

## B. Implementation of recommendations by parliamentary committee

Appendix B captures entities' implementation progress of recommendations by parliamentary committee. 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](http://www.qao.qld.gov.au/status-auditor-generals-recommendations-dashboard).

In November 2024, 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. As a result of these changes, 5 recommendations that were reported as outstanding in our report *2024 status of Auditor-General's recommendations* (Report 1: 2024–23) are no longer applicable.

Figure B1 summarises the entities with responsibility for recommendations from our reports, following machinery of government changes.

**Figure B1**  
**Entity with responsibility for recommendations following machinery of government changes**

Entity with original responsibility	Entity with responsibility from November 2024	Report title
Department of Agriculture and Fisheries	Department of Primary Industries	<i>Regulating animal welfare services</i> (Report 6: 2021–22)
Department of Agriculture and Fisheries	Department of Primary Industries	<i>Managing invasive species</i> (Report 1: 2023–24)
Department of Children, Youth Justice and Multicultural Affairs	Department of Families, Seniors, Disability Services and Child Safety	<i>Keeping people safe from domestic and family violence</i> (Report 5: 2022–23)
Department of Child Safety, Youth and Women	Department of Families, Seniors, Disability Services and Child Safety	<i>Family support and child protection system</i> (Report 1: 2020–21)
Department of Energy and Public Works	Department of Housing and Public Works	<i>Contract management for new infrastructure</i> (Report 16: 2021–22)
Department of Energy and Public Works	Queensland Treasury	<i>Managing Queensland's transition to renewable energy</i> (Report 5: 2021–22)
Department of Environment and Science	Department of the Environment, Tourism, Science and Innovation	<i>Conserving threatened species</i> (Report 7: 2018–19)
Department of Environment and Science	Department of the Environment, Tourism, Science and Innovation	<i>Follow-up of Managing water quality in Great Barrier Reef catchments</i> (Report 16: 2017–18)

Entity with original responsibility	Entity with responsibility from November 2024	Report title
Department of Housing, Local Government, Planning and Public Works	Department of Local Government, Water and Volunteers	<i>Responding to and recovering from cyber attacks</i> (Report 12: 2023–24)
Department of Infrastructure, Local Government and Planning	Department of Local Government, Water and Volunteers	<i>Forecasting long-term sustainability of local government</i> (Report 2: 2016–17)
Department of Justice and Attorney-General	Department of Families, Seniors, Disability Services and Child Safety	<i>Keeping people safe from domestic and family violence</i> (Report 5: 2022–23)
Department of Justice and Attorney-General	Department of Justice	<i>Keeping people safe from domestic and family violence</i> (Report 5: 2022–23)
Department of Justice and Attorney-General	Department of Justice	<i>Minimising gambling harm</i> (Report 9: 2023–24)
Department of Local Government, Racing and Multicultural Affairs	Department of Local Government, Water and Volunteers	<i>Managing local government rates and charges</i> (Report 17: 2017–18)
Department of State Development, Infrastructure, Local Government and Planning	Department of Local Government, Water and Volunteers	<i>Improving asset management in local government</i> (Report 2: 2023–24)
Department of Tourism, Innovation and Sport	Department of the Environment, Tourism, Science and Innovation	<i>Growing ecotourism in Queensland</i> (Report 12: 2022–23)
Department of Transport and Main Roads–Cyber Security Unit	Department of Customer Services, Open Data and Small and Family Business	<i>Responding to and recovering from cyber attacks</i> (Report 12: 2023–24)
Department of Youth Justice	Department of Youth Justice and Victim Support	<i>Reducing serious youth crime</i> (Report 15: 2023–24)
GasFields Commission Queensland	Coexistence Queensland	<i>Managing coal seam gas activities</i> (Report 12: 2019–20)
Public Service Commission	Public Sector Commission	<i>Managing workforce agility in the Queensland public sector</i> (Report 6: 2022–23)
Queensland Health	Department of Justice	<i>Delivering forensic services</i> (Report 21: 2018–19)

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 Public Sector Governance Council – the Public Sector Commission
- Queensland Government Procurement – the Department of Housing and Public Works.

## Entity implementation progress by parliamentary committee

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

**Figure B2**  
**Links to entity responses**

Tabling year	Report number	Report title	Page
<b>Education, Arts and Communities Committee</b>			
2017–18	Report 14	<i>The National Disability Insurance Scheme</i>	<a href="#">35</a>
2020–21	Report 1	<i>Family support and child protection system</i>	<a href="#">36</a>
2021–22	Report 1	<i>Enabling digital learning</i>	<a href="#">37</a>
2022–23	Report 5	<i>Keeping people safe from domestic and family violence</i>	<a href="#">38</a>
<b>Governance, Energy and Finance Committee</b>			
2019–20	Report 1	<i>Investing in vocational education and training</i>	<a href="#">44</a>
	Report 12	<i>Managing coal seam gas activities</i>	<a href="#">45</a>
2021–22	Report 5	<i>Managing Queensland's transition to renewable energy</i>	<a href="#">46</a>
	Report 17	<i>Appointing and renewing government boards</i>	<a href="#">47</a>
2022–23	Report 2	<i>Improving grants management</i>	<a href="#">48</a>
	Report 3	<i>Managing Queensland's COVID-19 economic response and recovery</i>	<a href="#">54</a>
	Report 6	<i>Managing workforce agility in the Queensland public sector</i>	<a href="#">55</a>
	Report 17	<i>Implementing machinery of government changes</i>	<a href="#">59</a>
<b>Health, Environment and Innovation Committee</b>			
2017–18	Report 16	<i>Follow-up of Managing water quality in Great Barrier Reef catchments</i>	<a href="#">64</a>
2018–19	Report 7	<i>Conserving threatened species</i>	<a href="#">65</a>
	Report 17	<i>Managing consumer food safety in Queensland</i>	<a href="#">67</a>
2020–21	Report 2	<i>Measuring emergency department patient wait time</i>	<a href="#">68</a>
	Report 16	<i>Planning for sustainable health services</i>	<a href="#">70</a>
2022–23	Report 12	<i>Growing ecotourism in Queensland</i>	<a href="#">73</a>
	Report 14	<i>Health outcomes for First Nations people</i>	<a href="#">75</a>
<b>Justice, Integrity and Community Safety Committee</b>			
2018–19	Report 21	<i>Delivering forensic services</i>	<a href="#">79</a>
2020–21	Report 5	<i>Responding to complaints from people with impaired capacity—Part 1: The Public Trustee of Queensland</i>	<a href="#">81</a>

Tabling year	Report number	Report title	Page
2023–24	Report 4	<i>Deploying police resources</i>	<a href="#">82</a>
	Report 9	<i>Minimising gambling harm</i>	<a href="#">85</a>
	Report 15	<i>Reducing serious youth crime</i>	<a href="#">89</a>
<b>Local Government, Small Business and Customer Service Committee</b>			
2016–17	Report 2	<i>Forecasting long-term sustainability of local government</i>	<a href="#">94</a>
2017–18	Report 17	<i>Managing local government rates and charges</i>	<a href="#">97</a>
2019–20	Report 2	<i>Managing the sustainability of local government services</i>	<a href="#">100</a>
	Report 3	<i>Managing cyber security risks</i>	<a href="#">103</a>
2023–24	Report 2	<i>Improving asset management in local government</i>	<a href="#">105</a>
	Report 12	<i>Responding to and recovering from cyber attacks</i>	<a href="#">110</a>
<b>Primary Industries and Resources Committee</b>			
2021–22	Report 6	<i>Regulating animal welfare services</i>	<a href="#">116</a>
2023–24	Report 1	<i>Managing invasive species</i>	<a href="#">120</a>
<b>State Development, Infrastructure and Works Committee</b>			
2019–20	Report 16	<i>Licensing builders and building trades</i>	<a href="#">123</a>
2020–21	Report 6	<i>Awarding of sports grants</i>	<a href="#">124</a>
	Report 16	<i>Contract management for new infrastructure</i>	<a href="#">125</a>
2021–22	Report 18	<i>Enhancing government procurement</i>	<a href="#">128</a>

Source: Queensland Audit Office.

