Employment, Small Business and Training and Queensland Treasury Corporation, which has resulted in greater cost transparency and new funding arrangements for 2024–25 and 2025–26. TAFEQ made progress on its customer experience project and education planning systems. This has led to more streamlined enrolment processes, including increased self-service by customers, and consistent management of training course records and assessment strategies within the educational planning system.

Managing the sustainability of local government services (Report 2: 2019–20)

In this report, we made recommendations to all 77 councils. We sought responses from the 5 councils included in the scope of the audit. These were: Bundaberg Regional Council, Longreach Regional Council, Noosa Shire Council, Western Downs Regional Council, and Whitsunday Regional Council. We received the responses below from councils that had outstanding recommendations.

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
All councils, especially those with a focus on improving sustainability consider whether they include sufficient details about their services within their existing planning documents or consider developing individual service plans. Details about services should be scaled to the size and complexity of council and include: • how the service aligns to council's strategy • the service level (for example, operating hours) • the assets used to deliver the service • operational risks for the service • operating costs and overhead costs.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Longreach Regional Council	Partially implemented	Longreach Regional Council (LRC) has started service-level plans and costs for major cost services and provides monthly financial impact reporting for major services. However, resourcing is delaying implementation, and the council may need to simplify its approach.
Western Downs Regional Council	Partially implemented	Western Downs Regional Council's (WDRC's) executive leadership team approved a broad plan to address service delivery and mapping for externally focused services. The plan will be complete in December 2024. The council completed pricing reviews of its gas and water business activities. Pricing reviews of wastewater and waste management will be conducted.
Whitsunday Regional Council	Partially implemented	Whitsunday Regional Council (WRC) developed a scope of works and a draft business model. The council will continue its service planning project in 2024–25.
Recommendation 2		
All councils, especially those with a focus on improving sustainability consider whether all existing services meet their community's current and future service needs and they deliver them at affordable levels by developing and undertaking regular reviews of existing services.		

Entity	Status	Entity's self-assessment response or where necessary a summary
Longreach Regional Council	Partially implemented	LRC assesses community needs as part of corporate planning. The affordable delivery of services is assessed monthly. The council will continue to develop more detailed service plans.
Noosa Shire Council	Fully implemented	Noosa Shire Council (NSC) reviewed and refined its service-level catalogues as part of the 2025 budget process. The council plans to conduct more targeted community engagement about its service levels before the 2026 budget process.
Western Downs Regional Council	Partially implemented	WDRC's executive leadership team approved a broad plan to address service delivery and mapping for externally focused services. The plan will be complete in December 2024. The plan will be used to establish baseline service data and will enable regular service reviews. The council completed pricing reviews of its gas and water business activities. Pricing reviews of wastewater and waste management will be conducted. The council is currently working with the Queensland Government to transition out of community housing (a service which could be better delivered by industry specialists).
Whitsunday Regional Council	Partially implemented	WRC developed a scope of works and a draft business model. The council will continue its service planning project in 2024–25.

Recommendation 4

All councils, especially those with a focus on improving sustainability consider whether they benchmark their corporate overheads and allocate a reasonable proportion to services by developing and approving a corporate overhead methodology appropriate to the size and complexity of council.

Entity	Status	Entity's self-assessment response or where necessary a summary
Longreach Regional Council	Partially implemented	LRC allocates corporate overheads in a way that is appropriate for the council's size. Overheads are not benchmarked, and there is limited allocation of indirect corporate overheads to services.

Recommendation 5

All councils, especially those with a focus on improving sustainability consider whether they make decisions to deliver new services or amend existing services (associated with new major capital projects) with an understanding of the whole-of-life costs and any impact on corporate overheads.

Councils could develop their own or adopt an existing project decision framework that includes community engagement on the need for and level of new services. They could use the Queensland Treasury Corporation project decision framework and whole-of-life costing tool to develop their own framework or work together to share existing frameworks and tools.

Entity	Status	Entity's self-assessment response or where necessary a summary
Longreach Regional Council	Partially implemented	LRC uses Queensland Treasury Corporation's decision framework for major project decisions, to determine options and assess whole-of-life costs.

Whitsunday Regional Council	Fully implemented	WRC developed a project management framework and a refined project prioritisation tool. The council developed an affordable and deliverable 3-year capital works program with improved forward planning. A whole-of-life costing tool will be considered in the future.

Recommendation 6

All councils, especially those with a focus on improving sustainability consider whether they collect reliable and accurate information on the effectiveness and efficiency of their services.
Councils could develop a performance monitoring and reporting framework to support both internal management reporting to council and external reports to their communities.

Entity	Status	Entity's self-assessment response or where necessary a summary
Bundaberg Regional Council	Partially implemented	Bundaberg Regional Council conducted an internal audit of its corporate planning and reporting framework, which will be reviewed in the coming months.
Longreach Regional Council	Partially implemented	LRC uses monthly management reports to provide accurate information on service performance, but has not established key performance indicators for service effectiveness. The council plans to improve effectiveness measures as service-level planning matures. Having skilled staff to develop and analyse service-level planning is a major impediment for small councils.
Noosa Shire Council	Partially implemented	NSC implemented a system to capture data and project progress to monitor performance and outcomes.
Western Downs Regional Council	Partially implemented	WDRC's executive leadership team approved a broad plan to address service delivery and mapping for externally focused services. The plan will be complete in December 2024. The plan will enable analysis of service performance metrics, and the council will consider reporting frameworks.
Whitsunday Regional Council	Partially implemented	WRC provided staff training on the use of dashboard management reporting, but implementation has been affected by resourcing constraints. Dashboard reporting will be planned and implemented during 2024–25. The council will investigate ways to source and access data to provide better analytics.

Managing cyber security risks (Report 3: 2019–20)

We did not name the entities involved in this audit to avoid compromising their security by publicly identifying their vulnerabilities. We also wanted all entities, not just those included in the audit, to consider the recommendations and where necessary, take action to strengthen their systems. We received the responses below from the entities that had outstanding recommendations.

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 1		
All entities self-assess against the findings of this report, and where relevant develop a framework for managing cyber security risks consistent with the *Information security policy (IS18:2018).* They should also have information security standards to ensure the framework is consistently applied throughout the entity at an operational level.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Entity E	Fully implemented	Entity E adheres to the fundamental requirements of the Queensland Information Security Policy and aligns with the Australian Signals Directorate Essential 8 Maturity Level 1. It has strategies, policies, and guidelines that focus on incident detection and response. It plans to continuously improve its cyber security framework.
Entity F	Partially implemented	Entity F published cyber security standards and a cyber security policy. A cyber security improvement program is underway to build and improve cyber security controls and operationalise standards. It plans to establish an information security management system.

Recommendation 2		
All entities self-assess against the findings of this report, and where relevant develop and implement policies and procedures to identify and classify information assets, so they can effectively manage all their information assets that are at risk. This should include policies and procedures for: • identifying and maintaining an inventory of information assets • classifying information assets as per the 2018 *Queensland Government Information Security Classification Framework.*		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Entity E	Partially implemented	Entity E developed a classification scheme to determine the governance and classification types associated with its information assets. The work to embed an information classification program is being prioritised.

Recommendation 3

All entities self-assess against the findings of this report, and where relevant develop and implement a methodology for identifying and assessing cyber security risks to their information assets. This should include:

- developing a risk assessment process for cyber security that integrates with their enterprise risk management framework
- developing risk appetite statements for cyber security
- identifying and assessing cyber security risks to their key information assets.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity E	Fully implemented	Entity E aligned its cyber security program with the organisation risk management framework and risk appetite statements. It developed a risk assessment process for cyber security and assessed cyber security risks to key information assets, with a strong emphasis on incident detection and response. The entity plans to continuously improve its risk assessment, education, and scaling controls.

Recommendation 4

All entities self-assess against the findings of this report, and where relevant review how they manage their ICT assets by:

- reviewing their list of ICT assets and checking if they are assigned to employees who no longer work there and, if necessary, recovering any ICT assets that have not been returned
- reviewing their employee separation process to ensure it includes updating the ICT asset register whenever an employee's employment ends.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity E	Fully implemented	Entity E established a process to ensure transparent and effective control of IT assets when an employee leaves. It plans to continuously improve its IT asset control.
Entity F	Partially implemented	Entity F has an automated workflow to ensure supervisors check that assets are returned when staff leave. It is developing an IT asset management standard.

Recommendation 6

All entities self-assess against the findings of this report, and where relevant design and implement an application whitelisting strategy.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity F	Fully implemented	Entity F implemented application whitelisting for devices used in projects that require Defence Industry Security Program accreditation. It has investigated wider implementation of application whitelisting.

Recommendation 8

All entities self-assess against the findings of this report, and where relevant ensure they effectively minimise and restrict administrative privileges.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity E	Fully implemented	Entity E introduced privileged identity management to limit account access and enhance security measures. It plans to continuously improve its account access measures.

Recommendation 9

All entities self-assess against the findings of this report, and where relevant implement risk management practices for their use of third parties to deliver information technology services.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity E	Partially implemented	Entity E conducts cyber security assessments for all applicable software and technology, and ensures that suppliers align with government and industry standards. It is reviewing its procurement and contract frameworks, with a focus on cyber security requirements.

