

A. Entity responses

In accordance with 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 and Minister for Veterans
- chief executive officers of the 79 entities that self-assessed their progress
- respective ministers for the 79 audited entities.

This appendix contains the 9 responses we received.

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

Entity self-assessments are a point in time status update. Where entities have made subsequent progress implementing our recommendations, they often reflect this progress in their response letter included in this appendix.



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

Department of the Premier and Cabinet



For reply please quote: P&L/DT – TF/25/19676 – DOC/25/175507

1 William Street Brisbane
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www.premiers.qld.gov.au
ABN 65 959 415 158

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

Dear Ms Vagg

Thank you for your letter of 9 September 2025 providing the Queensland Audit Office's proposed 2025 Status of Auditor-General's recommendations (Report 3: 2025-26).

I note the recommendations assigned to the Department of the Premier and Cabinet have been fully or partially implemented.

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

Yours sincerely

A handwritten signature in blue ink, appearing to read "Damien Walker".

Damien Walker
Director-General

07/10/25

Comments received from Director-General, Queensland Health



Enquiries to:

Telephone: [REDACTED]
Our ref: C-ECTF-25/19535
Your ref: PRJ04666

Queensland Health

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

Email: gao@gao.qld.gov.au

Dear Ms Vagg

Thank you for your email dated 9 September 2025, to the Honourable Tim Nicholls MP, Minister for Health and Ambulance Service, in relation to the Queensland Audit Office proposed report to Parliament on the 2025 status of Auditor-General recommendations (the proposed report). The Minister has asked that I respond directly to you.

I appreciate the opportunity to review and provide feedback on the proposed report and I thank you and your team for your collaborative approach.

A review of the proposed report notes that all Queensland Health related responses are aligned to the information provided by the Department of Health and the Hospital and Health Services during those entities' recent self-assessment of progress against QAO recommendations.

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, and that you intend to table the proposed report to Parliament in October 2025.

The proposed 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 you require further information, the Department of Health's contact is [REDACTED]