# Education, Arts and Communities Committee

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

### 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 negotiating an information sharing schedule with the National Disability Insurance Agency. QCS supports data sharing to ensure appropriate National Disability Insurance Scheme support is available when prisoners re-enter the community.



## 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 the Department of Education; the Queensland Police Service; the Department of Health; and the Department of Child Safety, Youth and Women. Following machinery of government changes in November 2024, the Department of Child Safety, Youth and Women was renamed to the Department of Families, Seniors, Disability Services and Child Safety. We received the responses below from departments that had outstanding recommendations.

### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	The Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS) explored ways to improve system functionality and support automated referral of appropriate child concern reports. It expects to implement this in the near future as part of the continuous improvement pipeline.
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 Education	Fully implemented	It is understood that DFSDSCS, as lead, has implemented the recommendation. The Department of Education collaborated with DFSDSCS to support transition to, and promote awareness of, the new enhanced intake and assessment approach.
Department of Families, Seniors, Disability Services and Child Safety	Fully implemented	DFSDSCS enhanced its intake and assessment approach. The system provides opportunities for earlier needs assessment, targeted support, and issues resolution at various points of contact. The system has additional responses for families with a low risk of child harm who could receive support from other services. It focuses on identifying and assessing cumulative harm, helps professional notifiers to provide quality information, and enables information from all agencies to be integrated at intake. The new system solution, Unify, now live, supports these process enhancements.
Department of Health	Fully implemented	DFSDSCS advised the Department of Health that its Unify program is operating as a business-as-usual function. The operating context for intake and assessment changed in 2024–25 to provide proportionate and flexible child protection responses and ensure families receive the right support at the right time.

Enabling digital learning (Report 1: 2021–22)

Entity progress on implementation

Recommendation 7		
<p>The Department of Education supports schools to have:</p> <p>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</p> <p>b. monitoring processes in place to enable effective delivery of their strategic plans, including the digital component.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Partially implemented	<p>The Department of Education (DoE) released the updated K–12 Curriculum, assessment and reporting framework in November 2024, which requires schools to enhance digital learning. In 2025, DoE released the Digital innovation in teaching and learning plan, which outlines the 3 priorities of 'digitally connected', 'digitally capable', and 'digitally learning'. DoE developed the Digital learning hub, including the Queensland digital competency guide to support teachers. DoE is developing a digital capability suite and leadership program to support schools in embedding digital learning into their planning.</p>



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

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

Following the machinery of government changes in November 2024, the Department of Children, Youth Justice and Multicultural Affairs was renamed to the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS). Likewise, the Department of Justice and Attorney-General was renamed to the Department of Justice, and the violence and prevention function moved to DFSDSCS. As a result of these machinery of government changes, we reallocated recommendations 6, 8, 13, 16, 18, 19, and 20 from the Department of Justice to DFSDSCS.

We received the responses below from entities that had outstanding recommendations.

### Entity progress on implementation

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	Partially implemented	Court Services Queensland (CSQ), within the Department of Justice (DoJ), developed a research paper to examine existing support for victim-survivors to make private applications, which included a jurisdictional analysis. CSQ developed a consultation strategy, which will inform development of an options paper to implement this recommendation. CSQ is implementing the Domestic and Family Violence and Sexual Violence Safety Framework – Delivering Safer Courts 2024–2034, which supports the intent of this recommendation.
Recommendation 5		
The Department of Justice and Attorney-General and the Queensland Police Service identify why a high proportion of prosecutions for <i>Criminal Code Act 1899</i> s. 315A offences (choking, suffocation, or strangulation) are unsuccessful.		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Fully implemented	DoJ completed consultation and research to understand why complainants withdraw from prosecuting non-fatal strangulation (published by the Queensland Law Reform Commission in November 2024). Reasons for withdrawing include fear of the defendant, emotional connection to the defendant, wanting to avoid a lengthy trial, and not receiving adequate information. Complainants may continue their cases if they have a supportive prosecutor, better victim-survivor support, and reduced finalisation times.



### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	Through the Women's Safety and Violence Prevention (WSVP) team, the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS) developed documents to help gather data about domestic, family, and sexual violence (DFSV) and support analysis across the service system. Further work is needed to develop an operational response across the DFSV service system and improve service access. The department has started to review the statewide DFSV crisis intake and referral system and is developing an administrative dataset.

### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	DFSDSCS is developing a new DFSV training support and coordination service. Online training will be available to staff across government agencies, funded organisations, and community groups.

### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	DFSDSCS is trialling integrated service responses, including embedding DFSV specialist practitioners in police stations, embedding police officers in DFSV services, developing a co-response model, and establishing arrangements for service providers to hold meetings in offsite locations. High-risk teams are being established in Townsville, Redlands, and Rockhampton, bringing the total number of teams to 11.

## 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 provides mandatory domestic and family violence (DFV) training and support resources for staff. By May 2025, 81 per cent of employees had completed the mandatory training. Cairns and Hinterland Hospital and Health Service is implementing integrated electronic medical records, which will enable more accessible health care for rural communities and enable better sharing of medical information.
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland Hospital and Health Service has mandatory DFV training for staff. By April 2025, 70 per cent of staff had completed the training.
Central West Hospital and Health Service	Partially implemented	Central West Hospital and Health Service provides mandatory DFV training to staff, and uses risk assessment and screening tools.
Darling Downs Hospital and Health Service	Partially implemented	Darling Downs Hospital and Health Service participates in the DFV community of practice, which developed draft education and training materials (currently awaiting validation). Darling Downs Hospital and Health Service contributed to an external review of Queensland Health's DFV toolkit and uses an evidence-based tool to assess and document DFV presentations. It supports DFV training for its staff and is advocating to Queensland Health for mandatory DFV training for the health workforce.
Department of Health	Fully implemented	The Department of Health developed a DFV capability framework and toolkit for release in May 2025. Queensland Health has closed 9 of the Death Review and Advisory Board recommendations and is continuing to implement one recommendation with the Department of Justice.
Mackay Hospital and Health Service	Partially implemented	Mackay Hospital and Health Service mandates DVF training for staff and employed a DFV specialist to support initiatives across Mackay Hospital and Health Service. It will implement statewide tools as they are released.
Metro North Hospital and Health Service	Partially implemented	Metro North Hospital and Health Service provides mandatory staff training about DFV and uses the common risk and safety framework for assessments. It will implement the Queensland Health DFV capability framework and toolkit when it is available.
Metro South Hospital and Health Service	Fully implemented	Metro South Hospital and Health Service has implemented the Department of Health's revised training modules. In addition, it has developed tailored face-to-face training for clinicians in higher risk areas and endorsed mandatory training for all allied health clinicians. Metro South Hospital and Health Service is working towards broad education for all frontline staff, supported by awareness activities.