Recommendation 13

All entities self-assess against the findings of this report, and where relevant implement encryption on online services that communicate via an unencrypted channel.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity E	Fully implemented	Entity E's web services are configured with encrypted channels. It conducted a risk assessment to confirm that no web services containing non-public information are exposed through unencrypted channels. It plans to continuously monitor and improve these controls.
Entity F	Partially implemented	Entity F's web traffic is encrypted and email services are configured to encrypt emails classified as sensitive or protected. Unencrypted protocols are blocked by its firewall. It plans to introduce controls over cloud applications to enforce the use of services that meet security requirements.

Effectiveness of the State Penalties Enforcement Registry ICT reform (Report 10: 2019–20)

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 6		
Queensland Treasury updates its *Audit Committee Guidelines—Improving Accountability and Performance* for departments and statutory bodies to ensure audit committees are required to monitor and receive reports from management on risks for major ICT projects.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Treasury	Fully implemented	Queensland Treasury published its revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023 including the requirement for audit committees to receive these reports.

Managing coal seam gas activities (Report 12: 2019–20)

In this report we made recommendations to entities with a key role in managing coal seam gas, these are: Department of Natural Resources, Mines and Energy; Department of Environment and Science; Gasfield Commission Queensland (GFCQ) and Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP). The responses below are from entities with outstanding recommendations from last year's report. In the November 2020 machinery of government changes, ministerial responsibility for the GFCQ was transferred from the DSDMIP to the Department of Resources.

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 4		
The Department of Natural Resources, Mines and Energy, the Department of Environment and Science, and the GasFields Commission Queensland work with key stakeholders to further evaluate the adequacy of remedy for property owners neighbouring coal seam gas activities.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
GasFields Commission Queensland	Partially implemented	GasFields Commission Queensland (GFCQ) is supporting legislation to manage the impacts of coal seam gas-induced subsidence and developing guidance to support landholder negotiations. Proposed regulatory framework amendments will improve remedy and protections for neighbouring property owners. GFCQ will work with the Department of Resources to implement the subsidence management framework and extend information resources for landholders.

Recommendation 9		
The Department of State Development, Manufacturing, Infrastructure and Planning determines the scope, future function and role of the GasFields Commission Queensland, taking into consideration industry maturity and consultation with the commission, regulators and industry.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Resources	Fully implemented	In April 2024, the Queensland Government endorsed legislation that will rename GasFields Commission Queensland to Coexistence Queensland and expand its responsibilities to identify coexistence issues, provide advice to government, and offer engagement and information to the broader resources and renewable energy industries. The Department of Resources (Resources) will support this transition if the legislation is passed.

Evaluating major infrastructure projects (Report 14: 2019–20)

In June 2021, Building Queensland (BQ) transitioned into the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP). The DSDILGP has been renamed to the Department of State Development and Infrastructure (DSDI) following the machinery of government changes in the December 2023. As such, we asked DSDI to self-assess its progress in implementing the recommendation from this report.

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1
Building Queensland improves the design and application of its frameworks for developing business cases and providing assurance activities on business cases. This should include: • reviewing and refining its assurance framework to better reflect its current practices (that is, ensuring there is clearer alignment between Building Queensland's assurance framework and its actual assurance activities) • improving how it manages any risks to its independence when it both leads the development of a business case and performs project assurance activities • improving the process for quantifying and monetising benefits for social infrastructure projects that have less-developed datasets available • improving timing and conduct of its assurance activities on business cases, to enable comprehensive reviews and timely resolution of issues before finalising a business case • providing clear protocols for agencies to follow during the early stages of developing an infrastructure proposal to ensure announcements occur once sufficient assessment has been undertaken to determine the project is suitable and sufficiently viable • establishing and applying internal guidelines for developing business cases for investment proposals where the government has already decided to deliver a project.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of State Development and Infrastructure	Fully implemented	The former Department of State Development, Infrastructure, Local Government and Planning released an infrastructure proposal development policy and an infrastructure proposal assurance framework. These frameworks support agencies to ensure a consistent and rigorous approach to infrastructure with independently verified analyses of proposals. The Department of State Development and Infrastructure continues to work with agencies to mature their infrastructure and proposal development capabilities, using a risk-based approach.

Licensing builders and building trades (Report 16: 2019–20)

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
The Queensland Building and Construction Commission allocates enough resources to finalise and implement the steps needed to become an insights-driven regulator to enable it to prioritise regulatory effort where and when it is needed, including: • identifying areas of greatest risk and potential harm • focusing on high-value, high-complexity tasks.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Building and Construction Commission	Fully implemented	Queensland Building and Construction Commission (QBCC) developed a digital portfolio strategy and established the systems, analytics, data, and capability necessary to generate insights from its regulatory activities. QBCC established a regulatory practice and engagement division in July 2023, which includes a regulatory reform and insights branch. A compliance and enforcement strategy has been developed, pending final approval. QBCC will continue to build its capability to support insights-driven decisions about regulatory priorities.

Recommendation 5		
The Queensland Building and Construction Commission ensures the QBCC Quality Assurance Framework and program of quality assurance reviews are implemented across all business units covered by the framework.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Building and Construction Commission	Partially implemented	QBCC's previous quality assurance framework was discontinued and the newly formed regulatory practice and engagement division is developing regulatory policies and procedures. A consultant is developing an organisation-wide compliance assurance framework, due for completion in 2024–25. The regulatory audit and assurance branch has begun audits of regulatory decisions.

Recommendation 10

The Queensland Building and Construction Commission develops and implements further elements of its performance management framework to improve accountability and adequately measure and report on its efficiency and effectiveness, including:

- using the activity-based costings developed to implement an internal costing framework, so that consistent, reliable, and timely cost information is available on its resources and service activities
- identifying clear service outcomes and measures to track the status and effectiveness of those goals, and management-level efficiency indicators to monitor and report on its operations and services
- having clear accountabilities for all senior officers.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Building and Construction Commission	Fully implemented	QBCC revised its strategic and operational plans and developed a new executive performance management framework. It implemented quarterly reporting of outcome measures for divisional operational plans. QBCC has started to report on activity-based costing, including public reporting of the cost to assess and finalise a new licence application. QBCC is finalising a new cost-allocation model and building its capabilities in portfolio management.

Recommendation 11

The Queensland Building and Construction Commission develops the evaluation skills, capability, and processes needed for the formal assessment of the appropriateness, relevancy, process, effectiveness and/or efficiency of a program, service, initiative, or strategy.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Building and Construction Commission	Partially implemented	QBCC developed a compliance and enforcement strategy that will drive operational plans for the regulatory service group. Division operational plans now include quarterly reporting of outcomes measures. QBCC conducts an annual review against the government's regulator performance framework and publishes the results on its website. QBCC established a customer and strategy division, which assesses the impacts of QBCC programs on customers. QBCC will continue to build its capabilities in portfolio management.

Family support and child protection system (Report 1: 2020–21)

In this report, we made recommendation 4 to all relevant entities with mandatory responsibilities to report child harm. These are: Department of Education; Queensland Police Service; Department of Health and Department of Child Safety, Youth and Women. In the May 2023 machinery of government changes, the Department of Child Safety, Youth and Women was renamed to the Department of Child Safety, Seniors and Disability Services. We received the responses below from departments that had outstanding recommendations.

Related parliamentary committee:

- Community Support and Services Committee

Entity progress on implementation

Recommendation 3		
The Department of Child Safety, Youth and Women, in collaboration with family support services automate the transfer of those child harm reports that do not meet the threshold for investigation but the family may benefit from family support services between the Integrated Client Management System and the Advice, Referrals and Case Management database.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Child Safety, Seniors and Disability Services	Partially implemented	The Department of Child Safety, Seniors and Disability Services (DCSSDS) will explore improved system functionality to support the automated referral of appropriate child concern reports to the ARC system as part of the existing Unify program of work. The timescales for completion of tranche one of the Unify program have been reviewed and the revised timescales will mean these modules will not be implemented until the release window between 1 July and program closure at 30 December 2024.

Recommendation 4
The Department of Child Safety, Youth and Women and entities with mandatory reporting responsibilities establish a multi-disciplinary intake process for efficiently and effectively triaging all child harm reports. The intake process should integrate information from all relevant agencies, including non-government organisations, to assess the cumulative risk and to facilitate a shared responsibility for triaging and responding to all child harm reports. This should prioritise the immediate safety of the child and not delay the Department of Child Safety, Youth and Women from immediately responding to a child harm report.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Child Safety, Seniors and Disability Services	Partially implemented	DCSSDS is implementing an enhanced intake and assessment approach in late 2024. It will provide opportunities for earlier needs assessment, targeted support, and resolution of issues, and will focus on identifying and assessing cumulative harm. As part of its Unify program, DCSSDS will explore systems to assist professional notifiers in providing quality information. The timescales for completion of tranche one of the Unify program have been reviewed and the revised timescales will mean these modules will not be implemented until the release window between 1 July and program closure at 30 December 2024.
Department of Education	Not implemented	The Department of Education will collaborate with the Department of Child Safety, Seniors and Disability Services to support this recommendation.
Department of Health	Partially implemented	Queensland Health is working with the Department of Child Safety, Seniors and Disability Services on this recommendation. In May 2023, the Unify Master Sharing Agreement was endorsed by Queensland Health. Implementation will enhance reporting and child safety intake processes, and improve information sharing and quality.