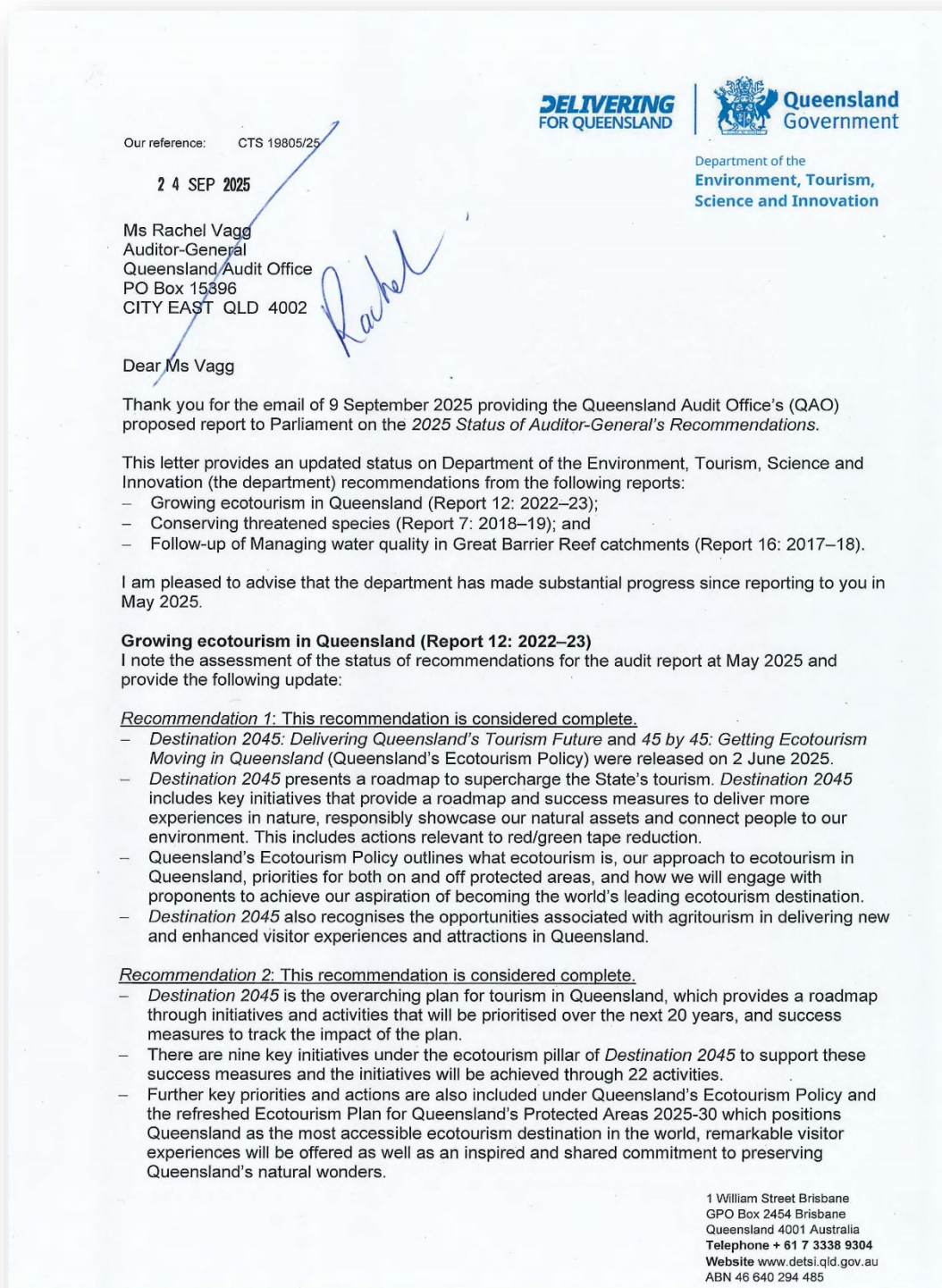
Yours sincerely

Dr David Rosengren
Director-General
23 September 2025

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1 William St Brisbane
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Queensland 4000 Australia

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



Recommendation 3: Substantial progress has been made on this recommendation.

- *Destination 2045* and Queensland's Ecotourism Policy provide the overarching framework to advance ecotourism in Queensland.
- In line with the QAO recommendation, Queensland's Ecotourism Policy aligns with the priorities and success measures outlined in *Destination 2045* and provides the framework for ecotourism in national parks and other protected areas.
- The revision of individual agency plans and strategies has been undertaken in line with the *Destination 2045* framework, including the recent refresh of the Ecotourism Plan for Queensland's Protected Areas 2025–30.

Recommendation 4: Substantial progress has been made on this recommendation.

- *Destination 2045* prioritises reducing red and green tape, simplifying approvals for the development and operation of ecotourism and visitor facilities, and reducing duplication of regulation processes to create a more supportive and efficient environment.
- The department is revising ecotourism frameworks and public-facing information for applicants for ecotourism on protected areas to ensure information is concise, constructive and transparent.
- The Queensland Government will also introduce legislation into Parliament that enables one single permission for tourism operations on protected areas.
- The department will soon launch the Tourism Support Hub, a case-management service that will make business easier for tourism operators by simplifying and reducing their interactions with government. It is a one-stop shop, meaning fewer government touchpoints, less time stuck behind a desk and more time out with customers.

Conserving threatened species (Report 7: 2018–19)

I note the assessment of the status of the final recommendation for the audit report at May 2025 and provide the following update:

Recommendation 7 is considered complete.

- This recommendation indicated that the department should monitor and report on the population and trends of threatened species. Reporting population trends will be an ongoing and iterative process that will occur over the life of the program as the species respond to management actions.
- In response to the audit, the department's new threatened species decision support tool is now publicly available.
- Reassessments have been completed for 547 species whose conservation status were inconsistent with the Australian Government's listing under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth).
- The modernised WildNet platform is complete and delivers a new modern interface for public and internal users to query species information as well as new tools and automations for curating and loading newly acquired data. The first release of the platform was delivered in May 2025.
- The department continues to invest in data management and access including as a partner with the Australian Government in the Biodiversity Data Repository initiative who have co-funded the WildNet Modernisation project.