South West Hospital and Health Service	Partially implemented	South West Hospital and Health Service (South West HHS) provides DFV training to staff. Its reference group meets regularly to consider how the HHS can improve responses to DFV and increase understanding of integrated service responses. The South West HHS DFV model of service delivery needs to be completed and approved. South West HHS will consider implementing the common risk and safety framework tools.
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast Hospital and Health Service implemented mandatory training for all staff (Recognise, Respond and Refer). The training must be completed within 90 days of employment, with refresher training every 3 years.
Torres and Cape Hospital and Health Service	Partially implemented	Torres and Cape Hospital and Health Service reviewed its resources, referral pathways, and procedures for DFV responses. It is reviewing a DFV-focused tool for social workers. Torres and Cape Hospital and Health Service designed a culturally responsive model of care to help all staff respond to DFV. It plans to establish a DFV specialist service.
Townsville Hospital and Health Service	Partially implemented	Townsville Hospital and Health Service uses the common risk and safety framework for risk assessment and provides DFV training for staff.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Hospital and Health Service (West Moreton Health) developed a DFV intranet page with resources for staff and employed a DFV support team to provide training and cultural support. All staff with patient contact complete DFV training, and West Moreton Health plans to deliver additional training to clinical staff. West Moreton Health implemented the common risk and safety framework tools and risk assessments.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay Hospital and Health Service has DFV resources for staff. It has increased the DFV training available to staff and employed more specialist DFV staff. Wide Bay Hospital and Health Service has developed an intranet site to provide more information with locally specific resources to staff, in line with the Queensland Health state toolkit of resources and capability framework.

## 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	A Queensland Government plan for the primary prevention of violence against women was released in April 2024. It shows how the government will work with the community to strengthen and expand efforts to prevent violence against women. The Queensland Government is reviewing expenditure on DFSV services and will develop a strategic investment plan supported by a monitoring and evaluation framework.

### 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	Fully implemented	The Department of Education conducted an external review of its respectful relationship education (RRE), delivered in July 2024. The review evaluated the reach and effectiveness of RRE initiatives. Information about schools' use of RRE is collected annually. In 2024, 35.5 per cent of state schools used the Respect program, up from 26.9 per cent in 2023.

### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	Through the WSVP team, DFSDSCS is working with the Department of Housing and Public Works to build and redevelop crisis accommodation, with 10 new shelters to be built across Queensland. A statewide shelter operational working group has been established. Project plans for the delivery of the 10 new shelters are being led by the Department of Housing and Public Works in partnership with DFSDSCS.

### 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	Through the WSVP team, DFSDSCS developed a youth-focused DFSV response and practice framework for the Brisbane region. Future actions in this area will be aligned with the Queensland Government's strategic agenda and priorities.
Department of Youth Justice and Victim Support	Partially implemented	The Department of Youth Justice and Victim Support plans to begin a DFV service for young people in Cairns in late 2025. Through Queensland Health's forensic child and youth mental health services, it refers young people to the KIND program to address their use of violence.
Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) expanded its Disrupting Family Violence Program (DFVP) and employed specialised DFV teams at the Ipswich and Townsville correctional centres. QCS plans to further expand its perpetrator interventions, pilot a psychoeducational DFV program at 3 sites, and independently evaluate the DFVP.

## 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 Families, Seniors, Disability Services and Child Safety	Partially implemented	Through the WSVP team, DFSDSCS published a DFSV monitoring and evaluation framework. Annual evaluations track progress against the framework's indicators. WSVP is trialling initiatives aimed at addressing the behaviours of persons using violence.

## 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 provided DFV training to staff. It is assessing a database upgrade to improve analysis and detection of offences, including DFV breaches. QCS updated its internal guidelines and procedures to better use DFV information and risk to inform decisions about leave of absence, work camps, community service placements, and visits.

## Governance, Energy and Finance Committee

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

#### Entity progress on implementation

Recommendation 7		
<p>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:</p> <ul style="list-style-type: none"> <li>• strategies for increasing its student revenue and market share</li> <li>• workforce management plans that support program delivery outcomes and financial sustainability.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
TAFE Queensland	Partially implemented	TAFE Queensland developed a financial sustainability and resilience plan and worked with the Department of Trade, Employment and Training to develop a business data improvement plan. It centralised its enquiry team and implemented a new knowledge management system as part of a customer experience project. It also implemented the second phase of its new educational planning system to streamline course intake and planning processes. TAFE Queensland delivered a financial surplus in 2023–24 and expects a surplus in 2024–25.

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 the Department of Natural Resources, Mines and Energy; the Department of Environment and Science; the GasFields Commission Queensland; and the Department of State Development, Manufacturing, Infrastructure and Planning. In July 2024, the GasFields Commission Queensland was renamed to Coexistence Queensland. The response below is from the only entity with outstanding recommendations from last year's report.

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
Coexistence Queensland	Fully implemented	Coexistence Queensland released information for landholders to support their negotiations with gas companies. It is currently piloting a landholder support program. Coexistence Queensland continues to engage with government agencies and stakeholders, and will develop additional resources if required. Coexistence Queensland also continues to monitor government policy development on coal seam gas-induced subsidence and provide advice as required.



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

Following the machinery of government changes in November 2024, the ministerial responsibility for energy and climate was transferred from the Department of Energy and Climate to Queensland Treasury. The Department of Energy and Climate was formerly the Department of Energy and Public Works.

### 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
Queensland Treasury	Fully implemented	<p>The Queensland Government is reviewing Queensland's energy policy settings and will deliver a new energy roadmap by the end of 2025. The roadmap will outline Queensland's electricity system outlook, providing clarity on the pathway and trajectory to 2030.</p> <p>The Queensland Energy System Advisory Board provided an annual progress statement in September 2024. It confirmed that 27.4 per cent of electricity generated in Queensland in 2023–24 was from renewable energy sources.</p>



## 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 the Department of Health; the Department of Youth Justice, Employment, Small Business and Training; the Department of Regional Development, Manufacturing and Water; and Queensland Treasury. The Department of Regional Development, Manufacturing and Water was renamed to the Department of Local Government, Water and Volunteers following the November 2024 machinery of government changes. We received the responses below from entities that had outstanding recommendations.

### Entity progress on implementation

#### 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 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	The Department of the Premier and Cabinet (DPC) is briefing government on the revised welcome aboard materials and appointment guidelines, and is seeking approval to progress these in mid-2025.

#### 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 Health	Partially implemented	The Department of Health is waiting on DPC's release of the revised welcome aboard guidelines and remuneration procedures for people appointed to government bodies. DPC has updated the guidelines to provide information about roles and responsibilities, public duties, accountability, integrity, and ethical behaviour.
Department of Local Government, Water and Volunteers	Not implemented	The Department of Local Government, Water and Volunteers has not implemented this recommendation because there is no updated guidance for the whole-of-government framework requirements.

## 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, Infrastructure, Local Government and Planning (the department). We addressed the remaining recommendations to all departments and the Queensland Reconstruction Authority to review their grant management practices. The department was renamed to Department of State Development, Infrastructure and Planning following the November 2024 machinery of government changes.

While the Queensland Reconstruction Authority is not a department, it is required to publish information on the Open Data website due to the significant grants it provides after natural disasters.

We received the responses below from entities that had outstanding recommendations.

### Entity progress on implementation

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 <i>Queensland Government Investment Portal – Expenditure Data</i> . 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 Health	Fully implemented	The Department of Health (DoH) sought advice from the Community Services Funding Branch, the Healthcare Purchasing and System Performance Division, and Queensland Treasury to understand reporting requirements. DoH reports funding on the Open Data website in line with Queensland Treasury advice.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	The Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) provides annual reporting for the Queensland Government Investment Portal and completes internal reconciliations to ensure completeness and accuracy.
Queensland Police Service	Partially implemented	The Queensland Police Service (QPS) provides grant information to Queensland Treasury via the investment portal and has systems in place to provide quality assurance of the data. QPS will update its financial management practice manual to ensure that information is verified and reported on the Open Data website.