Effectiveness of audit committees in state government entities (Report 2: 2020–21)

In this report, we made 11 recommendations. We addressed all recommendations to Queensland Treasury. We addressed 6 of these (recommendations 1 to 6) to all departments. We asked all departments to self-assess their progress in implementing outstanding recommendations from this report. We received responses below from departments that had outstanding recommendations.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 3		
Audit committees review the committee's performance annually and tailor the assessment to align with and measure its performance against the committee's annual work plan.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Justice and Attorney-General	Fully implemented	The Department of Justice and Attorney-General completed an audit and risk management committee self-assessment. The results were considered at the committee's June 2024 meeting.

Recommendation 5		
Chief executive officers demonstrate commitment to an entity's audit committee. Where practicable, attend all meetings agreed with the audit committee chair as an observer.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Employment, Small Business and Training	Fully implemented	The Director-General, Department of Employment, Small Business and Training attends audit committee meetings when practicable and is aware of all significant issues.

Recommendation 6		
Chief executive officers support audit committee members to access appropriate training and other resources to ensure adequate knowledge of the role, and other subject matter areas relevant to committee discussions.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Employment, Small Business and Training	Fully implemented	The Director-General, Department of Employment, Small Business and Training supports audit committee members to access appropriate training and resources.
Department of Energy and Climate	Fully implemented	The Department of Energy and Climate updated its audit and risk committee charter and strengthened structured onboarding and training for committee members.

Recommendation 7

Queensland Treasury mandate that all members of audit committees for Queensland state government entities, must be independent of management and not an employee of the entity or another Queensland state government entity.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	Fully implemented	Queensland Treasury (QT) published revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023 including an independence requirement of members.

Recommendation 8

Queensland Treasury coordinate with the Department of the Premier and Cabinet to actively promote the use of its Queensland Register of Nominees to prospective audit committee candidates, and to entities looking for new members.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	Fully implemented	QT published revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023, and continues to promote the Queensland Register of Nominees.

Recommendation 9

Queensland Treasury support regional audit committees with clear guidance about how they can source suitable candidates and use technology to attract or connect with nominees.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	Fully implemented	QT published revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023, including through the promotion of the Queensland Register of Nominees.

Recommendation 10

Queensland Treasury support audit committees and entities to access appropriate training and guidance materials.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Treasury	Fully implemented	QT published revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023 and continues to engage with entities to deliver advice, support, and training.

Recommendation 11		
Queensland Treasury provide improved guidance to audit committees on how to effectively assess and improve their performance practices.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Treasury	Fully implemented	QT published revised *Audit Committee Guidelines – Improving Accountability and Performance* in November 2023.

Responding to complaints from people with impaired capacity—Part 1: The Public Trustee of Queensland (Report 5: 2020–21)

Related parliamentary committee:

- Community Safety and Legal Affairs Committee

Entity progress on implementation

Recommendation 5		
The Public Trustee improves complaints management training for staff including: • targeted training in handling complaints from customers with impaired capacity. • reviewing training effectiveness to ensure it meets both organisational and staff needs.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
The Public Trustee of Queensland	Partially implemented	The Public Trustee of Queensland (QPT) conducted training on its structured decision-making framework and provided resources to help staff with decision-making. QPT also provided training on customer clinical awareness, employee self-care, and responding to complaints. All staff complete mandatory training in diversity awareness, complaints management, and customer essentials. All training is ongoing and regularly updated. QPT's complaints management framework was reviewed in late 2023.

Recommendation 6		
The Public Trustee improves system and process effectiveness, by: • seeking customer feedback on complaints handling • developing better data to identify issues and to inform improvement • measuring and reporting on performance.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
The Public Trustee of Queensland	Partially implemented	Since September 2020, QPT has produced quarterly complaints reports and improved its complaints management system. In 2023, QPT gathered customer feedback on its online complaints system; in response, it simplified the information and improved accessibility. QPT is considering ways to gather ongoing customer feedback. QPT publishes an annual customer complaints report, in line with legislative requirements.

Awarding of sports grants (Report 6: 2020–21)

In this report, we addressed recommendations 2 and 4 to all departments. We asked relevant departments that award grants to self-assess their progress in implementing recommendations from this report. We received the responses below from departments that had outstanding recommendations.

Related parliamentary committee:

- Community Support and Services Committee

Entity progress on implementation

Recommendation 2		
Departments should ensure their processes are designed to achieve compliance with the *Financial Accountability Act 2009* and the Financial Accountability Handbook—such that complete records are kept to support all decisions made in awarding grants, there is clear responsibility for approval of grant recipients, and financial authority rests with the director-general.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Resources	Fully implemented	The Department of Resources developed a grants management guideline to support its financial management practice manual. The guideline addresses grants approval and management.
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Partially implemented	The Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) has grants operating procedures for some portfolio areas and is currently developing a department-wide grants framework. The framework will be assessed against the grants maturity framework.

Recommendation 4		
When a machinery-of-government change occurs and functions move between departments, departments should promptly conduct a review to ensure consistency of fundamental processes (such as approvals) and compliance with the *Financial Accountability Act 2009* and the Financial Accountability Handbook.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Transport and Main Roads	Fully implemented	All new and existing grants programs owned by the Department of Transport and Main Roads are subject to periodic review to ensure compliance with relevant legislation and guidelines.

Delivering successful technology projects (Report 7: 2020–21)

In this report, we made recommendations to all public sector boards and executives. We received the response below from the department that had an outstanding recommendation.

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 4		
The public sector boards and executives reflect on why projects have failed in the past and take timely actions to avoid making those mistakes again. Prior learnings must form part of the key considerations in managing project risks.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	The Department of Housing, Local Government, Planning and Public Works implemented an ICT learnings register to capture and share learnings. Ongoing education in using lessons learned is planned.

Regulating firearms (Report 8: 2020–21)

Related parliamentary committee:

- Community Safety and Legal Affairs Committee

Entity progress on implementation

Recommendation 1		
Queensland Police Service evaluates system options to provide a fit-for-purpose Weapons Licensing Management System (firearms register) to ensure timely and accurate recording and transfer of all firearms and licence holders' information.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Police Service	Fully implemented	Queensland Police Service (QPS) established a replacement project for the Weapons Licensing Management System. System design is currently underway, with a replacement project board providing governance.
Recommendation 3		
Queensland Police Service reviews the *Weapons Act 1990* to identify opportunities for improvement and provide greater focus on public safety.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Police Service	Fully implemented	QPS continually reviews all portfolio legislation. The Queensland Community Safety Bill 2024 was introduced to the Legislative Assembly on 1 May 2024, with initiatives relevant to this audit recommendation. The Bill provides restrictions on the fit and proper person test and introduces a new category of disqualified persons.
Recommendation 12		
Queensland Police Service monitors the transfer of interstate firearms to ensure the location and ownership of firearms in Queensland is accurately captured in the firearms register.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Queensland Police Service	Fully implemented	QPS integrated its firearms data with the Australian Firearms Information Network and has developed a firearms dashboard to monitor the transfer of firearms in and out of Queensland. QPS has implemented automated cross-border data reconciliation with New South Wales Police. QPS is working towards similar reconciliations with all states as a precursor to the National Firearms Register.

Planning for sustainable health services (Report 16: 2020–21)

We addressed recommendations 1 to 4 to the Department of Health and recommendations 5 to 7 to all hospital and health services (HHSs). We asked the department and HHSs to self-assess their progress in implementing these recommendations. The Gold Coast HHS did not accept recommendation 5 from this report; as such, we did not ask it to self-assess its progress against it. We received the responses below from the entities with outstanding recommendations.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 1		
The Department of Health implements a comprehensive integrated planning framework in collaboration with hospital and health services. This framework should: • explain and demonstrate the interrelationships between health service plans, enabling plans (for example workforce, infrastructure, and funding plans), and other plans (such as strategic and operational plans) • provide a common understanding of what a sustainable health system is • provide guidance on collaboration within Queensland Health and on best-practice consultation approaches with clinicians, consumers, and other stakeholders • provide guidance on best-practice implementation planning and design of appropriate evaluation techniques • provide guidance on appropriate reporting arrangements and governance structures to monitor and report progress against plans.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Health	Partially implemented	Queensland Health's Integrated Planning Committee reviewed its integrated planning framework and terms of reference. The committee agreed that the joint regional needs assessment framework (which supersedes the local area needs assessment) should remain dynamic and be updated as it is tested. The integrated planning framework includes a definition of sustainable health services. A toolkit has been developed to support the framework's implementation.
Recommendation 2		
The Department of Health develops a rolling, medium-term implementation roadmap to provide direction on how the outcomes in *My health, Queensland's future: Advancing health 2026* will be achieved. This roadmap should: • clearly articulate the priorities at a system-wide level for a sustainable health system • allocate actions to agencies, with clear time frames • regularly evaluate success against clear performance indicators • learn from previous plans and respond to changes in the external environment. This should be undertaken in conjunction with implementing recommendation 14 of the Queensland Health governance review, which is about developing integrated plans for health services, workforce, and capital works.		

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Partially implemented	In May 2023, the Minister for Health and Ambulance Services launched HEALTHQ32, which sets the future direction for the health system to enable Queensland Health to deliver accessible, equitable, and sustainable healthcare. Of the 7 system priority strategies, one was finalised in February 2023 and the remaining 6 are due for release in July 2024. Evaluation criteria will be developed for the 7 strategies.