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

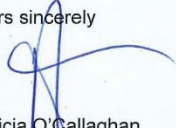
I note the assessment of the status of the final recommendation for the audit report at May 2025 and provide the following update:

Recommendation 3: Substantial progress has been made on this recommendation.

- The department, in partnership with the Australian Government, has completed the review of the Reef 2050 Water Quality Improvement Plan including the land and catchment targets which is currently progressing through approvals.
- The targets will be considered through the development of a new Reef 2050 Catchment Water Quality Strategy which is currently being prepared in partnership with the Australian Government.

Should your officers require any further information, they may contact [REDACTED]

Yours sincerely

A handwritten signature in blue ink, appearing to be 'P. O'Callaghan', written over the printed name.

Patricia O'Callaghan
Director-General

Comments received from Director-General, Department of Sport, Racing and Olympic and Paralympic Games

Please quote: CTS 19812/25
Contact officer:
Contact phone:



Department of
Sport, Racing and
Olympic and
Paralympic Games

1 October 2025

Mr Darren Brown
Assistant Auditor-General
Queensland Audit Office
qao@qao.qld.gov.au

Dear Mr Brown

Thank you for sending through the *2025 Status of Auditor-General's recommendations – Proposed report* (the report) on 9 September 2025.

The Department of Sport, Racing and Olympic and Paralympic Games (DSROPG) notes the report.

DSROPG looks forward to updating QAO with further updates on progress made against the remaining recommendations listed as partially completed in next year's self-assessment.

If your officers require any further information, please have them contact

[Redacted contact information]

Yours sincerely

A handwritten signature in black ink, appearing to be "AH", with a long horizontal flourish extending to the right.

Andrew Hopper
Director-General

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Comments received from Acting Director-General, Department of Local Government, Water and Volunteers

**DELIVERING
FOR QUEENSLAND**



Department of
**Local Government,
Water and Volunteers**

Our ref: CTS 19775/25

2 5 SEP 2025

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

Email: qao@qao.qld.gov.au

Dear Ms Vagg *Rachel*

Thank you for your email of 9 September 2025 regarding your *2025 Status of Auditor-General's recommendations* proposed report to Parliament, provided in confidence.

The Department of Local Government, Water and Volunteers (the department) has reviewed the proposed report and appreciates the opportunity to respond. While the information relating to the department was accurate at the time of the self-assessment and drafting of this report, one of the recommendations reported to be completed by the end of June 2025, is now implemented.

To ensure the accuracy of information when the report is tabled, I respectfully request the status of this recommendation is updated. I have included information relating to the recommendation below.

| | |
|-----------------------|--|
| Report | Improving asset management in local government (Report 2 - 2023–24) |
| Recommendation | <p>Rec 9 - We recommend the Department of State Development, Infrastructure, Local Government and Planning develops comprehensive better practice guidance for local government on the minimum requirements and templates for the following key asset management documents:</p> <ul style="list-style-type: none"> • asset management policy • long-term asset management plan • asset management plans (for individual asset classes). |
| Status | Fully implemented |

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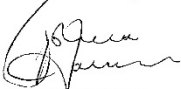
Auditor-General's response: Entity self-assessments are a point in time status update as at May 2025. We do not reflect progress made by entities since this time, and as such have not updated our report to reflect this change.

| | |
|------------------|--|
| Date implemented | 31 August 2025 |
| Action taken | <p>Peer review and consultation on guidelines and templates, including the Asset Management Planning guideline for Queensland Local Government; the asset management policy; the long-term asset management plan; and the asset management plans (for individual asset classes) is now complete.</p> <p>Consultation occurred with QAO; Queensland Treasury Corporation; Local Government Finance Professionals; Water divisions within the department; Local Government Association of Queensland; Local Government Managers Australia; and a number of individuals and consultants to councils ranging across most tiers of local government. These documents are now published and available on LG Central.</p> |

If you require any further information, please contact [redacted]
[redacted] who will be pleased to assist.