## 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 Housing and Public Works	Partially implemented	The Department of Housing and Public Works (DHPW) self-assessed against the Queensland Audit Office's grants management maturity model and reported the results to its audit and risk committee. As part of its chief finance officer assurance framework, DHPW is addressing internal controls and grants management processes. DHPW will continue to complete periodic grants management maturity assessments.
Department of Justice	Fully implemented	The Department of Justice analysed its grant management maturity and updated its performance measurement framework.
Department of Sport, Racing and Olympic and Paralympic Games	Fully implemented	The Department of Sport, Racing and Olympic and Paralympic Games self-assessed against the grants management maturity model. It will conduct annual assessments of grant maturity and implement actions if needed.
Department of the Environment, Tourism, Science and Innovation	Fully implemented	The Department of the Environment, Tourism, Science and Innovation (DETSI) published the grants maturity self-assessment tool on its intranet and encouraged its grants program managers to review their programs. Following an external review, DETSI revised its grants administration framework. DETSI reviewed 4 grants programs, chosen for their risk profile, and reported outcomes to its audit and risk committee. It plans to review 4 programs each financial year using the grants maturity self-assessment.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Partially implemented	DWATSIPM introduced a grants management framework in April 2025 with supporting documentation. Once this is embedded into business as usual, DWATSIPM will use the grants management maturity model to identify opportunities for improvement, with results reported to its audit and risk committee.
Department of Youth Justice and Victim Support	Fully implemented	The Department of Youth Justice and Victim Support (DYJVS) assessed its grants programs using the grants management maturity model. It reviews and updates its grants programs after each grant round.
Queensland Police Service	Not implemented	QPS took on significant grants management functions following the 2024 machinery of government changes. It plans to update its financial management practices manual, including its grants management policy.
Queensland Reconstruction Authority	Partially implemented	Queensland Reconstruction Authority (QRA) has informally used the grants management maturity model to address improvement opportunities for its grants program. QRA plans to formally assess its maturity using the model.

## Recommendation 6

All departments 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 Education	Fully implemented	The Department of Education (DoE) developed a grant program risk assessment cycle tool to assess and acquit grants from the perspectives of performance, finance, compliance, and operations. A risk register is maintained for each grant program. DoE provided training and established a community of practice.
Department of State Development, Infrastructure and Planning	Fully implemented	The Department of State Development, Infrastructure and Planning (DSDIP) assessed its grants programs and developed appropriate guidance, tools, and templates. Risk management includes both broad and specific guidance on better practice for risk management in grant programs.
Department of the Environment, Tourism, Science and Innovation	Fully implemented	DETSI developed a risk management template and updated its grants administration framework. DETSI plans to review 4 grants programs each financial year using the grants maturity self-assessment tool, and will report outcomes to its audit and risk committee.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	DWATSIPM introduced a grants management framework in April 2025, with supporting documentation including a risk management guide and risk template.
Department of Youth Justice and Victim Support	Fully implemented	DYJVS developed a risk management plan and risk register. It will review the plan before and after each grant round.
Queensland Police Service	Partially implemented	To date, QPS has administered mostly single-recipient grants and has well-established processes for monitoring performance and compliance. Under the 2024 machinery of government changes, QPS took on significant grants management functions. It is conducting a compliance assessment and sample testing grant administration records, and will assess control effectiveness and risks as part of an internal review.
Queensland Treasury	Fully implemented	Queensland Treasury's (QT's) risk management framework and guidance is reviewed annually. QT updated its intranet content with expectations for risk management of grant programs. It will update its risk management framework with specific content about grants programs at the next scheduled review. Its risk management team supports risk management across the department, and the executive leadership team is informed of risks associated with material project grant programs administered by the department.

## Recommendation 7

All departments 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 Education	Fully implemented	DoE developed a grant program risk assessment cycle tool, provided training to risk assessors and approvers, and established a community of practice. The tool supports grant acquittal.
Department of State Development, Infrastructure and Planning	Fully implemented	DSDIP developed appropriate guidance, tools, and templates for its grant programs. It promotes end-to-end, in-system administration of grants and processes for robust grant acquittal.
Department of the Environment, Tourism, Science and Innovation	Fully implemented	DETSI ensures that acquittal processes suit the program's risk profile, with appropriate documentation obtained to verify expenditure. It administers grants using SmartyGrants, which supports online submission of acquittal reports.
Department of Trade, Employment and Training	Partially implemented	The Department of Trade, Employment and Training initiated a systems approach to automating grant administration, including acquittals. Manual checks of acquittals are an important part of risk management, and any change to automation needs careful consideration. Recent machinery of government changes require the department to assess its work to date.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Partially implemented	DWATSIPM introduced a grants management framework in April 2025, which requires a robust acquittal process. Once the framework is embedded as business as usual, DWATSIPM will consider implementing an online grants management system to automate grants monitoring.
Queensland Police Service	Not implemented	Under the 2024 machinery of government changes, QPS took on significant grants management functions. It will work with stakeholders to assess the viability and benefits of implementing this recommendation.
Queensland Reconstruction Authority	Fully implemented	QRA has existing systems and processes that meet the recommendations. It meets all time frames for grants acquittal and has systems for monitoring risk, obtaining evidence to support assessments, and making progress payments. QRA is reviewing its grants management systems to ensure they remain fit for purpose.

## 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 Education	Fully implemented	DoE developed a grant program risk assessment cycle tool, provided training to risk assessors and approvers, and established a community of practice. The tool supports the development and evaluation of performance metrics.
Department of Health	Fully implemented	DoH developed key performance indicators relating to program outcomes and grants management for its fellowship program and identified data sources for measurement and reporting. The fellowship program will be fully reviewed at the end of the current funding period.
Department of Sport, Racing and Olympic and Paralympic Games	Fully implemented	The Department has established a governance framework for grants and created a Project Control Group to monitor and review grant programs. It created dashboards that capture performance on cost, time and scope and developed an evaluation process to analyse the outcomes of significant grant programs. The department performs yearly grant program audits and provides monthly finance reports to the Finance Committee.
Department of State Development, Infrastructure and Planning	Fully implemented	DSDIP developed appropriate guidance, tools, and templates for its grant programs. The tools discuss efficiency and effectiveness measures, provide examples of performance measures, and include material about monitoring and evaluation.
Department of the Environment, Tourism, Science and Innovation	Partially implemented	DETSI implemented a SmartyGrants module that enables tracking of key performance indicators at a recipient and program level. Its grants administration framework provides information about evaluation to program managers. Not all DETSI grants are administered using SmartyGrants and the department plans to further assess its grants administration systems.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	DWATSIPM introduced a grants management framework in April 2025, with supporting documentation that describes grants program monitoring and reporting.
Department of Youth Justice and Victim Support	Fully implemented	DYJVS implemented self-reporting for grant recipients, with a framework that aligns reporting with project value and length. DYJVS plans to continue its reporting dashboard and develop a screening tool to ensure the appropriate cohort is identified and engaged in its grants program. DYJVS is developing key performance indicators to map performance measures on government election commitments.