Recommendation 3

The Department of Health prepares, implements, and evaluates statewide workforce plans for all critical employee groups.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Fully implemented	The Department of Health (DoH) developed a strategic health workforce planning framework and implementation plan. DoH developed new recruitment resources and a series of profession-specific workforce plans. Revised workforce action plans will be released in 2024. DoH requires a strategic workforce plan from each hospital and health service.

Recommendation 4

The Department of Health works with hospital and health services to strengthen the capability and capacity of the staff who support the planning process across the state.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Fully implemented	DoH seconded staff from its System Planning Branch to the hospital and health services (HHSs) to develop their planning capability. DoH is providing training to develop staff skills and capability in planning capital infrastructure. DoH updated its guidance materials for HHSs.

Recommendation 5

All hospital and health services develop a set of priorities with clearer alignment to the statewide priorities.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns and Hinterland Hospital and Health Service	Fully implemented	Cairns and Hinterland Hospital and Health Service (CHHHS) demonstrates its alignment to statewide priorities through its annual reporting and strategic plan. DoH has not yet finalised its 7 strategies to implement the Queensland Health Vision, which will include actions for HHSs.

Central Queensland Hospital and Health Service	Fully implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) reviewed and updated its local area needs assessment and completed its clinical services plan. The clinical services plan and strategic plan align with statewide priorities. Central Queensland HHS is currently completing a joint health needs assessment with partner HHSs, which is due for completion in November 2024.
Central West Hospital and Health Service	Fully implemented	Central West Hospital and Health Service (Central West HHS) focused on providing sustainable health services that meet future health needs and use resources efficiently. Central West HHS uses integrated service delivery to combine primary and secondary care, streamline services, reduce wait times, and improve continuity of care.
Mackay Hospital and Health Service	Fully implemented	Mackay Hospital and Health Service (Mackay HHS) updated its plans to include specific reference to statewide priorities and developed a local area needs assessment aligned with statewide priorities. Mackay HHS understands that the Department of Health's integrated planning framework is in the final stages of approval. Once available, the framework will support the HHS's alignment with statewide priorities.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) aligns its business case templates with statewide priorities.

Recommendation 6

All hospital and health services expand the scope of implementing recommendation 14 of the Queensland Health governance review by developing integrated plans at their level, also incorporating environmental action plans that align with the proposed framework in our recommendation 1 and statewide plans.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns and Hinterland Hospital and Health Service	Partially implemented	CHHHS uses an integrated planning framework, which is reviewed annually and aligns with statewide direction. CHHHS's environmental action plan is incorporated into the annual planning calendar and the integrated planning framework.
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland HHS developed an integrated planning framework and planning calendar, and formed a sustainability committee to provide governance for activities and ensure alignment with statewide priorities. Central Queensland HHS is currently completing an infrastructure masterplan.
Central West Hospital and Health Service	Partially implemented	Central West HHS invested in telehealth to expand remote consultations and follow-ups. Its workforce development plan focuses on attracting and retaining healthcare professionals. Central West HHS engages with local communities to understand their health needs and preferences. Central West HHS plans to develop an environment action plan.
Darling Downs Hospital and Health Service	Partially implemented	Darling Downs Hospital and Health Service (Darling Downs HHS) completed its integrated planning framework and explanatory notes booklet. The framework and notes will be reviewed annually. Darling Downs HHS is not planning to develop an environmental action plan.

Gold Coast Hospital and Health Service	Fully implemented	Gold Coast Hospital and Health Service (Gold Coast HHS) updated its planning hierarchy to include links between the strategic plan, enabling plans, and operation plans; improve reporting and evaluation loops; and align with the Department of Health's priorities for the HHS. Gold Coast HHS's environmental sustainability strategy and action plan has commenced, and it plans to establish a separate governance mechanism to drive environmental sustainability.
Mackay Hospital and Health Service	Partially implemented	Mackay HHS is finalising its updated planning framework, including its environmental plans. The HHS will develop plans in accordance with the integrated planning framework, once this is released by the Department of Health.
Metro South Hospital and Health Service	Partially implemented	Metro South Hospital and Health Service (Metro South HHS) has an integrated planning framework and health services plan, and is currently reviewing its strategic plan and joint regional needs assessment. These documents will be completed in 2024. Metro South HHS's environmental action plan will be complete in early 2025.
Townsville Hospital and Health Service	Partially implemented	Townsville Hospital and Health Service (Townsville HHS) completed a governance review and a strategic and operational planning review, which informed a revised integrated planning framework (currently in draft). Townsville HHS will finalise and implement its revised integrated planning framework.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay HHS integrates plans to ensure alignment and links across strategies. Some environmental action plans have been developed with further plans in development.

Recommendation 7

All hospital and health services develop appropriate performance indicators for health service and enabling plans, regularly evaluate the success of long-term plans, and use learnings in future plans.

Entity	Status	Entity's self-assessment response or where necessary a summary
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland HHS's strategic plan and clinical services plan align with statewide priorities. Central Queensland HHS started delivery of its implementation roadmap for sustainable services, with associated tracking and reporting against key performance indicators. Central Queensland HHS is planning to develop its digital reporting capability.
Central West Hospital and Health Service	Fully implemented	Central West HHS developed strategic and operational plans, with performance monitoring.
Children's Health Queensland Hospital and Health Service	Fully implemented	Children's Health Queensland Hospital and Health Service updated its integrated strategy and planning framework to ensure alignment with its strategic and operational plans. Its top-down approach from strategic to operational planning is maturing, with quarterly reporting against bottom-line measures and future commitments.

Darling Downs Hospital and Health Service	Fully implemented	Darling Downs HHS's time frames for its strategy and enabling plans review and reporting are documented in the Integrated Planning Framework – explanatory notes book. Owners of plans and strategies will be notified about time frames for submitting performance reports.
Mackay Hospital and Health Service	Fully implemented	Mackay HHS regularly reviews and enhances its key performance indicators. Mackay HHS also reviews associated reporting for strategic and enabling plans, as part of cyclical reviews and in accordance with agency planning requirements.
North West Hospital and Health Service	Partially implemented	North West Hospital and Health Service (North West HHS) uses existing statewide resources and service plans for health service planning and delivery. North West HHS works with the Department of Health to ensure its plans are aligned to relevant guidance and frameworks. North West HHS's reporting is being developed to ensure visibility and transparency of data and decision-making.
Townsville Hospital and Health Service	Partially implemented	Townsville HHS reviewed the performance indicators and progress measures in its existing service and enabling plans, and identified opportunities to improve the evaluation and reporting cycles for some plans. Townsville HHS is currently finalising its revised integrated planning framework, which includes refined progress reporting cycles.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay HHS's plans include indicators for reporting and monitoring. Dashboards and indicators are tabled at executive strategic management committee meetings.

Enabling digital learning (Report 1: 2021–22)

Related parliamentary committee:

- Education, Employment, Training and Skills Committee

Entity progress on implementation

Recommendation 7		
The Department of Education supports schools to have: a. a clear digital component in their strategic plans, which could include how they will embed digital literacy into daily learning practices and their preferred digital technologies in the contexts of their teaching and learning methods b. monitoring processes in place to enable effective delivery of their strategic plans, including the digital component.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Education	Partially implemented	The Department of Education updated its P–12 assessment and reporting framework. From 2024, schools are required to explore and enhance digital learning. A digital capability suite is being developed. It will support the development of a whole school approach to digital learning and the inclusion of a clear digital component in school strategic and annual plans. It will also support teachers to enhance their digital capability and confidence.

Measuring emergency department patient wait time (Report 2: 2021–22)

We made recommendations to the Department of Health and all 16 hospital and health services in this report. We sought responses from the Department of Health and all HHSs, except 2 HHSs that did not accept a recommendation. These were North West Hospital and Health Service (North West HHS) and Central West Hospital and Health Service (Central West HHS). We received the responses below from the entities with outstanding recommendations.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 1		
The Department of Health (including the Queensland Ambulance Service (QAS), and hospital and health services (HHSs)): improves the accuracy of emergency department (ED) data recorded, and quality of data checks and corrections (data cleansing) required by HHSs. This should include: • implementing system controls in FirstNet (a module of Queensland Health's integrated electronic medical record system) to prevent or alert users to invalid data entry • ensuring a consistent approach in scope and resourcing across hospitals to the cleansing of ED data, including a focus on the accuracy of all data, not just that relating to instances that do not meet targets.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
South West Hospital and Health Service	Fully implemented	South West Hospital and Health Service (South West HHS) established processes to monitor and improve data compliance, including a dashboard that highlights potential data validation issues. South West HHS developed processes to improve data validity. South West HHS does not have integrated electronic medical record and has not implemented FirstNet.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Hospital and Health Service (West Moreton Health) established a business practice improvement officer role in the emergency department to ensure a consistent approach to data from FirstNet relating to emergency data presentations. The rollout of integrated electronic medical record at 4 rural sites during 2024 requires support from the data optimisation team.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) uses the Emergency Department Information System as its data source for emergency department wait times. Wide Bay HHS is implementing a centralised data governance model and adopting relevant Queensland Health policies, frameworks, and standards. Data is presented and reviewed at relevant meetings. A patient flow coordinator works within each emergency department and a business practice improvement officer monitors data accuracy.