Thank you again for the opportunity to review the proposed report.

Yours sincerely



Joshua Hannan
Acting Director-General



Comments received from Acting Director-General, Department of Trade, Employment and Training

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FOR QUEENSLAND**



Department of
**Trade, Employment
and Training**

Our ref: TF25/2227; D25/27104

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

Dear Ms Vagg

Thank you for your email dated 9 September 2025 regarding your proposed report to Parliament regarding the *2025 status of Auditor-General's recommendations*.

Following a review of the report, I note its findings and recommendations and thank you for the opportunity to provide comment.

Implementation of audit recommendations is crucial in maintaining a robust compliance and risk management system. The Department of Trade, Employment and Training has systems in place to address and monitor audit recommendations, as well as identify opportunities for improvement. In this endeavour, the Department is well supported by an internal audit function and the oversight of the Department's independent Audit and Risk Committee.

The Department remains committed to progressing audit recommendations in a timely manner and looks forward to continuing to work in partnership with the Queensland Audit Office.

Should you require further information, I invite you to contact

Yours sincerely

Jackie Ingram
Acting Director-General
30/9/25

1 William Street Brisbane
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ABN 84 375 484 963

Comments received from Commissioner, Queensland Police Service



QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE
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Email: commissioner@police.qld.gov.au



Our Ref:

Your Ref:

2 October 2025

Rachel Vagg
Auditor-General
53 Albert Street
Brisbane Qld 4000

Dear Auditor-General,

I refer to your letter of 9 September 2025 to review the draft 2025 *Status of Auditor-General's recommendations report*.

Thank you for the opportunity to review the preliminary report. The content relating to the Queensland Police Service (QPS) has been reviewed.

The QPS has made progress in the implementation of several recommendations since completing the self-assessment audit. A summary of the changes is outlined below:

Reducing serious youth crime

Recommendation two:

This recommendation is now fully implemented. The QPS continues to participate in the interdepartmental working group.

Recommendation eight:

This recommendation is now fully implemented. The QPS continues to utilise evidence-based tools to identify a young person's potential risk of reoffending in forums such as the multi-agency collaborative panel meetings and Youth Bail Framework and Response pilot. The QPS is committed to working with partner agencies to use evidence-based tools to identify priority needs and risk of reoffending.

Recommendation nine:

This recommendation remains partially implemented. The Youth Bail Response Framework Pilot continues to progress within the current pilot areas. The QPS has commenced the final evaluation of the pilot, which will be used to determine feasibility of statewide rollout.

QUEENSLAND POLICE SERVICE

Delivering forensic services

Recommendation two:

This recommendation remains partially implemented, noting a working group between QPS and Forensic Services Queensland has since been established to progress this recommendation.

Please contact the [REDACTED] if you have any questions.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Steve Gollschewski', with a stylized flourish at the end.

STEVE GOLLSCHESKI APM
COMMISSIONER

Comments received from Acting Commissioner, Queensland Corrective Services



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FOR QUEENSLAND



Office of the
Commissioner
Queensland Corrective Services

Ref: QCS-04914-2025

Your Ref: PRJ04666

03 OCT 2025

Mr Darren Brown
Assistant Auditor-General
Queensland Audit Office
qao@qao.qld.gov.au

Dear Mr Brown

Thank you for your email of 9 September 2025 providing Queensland Corrective Services (QCS) the opportunity to review the proposed report, 2025 Status of Auditor-General's recommendations, prior to its completion and tabling in parliament.

QCS notes the report's findings regarding our entity's self-assessment and recognises that the report reflects our submission on 30 May 2025 and the summary you provided on 12 June 2025. We remain committed to ongoing improvement and will continue to monitor and address the outstanding recommendations identified in the report.

QCS does not propose to provide further comment and is content for the report to proceed in its current form, but we thank you for the opportunity.

We value the work of the Queensland Audit Office and thank you for your continued engagement. If you require further information regarding this matter, please contact [REDACTED]

Yours sincerely

Adam Black
Acting Commissioner

OFFICIAL

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Comments received from Chief Executive Officer, Redland City Council