Queensland Police Service	Partially implemented	QPS is reviewing its grants management system and plans to strengthen its grants management and service level agreements.
Queensland Reconstruction Authority	Fully implemented	QRA has existing systems and processes that meet the recommendations. It has effective oversight functions to manage the risks of grant programs not being delivered on time or achieving outcomes. QRA is reviewing its grants management systems to ensure they remain fit for purpose.



## 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. These are the Department of Employment, Small Business and Training; the Department of State Development, Infrastructure, Local Government and Planning; the Queensland Rural and Industry Development Authority; and Queensland Treasury. The Department of State Development, Infrastructure, Local Government and Planning was renamed to the Department of State Development, Infrastructure and Planning following the November 2024 machinery of government changes. We received the responses below from the entity that had outstanding recommendations.

### Entity progress on implementation

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 State Development, Infrastructure and Planning	Fully implemented	The Department of State Development, Infrastructure and Planning (DSDIP) developed guidance, tools, and templates for internal and sector-wide use. They provide broad and specific guidance about better practice in risk management for grants.
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 State Development, Infrastructure and Planning	Fully implemented	DSDIP developed guidance, tools, and templates for internal and sector-wide use. They provide information about evaluation processes that capture learnings and align with better practice methods. DSDIP developed a rapid response capability and helped other departments to rapidly deploy programs.



## 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 received the responses below from entities that had outstanding recommendations.

### Entity progress on implementation

Recommendation 2		
The Public Service Commission develops 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	The Public Sector Commission (PSC) updated its recruitment and selection directive (June 2023) and initiated research for an employee value proposition for the Queensland public sector. Subject to approval from the Government Advertising and Communication Committee, PSC will develop promotional material.
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 is developing a new directive on workforce mobility and is trialling a continuous applicant pool for chief human resources officer roles across the sector.
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 Health	Fully implemented	The Department of Health (DoH) uses a strategic workforce planning framework with associated tools and templates to facilitate a system-wide approach to contemporary workforce planning. DoH implemented a method to validate staffing requirements for specialty wards. It moved the medical workforce mapping dashboard to its centralised workforce planning team to better inform workforce planning.
Department of Housing and Public Works	Partially implemented	The Department of Housing and Public Works (DHPW) established a workforce planning community of practice to better integrate strategic workforce planning in the department. DHPW also completed a workforce planning maturity assessment in February 2025 and outcomes are being used to improve capabilities and resources for workforce planning.

Department of Justice	Partially implemented	The Department of Justice (DoJ) has developed a new strategic workforce plan, which has been driven by the executive leadership team and is expected to be published by July 2025. The plan includes strategies to increase staff mobility within the department and across the sector. A strategic workforce implementation plan is scheduled for release in October 2025 to support delivery of strategy and inform operational planning.
Department of Sport, Racing and Olympic and Paralympic Games	Partially implemented	The Department of Sport, Racing and Olympic and Paralympic Games (DSROPG) developed a strategic workforce plan that aligns with the sector-wide, 10-year human capital outlook. The department contributes to whole-of-sector initiatives.
Department of the Environment, Tourism, Science and Innovation	Fully implemented	The Department of the Environment, Tourism, Science and Innovation refreshed its strategic workforce planning process in line with guidance from the PSC. Its strategic workforce plan for 2024–2028 was approved in July 2024.
Department of the Premier and Cabinet	Partially implemented	The Department of the Premier and Cabinet (DPC) has a strategic workforce plan that is regularly monitored and updated. The people and culture subcommittee monitors the effectiveness of workforce initiatives, such as the graduate policy and leadership development programs. DPC plans to mature its strategic workforce planning and look for opportunities to enhance mobility. DPC is part of the PSC's Strategic Workforce Council.
Department of Youth Justice and Victim Support	Fully implemented	The Department of Youth Justice and Victim Support (DYJVS) developed a strategic workforce plan, an employee value proposition, and an industrial framework that offers more attractive remuneration for detention youth workers, youth workers, and case workers.
Public Sector Commission	Partially implemented	PSC is developing its strategic workforce plan and target operating model (expected completion in 2025–26).

## Recommendation 6

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

- undertaking a robust assessment of existing and future workforce skills needed to meet goals, and identifying any skills gaps
- 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 Health	Fully implemented	DoH released a workforce strategy and investment plan, with associated plans, to identify trends in health care and digital health, and to respond to specific workforce challenges. Queensland Health is developing a new workforce plan to outline how it will address workforce challenges and opportunities. Capability development plans are being developed by the hospital and health services and by the Queensland Ambulance Service.
Department of Housing and Public Works	Fully implemented	DHPW updated its people strategy to address workforce challenges and cultivate a skilled workforce to meet present and future demands. The department conducts workforce environmental scans to support long-term planning.

Department of Justice	Partially implemented	DoJ completed a learning and development strategy, which addresses how it will build its workforce capabilities, skills, and competencies. DOJ is drafting a strategic workforce plan, which identifies strategies to adapt to emerging challenges.
Department of Sport, Racing and Olympic and Paralympic Games	Partially implemented	DSROPG is building leaders' understanding of the workforce through workforce metric dashboarding, a human resource partnership model, and opportunities for leadership development. The department has started to assess the impact of emerging technology and digital transformation on service delivery.
Department of the Premier and Cabinet	Partially implemented	DPC is piloting a local workforce planning approach to focus on capability development and succession planning. A pre-recruitment training module has been developed for implementation in 2025. DPC plans to identify, define, and map critical roles for succession planning, and will continue to mature its approach to strategic workforce planning in line with the PSC's requirements.
Department of Youth Justice and Victim Support	Fully implemented	DYJVS developed a strategic workforce plan and is continuing to implement an employee value proposition and an industrial framework that offers more attractive remuneration for detention youth workers, youth workers, and case workers.
Public Sector Commission	Partially implemented	PSC is consulting with staff to develop its target operating model and strategic workforce plan (expected completion in 2025–26). The operating model will help to assess services workforce skills, identify gaps, and identify digital enablers for enhanced service delivery.
Queensland Police Service	Partially implemented	The Queensland Police Service is developing enhanced demand modelling, workforce supply modelling, and data integration to inform workforce planning. It has developed a digital strategy and plans to develop a digital investment roadmap.

## Recommendation 7

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

- modernising and simplifying job roles that focus on skill needs, facilitate mobility across the sector, and better align with comparable private sector roles
- finding more innovative ways to attract and retain talent.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing and Public Works	Partially implemented	DHPW is creating a strategic framework for talent management that encompasses modern talent acquisition strategies and aims to improve staff attraction and retention.

Department of Justice	Partially implemented	DoJ is continuing to modernise its approach to talent acquisition by consulting key stakeholders to define priorities and improve recruitment materials and training. Initiatives include piloting LinkedIn recruitment tools, developing learning modules, updating job ad resources, launching a graduate program, increasing internships, and partnering with universities to align curriculum with industry needs. Future plans focus on implementing a government-wide employee value proposition across channels, expanding social media promotion, using video testimonials, enhancing role descriptions, and developing talent mobility and early career programs, while maintaining ongoing stakeholder engagement and participation in career events.
Department of Sport, Racing and Olympic and Paralympic Games	Partially implemented	DSROPG reviewed its recruitment and selection documents to improve the information provided to applicants. It supports hiring managers and selection panels to understand the best avenues for talent acquisition. DSROPG will continue to build the sector's employee value proposition, modernise recruitment processes, and improve mobility pathways.
Department of the Premier and Cabinet	Partially implemented	DPC implemented a strengths-based approach to employee development and analysed the Working for Queensland survey results to identify ways to improve employee engagement. DPC defined an employee value proposition and developed a recruitment training module. DPC will continue to mature its approach to strategic workforce planning in line with the PSC's requirements.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	The Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism developed a suite of recruitment and selection resources and provided training for recruitment panels.
Department of Youth Justice and Victim Support	Fully implemented	DYJVS developed a strategic workforce plan, an employee value proposition, and an industrial framework that offers more attractive remuneration for detention youth workers, youth workers, and case workers.
Public Sector Commission	Fully implemented	PSC updated its recruitment and selection directive (June 2023). It reviewed PSC position descriptions to simplify their presentation and provided training for recruitment panels.