Recommendation 2

The Department of Health (including the Queensland Ambulance Service (QAS), and hospital and health services (HHSs)): improves how patient off stretcher time is recorded or reported, including:

- implementing validation controls for recording arrival and handover times
- resuming the system integration project to improve real-time (instant) sharing of QAS data with EDs.

Entity	Status	Entity's self-assessment response or where necessary a summary
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) regularly reviews patient off stretcher time and has escalation processes in place.
Department of Health	Partially implemented	The Department of Health (DoH) improved controls for measuring patient off stretcher time and provided training at all sites as part of the data validation officer initiative. The validation criteria have reduced the error rate for manual data time entry. It was not possible to meet identity matching requirements for data sharing between Queensland Ambulance Service (QAS) and emergency departments. A revised approach was recently endorsed, and required workflow changes are being developed.
Gold Coast Hospital and Health Service	Partially implemented	Gold Coast Hospital and Health Service (Gold Coast HHS) relies on QAS data and processes. Gold Coast HHS supports a statewide rollout of the Digital Ambulance Report and other improvements to data integration between Queensland Health and QAS.
Mackay Hospital and Health Service	Partially implemented	Mackay Hospital and Health Service records patient off stretcher time using current processes and will implement any required changes once a consistent statewide process is confirmed.
South West Hospital and Health Service	Partially implemented	South West HHS uses emergency department data collection guidelines to ensure appropriate processes for managing and submitting data. South West HHS developed processes to improve data validity and provided training to staff. The HHS is scoping system integration and real-time data sharing with Queensland Ambulance Service.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS is contributing to the DoH and QAS integration project and is pilot testing a patient matching solution. Wide Bay HHS monitors transfer of care and patient off stretcher time, and a patient flow coordinator has improved offloading time. Through the patient access coordination hub, Wide Bay HHS receives real-time data from QAS. Wide Bay HHS meets monthly with QAS to review processes and data quality.

Recommendation 3

The Department of Health (including the Queensland Ambulance Service (QAS), and hospital and health services (HHSs)): continues with the current initiatives to promote measures of performance and outcomes in all parts of care affecting ED performance, and implements measures that provide a more holistic view of ED performance.

Entity	Status	Entity's self-assessment response or where necessary a summary
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland HHS provides monthly reports of its emergency department performance against key performance indicators. The planned acute medical demand model will enhance systems and connections between the emergency department and general medical departments.
Townsville Hospital and Health Service	Fully implemented	Townsville Hospital and Health Service (Townsville HHS) implemented the suite of performance measures and outcomes developed by the Department of Health to provide a more holistic view of patient flow in the emergency department. Townsville HHS improved its emergency department measures and updated its emergency department dashboard.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay HHS produces daily reports for emergency length of stay, QAS summary, and short-term treatment area performance. Patient flow is reviewed multiple times a day. Real-time monitoring of emergency department performance and hospital-wide patient flow is in place. Wide Bay HHS implemented digital discharge software.

Recommendation 4

The Department of Health (including the Queensland Ambulance Service (QAS), and hospital and health services (HHSs)): develops and implements guidelines for HHSs to identify measures of success before
starting improvement initiatives and to evaluate the effectiveness of initiatives to improve ED performance.

Entity	Status	Entity's self-assessment response or where necessary a summary
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland HHS aligns its guidelines and reporting with statewide approaches and key performance indicators. It provides monthly reports of its emergency department performance against key performance indicators.
Townsville Hospital and Health Service	Fully implemented	Townsville HHS has a quality activity governance procedure, which includes requirements to plan, trial, measure, and evaluate improvement initiatives. Several emergency department improvement activities have been implemented and registered in the quality improvement activity register.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Hospital and Health Service (West Moreton Health) engaged the Health Improvement Unit to review its emergency department and established working groups to oversee improvements. A patient flow improvement project began at Ipswich Hospital in January 2023 and a nurse-led position was created to improve key performance indicators. West Moreton Health introduced regular reporting of wait times in each triage category, with twice-daily monitoring. Key performance indicators have improved, and a post-project evaluation will be undertaken.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS conducts monthly flow meetings and established patient flow coordinator positions. Transfer initiative nurses have been trialled on a 16-hour model and transit lounge use has improved. Transfer initiative nurses will trial a 24-hour model from July 2024.

Recommendation 5

The Department of Health (including the Queensland Ambulance Service (QAS), and hospital and health services (HHSs)): monitors and reports on the use of short-term treatment areas within EDs (such as short stay units, clinical decision units, and any other equivalent units that stop the clock on measuring emergency length of stay).

Entity	Status	Entity's self-assessment response or where necessary a summary
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland HHS reviewed its emergency department and is implementing improvements. It provides monthly reports of emergency department performance against key performance indicators. The planned acute medical demand model will enhance systems and connections between the emergency department and general medical departments.
South West Hospital and Health Service	No longer applicable	South West HHS does not have short-term treatment areas within the emergency department.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Health implemented the statewide guidelines for short-term treatment areas and reports admission times. The patient flow team monitors short-term treatment admissions and data collection has improved.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS complies with emergency department short-term treatment area guidelines, with clear admission pathways and monitoring of key performance indicators.

Managing Queensland's transition to renewable energy (Report 5: 2021–22)

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 2		
The Department of Energy and Public Works: conducts an interim review by 2025 to formally assess its progress towards the target and to consider further actions to support its achievement of the target. These could include additional investment on network infrastructure, increased support for renewable generators or other actions to address external factors.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Energy and Climate	Partially implemented	The Department of Energy and Climate outlined an optimal infrastructure pathway to achieve renewable energy targets, with robust modelling and analysis. In the 2023–24 budget, the Queensland Government committed $19 billion to progress delivery of the infrastructure blueprint and support government investment in renewables. The infrastructure blueprint will be reviewed every 2 years, and the minister will table an annual progress statement.

Regulating animal welfare services (Report 6: 2021–22)

In this report, we recommended that all public sector regulators and oversight bodies self-assess against better practices identified in Appendix C of the report (Recommendation 5). We made this recommendation to all public sector regulators and oversight bodies (not just those responsible for regulating animal welfare services) because the learnings were relevant to all entities with regulatory and oversight responsibilities.

In December 2021, we wrote to relevant entities informing them of the recommendation and advising that we would follow up on their progress in 2023. Last year, we asked all government departments, 30 larger local governments (with regulatory responsibilities and populations over 20,000), and 18 statutory bodies with regulatory and oversight responsibilities to self-assess against the recommendation. We received the responses below from entities that had outstanding recommendations.

Related parliamentary committee:

- Health, Environment and Agriculture Committee

Entity progress on implementation

Recommendation 2		
The Department of Agriculture and Fisheries: • establishes minimum performance and re-accreditation requirements for inspectors, and oversees inspectors' performance against the requirements • maintains a register of current inspectors and implements controls over identity cards • establishes minimum standards for the welfare of the majority of animal types RSPCA Queensland regulates • increases its oversight and support of RSPCA Queensland investigations by regularly reviewing the investigations and providing feedback for improvement • increases its oversight, and participates with RSPCA Queensland in decisions to prosecute • actively monitors the outcomes of complaints about RSPCA Queensland investigations and inspectors • oversees how RSPCA Queensland is managing conflicts of interest relating to its enforcement function.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Agriculture and Fisheries	Partially implemented	The Department of Agriculture and Fisheries (DAF) improved the clarity of its role in regulating animal welfare services. DAF is currently developing codes of practice related to minimum standards for the welfare of animals, in consultation with RSPCA Queensland.
Recommendation 5		
All public sector regulators and oversight bodies self-assess against better practices in Appendix C of the Regulating animal welfare services report and, where necessary, implement changes to enhance their regulatory performance.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Brisbane City Council	Fully implemented	Brisbane City Council self-assessed against the recommendations and has risk frameworks in place. The council will refer to the best practice guideline as new legislation and frameworks are developed.

Bundaberg Regional Council	Partially implemented	Bundaberg Regional Council reviewed and updated its operating procedures relating to regulatory services. The updates will be finalised in 2024–25.
Cairns Regional Council	Partially implemented	Cairns Regional Council conducted a compliance audit which identified sound practices with some opportunities for improvement. The audit recommendations will address the better practices identified in Appendix C.
Cassowary Coast Regional Council	Partially implemented	Cassowary Coast Regional Council self-assessed against the better practices and trained regulatory services staff about delegations and authorisations. The council's regulatory services function is included in its risk management framework, and the council has systems for data collection and compliance monitoring and enforcement. The council is upgrading its systems to enable better trend analysis.
Central Highlands Regional Council	Partially implemented	Central Highlands Regional Council (Central Highlands RC) conducted an audit and identified that its animal management facilities were not fit for purpose. Originally designed to comply with previous standards, they fell short of the new standards. Corrective works were conducted to make the facility safe. Central Highlands RC plans to build a new animal management and rescue facility in 2026–27. In addition, the council has improved its animal-management technology and developed a risk register. The council will continue to improve its animal welfare practices.
Department of Education	Fully implemented	The Department of Education self-assessed against the better practices and developed a new model for 6-monthly regulatory authority reviews, which was implemented in February 2024.
Department of Resources	Partially implemented	The Department of Resources completed a self-assessment against the better practice guidelines and identified areas for improvement. These improvements are being embedded into the department's regulatory activities.
Fraser Coast Regional Council	Partially implemented	Fraser Coast Regional Council self-assessed its key regulatory activities and identified some areas requiring action. The council needs to conduct training and embed consistent practices across all its regulatory activities.
Gold Coast City Council	Fully implemented	Gold Coast City Council self-assessed against the better practice guidelines and implemented a program to deliver improvements. The council will repeat the self-assessment to gauge improvement.
Gympie Regional Council	Partially implemented	Gympie Regional Council is in the process of implementing its revised regulatory policies. It is reviewing its risk management framework and compliance manual. It will focus on continuous improvement and better practice principles and develop them in consultation with external state and other local government agencies.
Isaac Regional Council	Fully implemented	Isaac Regional Council conducted a compliance services audit in 2023 and identified a range of actions underway to improve compliance officer candidate attraction and service delivery consistency.

Livingstone Shire Council	Partially implemented	Livingstone Shire Council reviewed its local laws against the better practices in Appendix C. The recommendations are currently undergoing public consultation, with adoption expected in January 2025. The council will continue to consider its approach to monitoring and enforcement.
Lockyer Valley Regional Council	Fully implemented	Lockyer Valley Regional Council reviewed and updated its compliance policy and procedure, which align with the better regulatory practices. The council has implemented staff training on legislative compliance.
Mackay Regional Council	Fully implemented	Mackay Regional Council self-assessed against the better practices and developed processes to align actions with legislation. More than 85 per cent of all requests are actioned on time, in line with service-level agreements. Work is prioritised on a risk basis, and processes are well embedded to support transparency and accountability in animal management. Continuous improvement is becoming business as usual for the council.
Moreton Bay City Council	Fully implemented	Moreton Bay City Council completed a local law review, with new local laws commencing in December 2023. Supporting local law guidelines and standard operating procedures are in place, and the council has started a community education campaign. The council has improved business process automation for investigations, prosecutions, and risk management.
Noosa Shire Council	Partially implemented	Noosa Shire Council employed a local laws manager and began negotiations with the RSPCA about animal shelter services. The council is developing a risk-based approach to managing standard operating procedures and service delivery. The council developed an integrated compliance and enforcement policy and is developing guidance to ensure its consistent application. Performance against plans is regularly monitored.
Professional Standards Council of Queensland	Partially implemented	The Professional Standards Council of Queensland (PSCQ) self-assessed against the better practices and identified opportunities for improvement in compliance practices. PSCQ has approved risk management treatments for 2024–25.
Queensland College of Teachers	Fully implemented	Queensland College of Teachers (QCT) self-assessed against the better practices and identified that its compliance management needed review. QCT's board approved its regulatory performance plan in June 2023, and approved its regulatory enforcement strategy in April 2024. QCT developed a communication program to support the new strategy.
Queensland Curriculum and Assessment Authority	Partially implemented	Queensland Curriculum and Assessment Authority improved its risk management processes and established an internal working group to identify reporting options to enhance transparency.
Queensland Human Rights Commission	Partially implemented	Queensland Human Rights Commission (QHRC) continually refines its processes following feedback from stakeholders and policy updates. QHRC is currently reviewing its governance framework.

Queensland Law Society	Partially implemented	Queensland Law Society's (QLS's) operations align with legislative requirements. QLS reviewed its external interventions unit and is currently considering the results from the final report. QLS will continue to consider the better practices and enhance its regulatory performance as required. It has processes in place to meet its regulatory responsibilities and monitor risk and compliance. QLS continues to update its data systems and will re-consider risk and compliance frameworks as part of the next 5-year strategic plan.
Queensland Rural and Industry Development Authority	Partially implemented	Queensland Rural and Industry Development Authority (QRIDA) self-assessed against the better practices in Appendix C and identified opportunities for improvement. QRIDA improved its project evaluation and data integrity. A governance internal audit is scheduled for late 2024 to review the design and effectiveness of QRIDA's data governance. QRIDA improved its workforce planning, training, and recruitment practices.
Redland City Council	Fully implemented	Redland City Council has embedded the better practice guidelines in its operations, and made process improvements to achieve efficient risk-based outcomes. The council includes duty of care principles throughout its procedures and protocols.
Residential Tenancies Authority	Fully implemented	The Residential Tenancies Authority (RTA) self-assessed against the better practices and continues to prioritise initiatives that drive good regulatory practice. The RTA published a compliance and enforcement plan in 2024, which sets out its compliance and enforcement priorities and reinforces its approach of enforcement when the risk of re-offending is high. The RTA expanded reporting, improved compliance and enforcement processes, and improved stakeholder engagement.
Resources Safety and Health Queensland	Fully implemented	Resources Safety and Health Queensland reports regulatory performance annually against the model practices in the Queensland Government Regulator Performance Framework, to the Office of Best Practice Regulation. The framework aligns with the best practices described in Appendix C.
Safe Food Production Queensland	Partially implemented	Safe Food Production Queensland (SFPQ) self-assessed against the better practices in Appendix C and implemented changes. SFPQ continues to make progress with its digital transformation, and is engaging with industry about data sharing arrangements and data-driven compliance support systems. Data sharing arrangements are in place for the dairy, egg, poultry, and red meat industries. Data sharing arrangements are planned for the wild game and horticulture industries.
Scenic Rim Regional Council	Partially implemented	Scenic Rim Regional Council completed a preliminary review of its practices and recognised areas for improvement. Internal audit will complete a more detailed assessment in 2024 and develop further recommendations. Better practices will be delivered prior to 30 June 2025.

South Burnett Regional Council	Not implemented	South Burnett Regional Council has not yet implemented this recommendation, due to resourcing constraints. The council will consider the recommendation when resources are available.
Southern Downs Regional Council	Partially implemented	Southern Downs Regional Council audited its regulatory services in July 2020. The council will continue to review its regulatory function processes and procedures.
Sunshine Coast Regional Council	Partially implemented	Sunshine Coast Regional Council self-assessed against the better practices in Appendix C. The council has clear policies and procedures for enforcement actions and mitigates risk to staff and the community. The council will continue to review its processes, enforcement outcomes, and community feedback to ensure its practices are in line with legislation, best practice, and community expectations.
Surveyors Board of Queensland	Partially implemented	The Surveyors Board of Queensland's board approved a new risk management policy in December 2023. The board is working on a compliance and monitoring plan.
Tablelands Regional Council	Partially implemented	Tablelands Regional Council developed a risk management framework and uses onboarding and training to ensure that regulatory officers are qualified and skilled. The council will continue to review and improve its systems to assist with intelligence-led compliance, monitoring, and reporting.

Contract management for new infrastructure (Report 16: 2021–22)

In this report, we made recommendations to the Department of Energy and Public Works (DEPW) and the Department of Education. We addressed recommendation 11 to all departments to review their contract management policies and procedures. As a result of the machinery of government changes in December 2023, responsibility for contract management has been transferred from the DEPW to the Department of Housing, Local Government, Planning and Public Works (DHLGPPW). As such, we sought responses from the DHLGPPW and departments that had outstanding recommendations.

Related parliamentary committee:

- Housing, Big Build and Manufacturing Committee

Entity progress on implementation

Recommendation 1		
Department of Energy and Public Works strengthens its whole-of-government framework to ensure it clearly states the minimum requirements for managing infrastructure contracts and provides supporting guidelines to public sector entities in applying the framework.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	The Department of Housing, Local Government, Planning and Public Works (DHLGPPW) published a building policy framework and guideline for use by government agencies and conducted broad consultation about its use.

Recommendation 2		
Department of Energy and Public Works reviews and where necessary updates its whole-of-government framework at least every 3 years to ensure it reflects contemporary better practices and lessons learned from contract management activities.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW reviewed and updated the Queensland Government Building Policy Framework in March 2024 and scheduled a biennial review process.

Recommendation 3		
Department of Energy and Public Works and the Department of Education revise their internal policies, procedures, and guidance for managing infrastructure contracts by: • outlining specific contract management processes and requirements to complement the government frameworks for managing infrastructure contracts • clearly defining and communicating the roles and responsibilities for managing contracts • providing appropriate training and support to staff managing contracts • improving contract registers to ensure a complete record of all awarded contracts.		

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Fully implemented	The Department of Education (DoE) improved its contract and project management processes, provided additional training to staff, and improved its contract register. The department will work to ensure that all contract management policies, procedures, and guidelines are consistent with whole-of-government advice.
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW united the approach to infrastructure contract management and worked with the Management Centre of Excellence to develop a suite of internal contract management registers and guidance materials. The department will seek approval to publish a template and contract management register.

Recommendation 4

Department of Energy and Public Works and the Department of Education review their internal policies, procedures, and guidance for managing infrastructure contracts at least every 3 years to ensure they reflect contemporary better practices and lessons learned.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Fully implemented	DoE ensures all procurement policies, procedures, and guidelines align with whole-of-government procurement and contract management frameworks. DoE established a document change committee to review internal policies, procedures, and guidelines for managing infrastructure contracts.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW embedded a regular review cycle for policies, frameworks, procedures, and guidance materials.

Recommendation 5

Department of Energy and Public Works and the Department of Education strengthen their contract management by ensuring their planning is in line with the government frameworks and reflects better practice approaches.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE updated project checklists, established a form of contract committee, and reviewed existing contract management tools and templates. This improved governance and oversight of contracts. Future actions include developing a contract management plan template for infrastructure projects, work instruction for contract management, and ongoing consultation in relation to any further work needed as a result of updates to the whole-of-government contracting framework.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed a contract management plan template for high-risk and significant projects.