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

In this report, we made 7 recommendations. We addressed recommendations 1 to 4 to the Public Sector Commission and recommendation 5 to Queensland Treasury. We addressed recommendations 6 and 7 to all departments. We sought responses to recommendations 2 and 4 from those departments significantly impacted by the December 2023 machinery of government changes. In the November 2024 machinery of government changes, the Department of Energy and Climate was abolished and its responsibilities moved to Queensland Treasury. As a result, we reallocated recommendation 4 from the Department of Energy and Climate to Queensland Treasury.

We received the responses below from entities that had outstanding recommendations.

Entity progress on implementation

Recommendation 1		
<p>Before the next Queensland general election, the Public Sector Commission, in conjunction with departments and with oversight from the Public Sector Governance Council:</p> <ul style="list-style-type: none"><li>revisits the corporate services thresholds developed in 2020 (referred to in the principles outlined in the Public Sector Commission's <i>A framework to support preparations and implementation of machinery of government (MoG) changes</i>, to guide the allocation of corporate services employees depending on the complexity of services and size of a department) to ensure they remain appropriate</li><li>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.</li></ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Public Sector Commission	Fully implemented	The Public Sector Commission (PSC) completed the machinery of government implementation handbook (distributed in October 2024).
Recommendation 2		
<p>When future machinery of government changes are being implemented, the Public Sector Commission and departments consistently apply the principles in the Public Sector Commission's <i>A framework to support preparations and implementation of machinery of government (MoG) changes</i> 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 <i>Public Sector Act 2022</i>.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Education	Not implemented	The Department of Education (DoE) does not anticipate that this will be applicable in future machinery of government changes; however, it notes the recommendation in the instance it is required.
Department of Housing and Public Works	Fully implemented	The Department of Housing and Public Works (DHPW) uses the Public Services Commission framework to implement machinery of government changes. The November 2024 machinery of government changes have transitioned to business as usual.



Department of Youth Justice and Victim Support	Fully implemented	The Department of Youth Justice and Victim Support applied the Public Sector Commission's change principles in responding to the 2024 machinery of government changes. Project documentation will be retained to guide future machinery of government changes.
Public Sector Commission	Fully implemented	PSC's documentation about machinery of government changes provides guiding principles, including principles about the reallocation of corporate and executive functions.

### 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	Fully implemented	PSC worked with Queensland Treasury to include a workforce and budget review process in the machinery of government implementation handbook.

### 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 Education	Not implemented	DoE notes the recommendation in the instance it is required for future machinery of government changes.
Department of Sport, Racing and Olympic and Paralympic Games	Partially implemented	The Department of Sport, Racing and Olympic and Paralympic Games has undergone 3 significant machinery of government changes since 2023. It has an internal checklist to support the changes and uses a collaborative approach with agencies to maintain appropriate corporate support functions. The human resources team reviewed internal processes and discussed lessons learnt. The department provided feedback to Queensland Shared Services about the system transition.
Department of the Premier and Cabinet	Fully implemented	The Department of the Premier and Cabinet applied principles from the Public Sector Commission's machinery of government handbook in responding to recent machinery of government changes.

Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	The Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) established an implementation working group in response to the 2024 machinery of government changes. The working group captured processes and lessons learnt, developed checklists, and established a risk register.
Department of Youth Justice and Victim Support	Fully implemented	The Department of Youth Justice and Victim Support developed project documentation for the 2024 machinery of government changes based on lessons learnt from previous changes and on the Queensland Audit Office checklist. Project documentation will be retained for future machinery of government changes.
Public Sector Commission	Fully implemented	PSC included templates in the machinery of government implementation handbook and guides agencies about which templates are the most appropriate. PSC conducts a lessons-learnt process after any machinery of government change and uses the information to update its frameworks and guidelines.
Queensland Treasury	Fully implemented	When Queensland Treasury (QT) is affected by machinery of government changes, its corporate division leads the required processes using the PSC's handbook, QT's guidelines, and Queensland Audit Office's checklist. QT is well placed to operationalise machinery of government changes.

### 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	Fully implemented	QT revised its guidelines for the implementation of machinery of government changes and has worked with the PSC and the Department of the Premier and Cabinet to publish the Queensland machinery of government handbook. The guidelines explain the processes agencies follow during machinery of government changes. The handbook explains the process for transferring resources and escalating disputes.



## Recommendation 6

All departments:

- 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 Education	Fully implemented	DoE reviewed and updated its retention and disposal schedule in partnership with Queensland State Archives. DoE developed an information asset register, which categorises, classifies, and assigns ownership for information assets. It provided training to ensure school and office staff understand their information and records management responsibilities. DoE made resources available to schools and corporate business areas to support the digitisation process and the adoption of disposal schedules. It has a process to manage records transfer in response to a machinery of government change.
Department of Housing and Public Works	Partially implemented	DHPW developed a digitisation standard and is conducting a records transformation project to identify and confirm electronic records. DHPW is reviewing its information assets and records in response to machinery of government changes.
Department of Justice	Partially implemented	The Department of Justice (DoJ) is developing a content services platform, which will include a correspondence approval system and core information management system. DoJ completed an information management maturity assessment and identified improvements. Document transfer is being negotiated in response to the November 2024 machinery of government changes
Department of Sport, Racing and Olympic and Paralympic Games	Partially implemented	The Department of Sport, Racing and Olympic and Paralympic Games successfully handled the transfer of records in response to recent machinery of government changes, with minimal disruption to business operation. The department will prioritise a digitisation process and provide training in digital literacy to all employees.
Department of Trade, Employment and Training	Partially implemented	The Department of Trade, Employment and Training (DTET) is reviewing its digitisation policy and developing a digitisation plan. DTET has a records disposal system and an electronic records and document management program. The department successfully transferred relevant records under recent machinery of government changes.
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Partially implemented	DWATSIPM used the machinery of government maturity model to plan the 2024 machinery of government changes. It developed checklists and a risk register that encompasses records management. DWATSIPM is working to improve digitisation policies and procedures to ensure easy records transfer during future machinery of government changes.



Queensland Corrective Services	Partially implemented	Queensland Corrective Services (QCS) has a retention and disposal schedule validated by Queensland State Archives and implemented via an approved system. QCS completed a paper-lite trial and is digitising its documents. QCS is assessing the Integrated Offender Management System for its records management.
Queensland Fire Department	Partially implemented	The Queensland Fire Department (QFD) developed an information asset register. It is developing a policy and guidelines for digitising and disposing of records, with expected completion late 2025. QFD's physical records have approved retention and disposal schedules, but these do not yet exist for digital records. QFD has a memorandum of understanding to manage physical records for the Queensland Ambulance Service until it establishes its own records management system.
Queensland Police Service	Partially implemented	Queensland Police Service (QPS) updated its records retention and disposal schedule and submitted it to Queensland State Archives for approval.