Recommendation 6

Department of Energy and Public Works and the Department of Education implement clearly defined processes and procedures to ensure all contract risks and issues are identified and effectively managed.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE created a risk register and risk dashboard, and undertook a high-level review of relevant contract management frameworks and tools. The department now has a more consistent approach to recording and evaluating risks across infrastructure projects. Future actions include developing a works instruction for project risk management and ongoing consultation in relation to any further work needed as a result of updates to the whole-of-government contracting framework.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW integrated contract management risks, issues, and lessons learned into its project risk management framework. The department developed project risk management plans and risk register templates.

Recommendation 7

Department of Energy and Public Works and the Department of Education apply standardised processes and procedures for recording, evaluating, approving, and reporting on contract variations.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE implemented project variation management functionality in its project management system, conducted relevant training, and conducted a high-level review of contract management frameworks and tools. External project managers can now enter variation information into the project management system for DoE consideration and approval. Further improvement is planned for DoE's contract and portfolio management for infrastructure projects in relation to portfolio governance and delivery life cycle.
Department of Housing, Local Government, Planning and Public Works	Partially implemented	DHLGPPW developed a SharePoint site with variation management material and published variation management guidance. The department will continue to refine its project governance guidelines.

Recommendation 8

Department of Energy and Public Works and the Department of Education implement clearly defined processes and procedures for developing project design briefs (including specifying what the contract is expected to deliver) and for undertaking stakeholder consultations during the project design stage.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE undertook a high-level review of contract management frameworks and tools. DoE achieved stronger cross-department awareness and accountability in relation to project design briefs and project scoping. Future actions include developing planning tools and ongoing consultation in relation to any further work needed as a result of updates to the whole-of-government contracting framework.
Department of Housing, Local Government, Planning and Public Works	Not implemented	DHLGPPW is liaising with the Office of the Queensland Government Architect on best practice approaches to identify and capture design requirements during project initiation and planning. The department will conduct further consultation and establish guidance for developing project design briefs.

Recommendation 9

Department of Energy and Public Works and the Department of Education assess, report, and where necessary act on contractor performance.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE added milestone reporting to the project management system and conducted a high-level review of its contract management frameworks and tools. Future actions include developing process maps that identify roles and responsibilities and develop work instruction, and ongoing consultation to update the whole-of-government contracting framework.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW embedded prequalification system performance reporting into internal project management practices, with prompts to assess and report on contracts and consultants at defined project stages.

Recommendation 10

Department of Energy and Public Works and the Department of Education implement appropriate processes and procedures for sharing lessons learned and better practices from contract management activities.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	DoE implemented a lessons learned register and lessons learned flags in its project management system, and conducted a high-level review of its contract management frameworks and tools. Future actions include developing a lessons learned reporting template and ongoing consultation in relation to any further work needed as a result of updates to the whole-of-government contracting framework.
Department of Housing, Local Government, Planning and Public Works	Fully implemented	DHLGPPW developed an online portal for practitioners with a reference library of project lessons learned. The department encourages practitioners to use project management checklists and toolkits, and consult the lessons learned.

Recommendation 11		
All government departments review their internal policies, procedures, and guidance for managing infrastructure contracts at least every 3 years and, where necessary, implement changes to enhance their contract management performance.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Energy and Climate	No longer applicable	The business area that managed infrastructure contracts moved out of the Department of Energy and Climate in 2023. The remaining areas do not manage infrastructure projects.
Department of Health	Fully implemented	The Department of Health (DoH) reviewed and updated its capital infrastructure policies and associated standards and guidelines, and published them on its intranet. DoH will continue to maintain, review, and update these documents to ensure their currency and relevance.
Department of Tourism and Sport	Partially implemented	The Department of Tourism and Sport (DTS) is developing a tailored internal framework, guidelines, processes, and tools for managing infrastructure contracts. The framework will align with the government's capital works management framework and include clearly documented roles and responsibilities.
Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) is developing an asset management policy. QCS delivers its infrastructure works in partnership with the Department of Housing, Local Government, Planning and Public Works who also manages contracts for QCS.
Queensland Fire Department	Fully implemented	Queensland Fire Department (QFD) engages DHLGPPW to procure and manage capital infrastructure projects. QFD's internal policies and guidelines relating to working with DHLGPPW are reviewed and updated every 3 years.

Appointing and renewing government boards (Report 17: 2021–22)

In this report, we addressed recommendation 5 to 4 departments that manage the recruitment process for ministers responsible for large government boards. These are: Department of Health; Department of Youth Justice, Employment, Small Business and Training; Department of Regional Development, Manufacturing and Water; and Queensland Treasury. The Department of Youth Justice, Employment, Small Business and Training has been renamed to the Department of Employment, Small Business and Training as a result of the machinery of government changes in the December 2023. We received the responses below from entities that had outstanding recommendations.

Related parliamentary committee:

- Cost of Living and Economics Committee

Entity progress on implementation

Recommendation 1		
The Department of the Premier and Cabinet collects consistent information on the diversity characteristics of all people appointed to boards to allow it to analyse the diversity of members and report publicly on how boards reflect the diversity in the broader community.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of the Premier and Cabinet	Fully implemented	The Department of the Premier and Cabinet (DPC) manually collects data about the diversity characteristics of boards. Data will be considered for public release following the 2024 data collection. Data collection may be digitised in the future.

Recommendation 2
The Department of the Premier and Cabinet develops, in collaboration with Queensland Treasury and relevant departments, a whole-of-government, overarching framework (aligned to better practice as outlined by the ASX Corporate Governance Council and the Australian Institute of Company Directors) for the appointment process for large boards (see Appendix D) that includes:

a. requiring departments to request boards complete a formal skills matrix (including qualifications) to inform performance evaluation, succession planning and to determine the skills needed for each vacancy
b. requiring departments to request board members have a performance evaluation completed prior to reappointment
c. providing advice to boards on how to determine if a member's long tenure has affected their independence
d. providing advice to ministers and departments on the benefits of improving transparency and the applicant pool, by publicly advertising vacancies
e. requiring checks of the academic qualifications of candidates
f. involving board chairs more closely in the appointment and renewal process, to allow candidates to conduct their own due diligence and discuss potential conflicts of interest and determine if they can be successfully managed
g. proposing indicative time frames for each phase of the appointment process, including for approval
h. setting timeliness performance targets to evaluate the effectiveness of the appointment process.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of the Premier and Cabinet	Partially implemented	DPC reviewed and updated the welcome guide for members of Queensland Government boards and statutory authorities, and developed a recruitment and appointment guide. These documents have been put forward for approval.

Recommendation 4

The Department of the Premier and Cabinet sets fair and competitive remuneration rates for board members, commensurate with size, complexity and responsibility.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of the Premier and Cabinet	Fully implemented	DPC reviewed remuneration rates, but the review outcomes have not yet been considered by the Queensland Government.

Recommendation 5

Departments managing the recruitment process for ministers responsible for large government boards implement the whole-of-government framework developed by the Department of the Premier and Cabinet in Recommendation 2.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Employment, Small Business and Training	Fully implemented	The Department of Employment, Small Business and Training is waiting on the whole-of-government framework to be released by central agencies.
Department of Health	Partially implemented	DPC reviewed its guidelines for new board members. Proposed guidelines for recruitment and appointment to Queensland Government bodies have been drafted, and a review of remuneration procedures is complete. DPC is expected to undertake formal consultation with all departments about the proposed guidelines. The Department of Health will adopt the guidelines once they are confirmed by DPC.
Department of Regional Development, Manufacturing and Water	Not implemented	The Department of Regional Development, Manufacturing and Water (DRDMW) has not received guidance on new whole-of-government framework requirements. DRDMW uses existing guidelines for board appointments.
Queensland Treasury	Fully implemented	Queensland Treasury worked with DPC to develop new guidelines for recruitment and appointment to Queensland Government bodies. These also allow for the specific requirements of government owned corporations. The guidelines are being progressed by DPC.

Enhancing government procurement
(Report 18: 2021–22)

In this report we made recommendations 1–3 to the Queensland Treasury and Queensland Government Procurement (QPG), recommendation 4 to all departments and recommendation 5 to the QPG. At the time of tabling this report, the QPG was part of the Department of Energy and Public Works (DEPW). In the December 2023 machinery of government changes, DEPW was renamed to Department of Energy and Climate. We received the responses below from entities that had outstanding recommendations.

Related parliamentary committee:

- Clean Economy Jobs, Resources and Transport Committee

Entity progress on implementation

Recommendation 1		
Queensland Treasury and Queensland Government Procurement (within the Department of Energy and Public Works) should monitor and report on how departments are collaborating to achieve whole-of-government procurement outcomes. We recommend Queensland Treasury and Queensland Government Procurement work together to: • develop performance measures and targets that monitor whether departments are collaborating on procurement. These should be designed to drive department collaboration to achieve increased efficiency, effectiveness, and economy in procurement activity at a whole-of-government level • report on performance against the targets, at a whole-of-government and department level • require departments to report to Queensland Government Procurement on these measures. Where possible, reporting should be automated to minimise the workload on departments.		
Entity	**Status**	**Entity's self-assessment response or where necessary a summary**
Department of Energy and Climate	Partially implemented	The Queensland Government Procurement Committee approved an implementation plan to achieve whole-of-government procurement outcomes. The Department of Energy and Climate (DEC) will continue to explore options for collaboration.
Queensland Treasury	Fully implemented	Queensland Treasury (QT) has engaged closely with Queensland Government Procurement (QGP) to investigate potential data sharing and monitoring opportunities. No current cases were determined to require formal data sharing. QT will continue to collaborate with QGP to identify future data sharing arrangements.