### 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 Housing and Public Works	Not implemented	DHPW completed a proof of concept in late 2024 that resulted in it undertaking a records transformation project to implement an in-place records management solution that is compatible with other departments.
Department of Justice	Partially implemented	DoJ is developing a content services platform that will ensure records management standards are met across its content.
Department of Trade, Employment and Training	Fully implemented	DTET installed an electronic management system that is used by several other government departments. The system creates and saves records in accordance with the <i>Public Records Act 2002</i> . DTET provided record-keeping training to staff.
Queensland Corrective Services	Partially implemented	QCS uses an approved records-keeping system and has developed a business case for an agency-wide electronic document and records management system.
Queensland Fire Department	Partially implemented	QFD uses approved systems to store electronic records that support tenant-to-tenant migration, which may be required by a machinery of government change. QFD is analysing its personally identifiable information compliance platform and records life cycle requirements.
Queensland Police Service	Partially implemented	QPS actively reviews and assesses its records management systems and ensures they align with whole-of-government policy and legislative requirements. QPS developed a roadmap to expand and improve its record keeping and improve its ability to share or transfer information.

## Health, Environment and Innovation Committee

### *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. The department was renamed to the Department of the Environment, Tourism, Science and Innovation following the November 2024 machinery of government changes.

#### 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 <i>Reef 2050 Water Quality Improvement Plan 2017–2022</i> 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 the Environment, Tourism, Science and Innovation	Partially implemented	The Department of the Environment, Tourism, Science and Innovation developed a revised riparian vegetation target, which was endorsed by the Reef Independent Science Panel in June 2024 and due for review in June 2025. Draft targets will be considered through the Reef 2050 Water Quality Improvement Plan.

Conserving threatened species (Report 7: 2018–19)

In this report, we made 7 recommendations to the Department of Environment and Science. Following the machinery of government changes in November 2024, the Department of Environment and Science was renamed to the Department of the Environment, Tourism, Science and Innovation.

Entity progress on implementation

Recommendation 3		
<p>The Department of Environment and Science increase the transparency of the threatened species assessment process by publishing online:</p> <ul style="list-style-type: none"><li>• a public request to encourage nominations to add or delete species from the current list or to change the classification of listed species</li><li>• species nominations received, allowing the public to submit further information that may assist the Species Technical Committee's assessment</li><li>• meetings dates and terms of reference for the Species Technical Committee</li><li>• Species Technical Committee's assessments and recommendations, with supporting scientific evidence to inform future nominations.</li></ul> <p>It may be appropriate to refrain from publishing information that could result in further harm to the species.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of the Environment, Tourism, Science and Innovation	Fully implemented	The Department of the Environment, Tourism, Science and Innovation (DETSI) increased transparency of the threatened species assessment process by making more information publicly available, including meeting dates and terms of reference for the Species Technical Committee, documents for species nomination, and a tool for requesting assessment documentation. Threatened species nominations are published with the Queensland Library.
Recommendation 5		
<p>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.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of the Environment, Tourism, Science and Innovation	Fully implemented	DETSI reassessed species classifications to address misalignment with Commonwealth listings. All 547 reassessments are complete.



## Recommendation 7

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 the Environment, Tourism, Science and Innovation	Partially implemented	DETSI developed a threatened species prioritisation tool to support internal decision-making and initiated work to improve data collection protocols. DETSI is working with other organisations to systematically process large datasets, including acoustic and visual data to support threatened species recovery. DETSI continues to invest in data management and access, including as a partner in the national biodiversity data repository and through the WildNet modernisation project, which is due for completion in June 2025. DETSI publicly reports on its recovery activities. It has completed consultation on a performance framework for Queensland's new biodiversity strategy.

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

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 time frame after the food business becomes operational.		
Entity	Status	Entity's self-assessment response or where necessary a summary
Brisbane City Council	Fully implemented	Brisbane City Council has assessed the risk and has fully implemented the recommendation. The council has determined that implementing additional procedures and inspections would not have a significant impact on food safety and are not required. The council will continue to review food safety risks.



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

### Entity progress on implementation

Recommendation 2		
<p>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:</p> <ul style="list-style-type: none"> <li>implementing validation controls for recording arrival and handover times</li> <li>resuming the system integration project to improve real-time (instant) sharing of QAS data with EDs.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Partially implemented	Through eHealth Queensland, the Department of Health (DoH) is collaborating with the Queensland Ambulance Service (QAS) to enhance access to pre-hospital care information for emergency departments by giving Queensland Health staff access to electronic ambulance records. The project was approved in February 2025, with completion expected in June 2026.
Gold Coast Hospital and Health Service	Fully implemented	Gold Coast Hospital and Health Service meets regularly with QAS to share knowledge and improve collaboration. Gold Coast Hospital and Health Service has real-time information sharing and an interactive QAS arrivals dashboard.
Mackay Hospital and Health Service	Fully implemented	Mackay Hospital and Health Service actively monitors patient off stretcher time. It will implement changes at a local level once a consistent statewide process is confirmed, which is dependent upon implementation by the DoH. The DoH advised it is collaborating with QAS to enhance access to information for emergency department clinicians.
South West Hospital and Health Service	Fully implemented	South West Hospital and Health Service does not have integrated electronic medical records with real-time data. It uses emergency department data collection guidelines to ensure appropriate processes for managing and submitting data. Emergency department data is consistently reviewed to ensure accuracy.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) is part of the Queensland Health and QAS integration project. It has established reporting processes, targets, and escalation processes for patient off stretcher times and transfer of care. Wide Bay HHS receives real-time data from QAS. Processes for data correction and monitoring are in place.

#### 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
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS holds monthly flow meetings to plan and review outcomes associated with initiatives that are occurring. Several initiatives are in place to improve patient flow. Processes for data correction and monitoring are in place. Wide Bay HHS will continue to implement and trial improvement initiatives.

#### 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
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS complies with the guidelines for emergency department short-term treatment areas. The emergency department has clear admission pathways and monitors key performance indicators. Wide Bay HHS plans to improve its conversion rate reporting and further embed improvements.

## 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 of Health and HHSs to self-assess their progress in implementing these recommendations. The Gold Coast Hospital and Health Service 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.

### Entity progress on implementation

Recommendation 1		
<p>The Department of Health implements a comprehensive integrated planning framework in collaboration with hospital and health services.</p> <p>This framework should:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• provide a common understanding of what a sustainable health system is</li> <li>• provide guidance on collaboration within Queensland Health and on best-practice consultation approaches with clinicians, consumers, and other stakeholders</li> <li>• provide guidance on best-practice implementation planning and design of appropriate evaluation techniques</li> <li>• provide guidance on appropriate reporting arrangements and governance structures to monitor and report progress against plans.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Fully implemented	The Department of Health (DoH) developed an integrated planning framework that shows interrelationships between various plans, defines a sustainable health system, provides guidance on best-practice collaboration, provides an overarching view of planning, and includes a joint regional needs assessment toolkit.
Recommendation 2		
<p>The Department of Health develops a rolling, medium-term implementation roadmap to provide direction on how the outcomes in <i>My health, Queensland's future: Advancing health 2026</i> will be achieved. This roadmap should:</p> <ul style="list-style-type: none"> <li>• clearly articulate the priorities at a system-wide level for a sustainable health system</li> <li>• allocate actions to agencies, with clear time frames</li> <li>• regularly evaluate success against clear performance indicators</li> <li>• learn from previous plans and respond to changes in the external environment.</li> </ul> <p>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.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Fully implemented	DoH released HEALTHQ32, a high-level vision for the healthcare system, and 3 system strategies – First Nations, workforce, and research. It is working on system strategies for reform, public policy, and health services. DoH approved an evaluation framework for its health service initiatives. Its reform office established the Queensland-Commonwealth partnership and works with various partners on regional health service planning. DoH will continue to develop evaluation criteria for its system strategies.