Recommendation 2
Queensland Treasury and Queensland Government Procurement should engage with departments about the costs and benefits (at a whole-of-government level) of moving to a universal classification system for expenditure. We recommend that Queensland Treasury and Queensland Government Procurement engage with departments to understand the costs and benefits (at a whole-of-government level) of moving to a universal and consistent system for classifying expenditure (such as the United Nations Standard Products and Services Code). The introduction of new financial systems offers an opportunity to implement it, but it can also be used with existing financial systems.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Energy and Climate	Partially implemented	DEC and QT collaborated to develop a data collection approach to support cost-benefit analysis. DEC is investigating classification modelling to categorise transaction data.
Queensland Treasury	Fully implemented	QT is committed to facilitating opportunities to share data and collaborate with QGP to improve procurement outcomes. QT and QGP identified no current cases requiring formal data sharing. QT will continue to collaborate with QGP to identify future data sharing arrangements.

Recommendation 3

Queensland Treasury and Queensland Government Procurement should enhance information and data sharing, between the 2 departments, to support strategic procurement decision-making.

We recommend Queensland Treasury and Queensland Government Procurement:

- identify opportunities to collaborate and share departmental expenditure data between the 2 agencies, to improve procurement outcomes and budget monitoring across government
- formalise the data sharing arrangement between the 2 agencies
- where additional data (such as on suppliers, prices, and usage) is needed to make informed procurement decisions, Queensland Government Procurement and the category councils should collect it and share it with departments.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Energy and Climate	Partially implemented	The Queensland Government Consumer and Digital Group agreed to provide DEC with access to the whole-of-government data catalogue. A proof of concept is currently being completed. Once this is done, DEC will work with QT to share data as required.
Queensland Treasury	Fully implemented	QT is committed to facilitating opportunities to share data and collaborate with QGP to improve procurement outcomes. QT and QGP identified no current cases requiring formal data sharing. QT will continue to collaborate with QGP to identify future data sharing arrangements.

Recommendation 4

Departments should use existing whole-of-government procurement arrangements (designed to streamline and improve procurement for specific goods or services), and Queensland Government Procurement should monitor and report on this.

Departments should:

- use whole-of-government arrangements
- report when they are not using these arrangements and the reasons why to Queensland Government Procurement.

Queensland Government Procurement should:

- monitor and report if departments are using existing whole-of-government arrangements
- identify where departments have instead engaged with the same suppliers outside of these arrangements
- engage with these departments to better understand why this has occurred.

Queensland Government Procurement should then use this information when negotiating future whole-of-government arrangements to drive better supply and price.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Energy and Climate	Partially implemented	The Queensland Government Procurement Committee approved an implementation plan to address this recommendation in December 2023. DEC will first implement this approach in the 2023—25 general goods and services category strategy.

C. Types of recommendations

We grouped the recommendations issued to entities in 2022–23 into 10 categories, which are explained in Figure C1. These categories are consistent with last year's report *2023 status of Auditor-General's recommendations* (Report 3: 2023–24). Our interactive dashboard captures all recommendation categories from prior years and is available on our website at www.qao.qld.gov.au/status-auditor-generals-recommendations-dashboard.

Figure C1
Recommendation category and description

Recommendation category	Description
Governance	For entities to be transparent and accountable, and to drive improvement, they must have effective governance arrangements. This includes clearly defining roles and responsibilities, documenting policies and procedures, and establishing robust audit functions.
Information systems and data management	To gain insights that can help inform decision-making, entities need to collect, analyse, monitor, and report on their data. This may include improving integration of data, both within and across information systems, to gain a more holistic and complete picture.
Interagency coordination and information sharing	To deliver quality services efficiently across government, entities need to coordinate their activities effectively. This includes collaborating to achieve shared outcomes and the timely sharing of information.
Performance monitoring and reporting	To increase accountability and drive improvement, entities require strong performance monitoring and reporting practices. This includes setting performance measures and targets, measuring performance against targets, and regularly reporting on performance.
Procurement, contract, and project management	For entities to achieve value for money, they must manage their contracts, projects, and procurement activities effectively and efficiently. This can include undertaking cost-benefit analyses, setting goals, developing plans, and regularly monitoring deliverables.
Regulation and oversight	For entities to provide effective regulation and oversight, they need to ensure minimum prescribed standards are met and regulatory practices are risk-based and intelligence-led.
Reviews and evaluations	For entities to determine the effectiveness of their projects and programs, and to identify opportunities for improvement, they must undertake robust evaluations.
Risk management	To reduce the likelihood and potential impacts of risks, entities require mature risk management practices. This includes identifying and assessing risks, developing appropriate mitigation controls, and monitoring and reporting on risks.
Strategic planning	For entities to improve their performance and respond to challenges as they emerge, they must plan strategically. This may include developing a plan; setting goals or objectives; and assessing their strengths, weaknesses, opportunities, and threats.
Workforce capability and planning	For entities to deliver on their priorities (both now and in the future) and respond to challenges, they need to ensure they have a capable workforce. Workforce planning can include assessing their workforce capability, enhancing their training and development programs, reviewing organisational structures, scheduling resources to areas of priority, and implementing strategies for recruitment and retention.

Source: Queensland Audit Office.

Figure C2 shows the status of the 380 recommendations to public sector entities from 9 reports (8 reports tabled in 2022–23 and our *Conserving threatened species* report tabled in 2018–19). The recommendations are listed by recommendation category.

Figure C2
Status by recommendation category

Recommendation category	Fully implemented	Partially implemented	Not implemented	No longer applicable	Total
Governance	27	26	1	2	56
Information systems and data management	45	18	2	4	69
Interagency coordination and information sharing	15	10	4	–	29
Performance monitoring and reporting	12	11	1	2	26
Procurement, contract, and project management	6	–	–	–	6
Regulation and oversight	10	3	2	1	16
Reviews and evaluations	22	12	2	2	38
Risk management	20	20	2	2	44
Strategic planning	11	9	3	1	24
Workforce capability and planning	43	28	1	–	72
Total	**211**	**137**	**18**	**14**	**380**

Source: Queensland Audit Office using data self-reported by entities.

D. How we prepared this report

About this report

This is the fourth report we have tabled on the status of recommendations. For this report, we asked 84 public sector entities to self-assess their progress implementing recommendations from:

- 9 new reports (8 tabled in 2022–23 and our *Conserving threatened species* report tabled in 2018–19)
- 31 reports from earlier years that had outstanding recommendations.

We did not follow up the recommendations from *Conserving threatened species* (Report 7: 2018–19) previously, because at the time we were undertaking a follow-up audit to assess entity progress. We have subsequently completed the follow-up audit, *Protecting our threatened animals and plants* (Report 9: 2022–23), and included the recommendations from *Conserving threatened species* in this year's self-assessment process.

These 40 reports to parliament included 181 unique recommendations. However, we made some of these recommendations to multiple entities, so overall we made 603 individual recommendations. Appendix B contains a list of the reports to parliament against which we asked entities to self-assess.

We have not audited the action entities have taken, and therefore cannot provide assurance over their responses. We have always asked entities to self-assess their progress in addressing our recommendations and have collated and assessed the information they provide to determine which audits we select to follow up.

Scope and methods

We did not ask entities to self-assess their progress against any financial audit recommendations. We may ask for this in the future.

Also, we did not ask entities to self-assess their progress against the report *Queensland Regional Accommodation Centre (Wellcamp)* (Report 18: 2022–23). We made 3 recommendations in this report but have not included these in this year's status report because the report was drawn from the results of our financial audit work.

We asked entities to assess the status of each recommendation using the criteria in Figure D1 below.

Figure D1
Assessment criteria

Status	Definition
Fully implemented	The recommendation has been implemented or alternative action has been taken that addresses the underlying issues and no further action is required. Any further actions are business as usual.
Partially implemented	Significant progress has been made in implementing the recommendation or taking alternative action, but further work is required before it can be considered business as usual. This also includes where the action taken was less extensive than recommended, as it only addressed some of the underlying issues that led to the recommendation.
Not implemented	No or minimal actions have been taken to implement the recommendation, or the action taken does not address the underlying issues that led to the recommendation.
No longer applicable	Circumstances have fundamentally changed, making the recommendation no longer applicable. For example, a change in government policy or program has meant the recommendation is no longer relevant.

Source: Queensland Audit Office.

We asked entities to summarise the actions they had taken to address each of the recommendations, the outcome of those actions, and any plans for future action. Where they had not taken any action to address a recommendation, we asked them to explain why this was the case. Our self-assessment system included mandatory fields to ensure they assessed their progress using the criteria above and explained the action they had taken.

The chief executive officer of each entity was responsible for authorising and submitting their entity's self-assessment.

We received responses from entities at the end of May 2024. Appendix B contains a summary of the self-assessment responses we received for each recommendation.

Future self-assessments

Next year, we intend including recommendations from reports tabled in 2023–24, and we will continue to request information from entities on the progress of outstanding recommendations.

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