## 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	Fully implemented	Cairns and Hinterland Hospital and Health Service aligns with statewide priorities via its annual reporting and strategic planning. It developed an environmental sustainability strategy and implementation plan. It uses an integrated planning framework and annual planning calendar.
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) expects to establish a sustainability committee in June 2025, which will provide oversight to the strategic and operational plans of each business unit. Central Queensland HHS has started to develop an infrastructure master plan and a business case for integrated electronic medical records.
Central West Hospital and Health Service	Partially implemented	Central West Hospital and Health Service has a range of integrated plans at the health-service level, but needs further work to develop business unit operational plans. All endorsed plans consider environmental impact and actions. Central West Hospital and Health Service will continue its review of planning and governance.
Darling Downs Hospital and Health Service	Partially implemented	Darling Downs Hospital and Health Service developed an integrated planning framework that demonstrates relationships between different plans and strategic documents. The framework will be reviewed annually. Darling Downs Hospital and Health Service has not developed an environmental action plan, as this is not mandatory.
Mackay Hospital and Health Service	Fully implemented	Mackay Hospital and Health Service updated its integrated planning framework and aligned it with the Queensland Health framework. It will monitor the integrated planning framework as part of its annual planning activities.
Metro South Hospital and Health Service	Partially implemented	Metro South Hospital and Health Service updated its integrated planning framework in August 2024. The framework enables effective governance and coordination of environmental sustainability and supports continuous improvement. Metro South Hospital and Health Service has developed a Sustainability Plan 2025–2030 that is currently in the final consultation phase and is embedding key governance improvements to meet these required needs.
Townsville Hospital and Health Service	Fully implemented	Townsville Hospital and Health Service developed an integrated planning framework that aligns with the Queensland Health framework. It identifies major planning requirements, service collaborations, governance arrangements, and reporting cycles, and includes an environmental sustainability action plan.

## 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 is reviewing its progress against targets and Queensland Health's strategic objectives. Operational planning occurs at the specialty/facility level, and progress is reviewed quarterly by the executive leadership team. All business units use standardised planning and reporting methods. Central Queensland HHS plans to implement automated reporting templates and monthly scorecard reporting.
North West Hospital and Health Service	Fully implemented	North West Hospital and Health Service has a long-term health service plan, a linked 5-year strategic plan, and a clinical services plan, with progress and implementation regularly reported under appropriate governance arrangements. Additional performance feedback is provided through consumer advisory groups, internal and external feedback, and performance reporting. North West Hospital and Health Service has a range of performance indicators and enabling plans.
Townsville Hospital and Health Service	Fully implemented	Townsville Hospital and Health Service reviewed its existing service and enabling plans, performance indicators, and progress measures. It created an integrated planning framework with a regular reporting cycle for all key plans.

## 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); the Department of Tourism, Innovation and Sport; and Tourism and Events Queensland. Following the machinery of government changes in November 2024, the Department of Environment and Science was renamed to the Department of the Environment, Tourism, Science and Innovation. As a result of these changes, responsibility for tourism was transferred to the Department of the Environment, Tourism, Science and Innovation. We received the responses below from entities that had outstanding recommendations.

### 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 the Environment, Tourism, Science and Innovation	Partially implemented	The Department of the Environment, Tourism, Science and Innovation (DETSI) began to develop an ecotourism policy position and completed consultation for the government's 20-year tourism strategy. The strategy, Destination 2045, is due for release in mid-2025.

#### Recommendation 2

- 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 and Science 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 the Environment, Tourism, Science and Innovation	Partially implemented	DETSI completed consultation for the government's 20-year tourism strategy, which includes ecotourism as a focus area. The strategy is due for release in mid-2025. Through the Queensland Parks and Wildlife Service and Partnerships, DETSI released an ecotourism plan for Queensland's protected areas.

### 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 the Environment, Tourism, Science and Innovation	Partially implemented	DETSI completed consultation for the government's 20-year tourism strategy, Destination 2045, which included ecotourism as a focus area. It will establish future ecotourism priorities. Destination 2045 is due for release in mid-2025. Through the Queensland Parks and Wildlife Service and Partnerships, DETSI released an ecotourism plan for Queensland's protected areas, which will be revised to align with Destination 2045.
Tourism and Events Queensland	Not implemented	Tourism and Events Queensland has processes in place to develop a nature-based tourism strategy once a statewide policy position on ecotourism is released. Tourism and Events Queensland's existing programs elevate nature-based and eco experiences.

### 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 the Environment, Tourism, Science and Innovation	Partially implemented	DETSI is reviewing policy documents and approval processes for ecotourism projects both within and outside protected areas. The government's 20-year tourism strategy, Destination 2045, is due for release in mid-2025. It includes ecotourism as a focus area, with actions to improve approval processes.

## 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.

### Entity progress on implementation

Recommendation 1		
All hospital and health services publish health equity strategy implementation plans that:		
a. include specific details on how each action will be delivered and achieved		
b. 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	Fully implemented	Cairns and Hinterland Hospital and Health Service (CHHHS) launched its First Peoples Health Equity Strategy 2022-25 in July 2022 along with the First Peoples Health Equity Implementation plan 2022-2025. The strategy and implementation plan outline the performance reporting requirements, priorities, and actions CHHHS will pursue to achieve health equity for First Peoples in Cairns and the surrounding region.
Central Queensland Hospital and Health Service	Fully implemented	Central Queensland Hospital and Health Service (Central Queensland HHS) is reviewing its health equity strategy and implementation plan as part of the 3-year cycle.
Darling Downs Hospital and Health Service	Fully implemented	Darling Downs Hospital and Health Service (Darling Downs HHS) published a health equity strategy and implementation plan, which includes an activity tracker and costing tool.
Metro North Hospital and Health Service	Fully implemented	Metro North Hospital and Health Service (Metro North HHS) published its health equity strategy, implementation plan, and local area needs assessment. It will begin consultation for its next health equity strategy in July 2025.
North West Hospital and Health Service	Fully implemented	North West Hospital and Health Service (North West HHS) has a Health Equity Strategy, published in September 2022, and an implementation plan, published in November 2023. North West HHS provided costings to the Department of Health's First Nations Health Office in February 2024. It presented 2 progress reports in 2024 and is developing its next 3-year health equity strategy.
South West Hospital and Health Service	Fully implemented	South West Hospital and Health Service (South West HHS) published its health equity strategy in 2022 and implementation plan in 2023, with 6 priorities focused on long-term changes and culturally safe health care. Costings were submitted in April 2024. In 2025, it will begin review and co-design for the next 3-year cycle.
Sunshine Coast Hospital and Health Service	Fully implemented	Sunshine Coast Hospital and Health Service has a health equity strategy and implementation plan, monitored by governance committees. Community consultation for a new plan has begun.

Torres and Cape Hospital and Health Service	Partially implemented	Torres and Cape Hospital and Health Service has a health equity strategy and implementation plan. Its health equity committee was established in November 2024 to monitor progress. An update of the implementation plan is underway, with consultations conducted across the region.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Hospital and Health Service (West Moreton Health) published its health equity strategy and implementation plan, with detailed actions that support tracking and evaluation.
Wide Bay Hospital and Health Service	Fully implemented	Wide Bay Hospital and Health Service (Wide Bay HHS) published its health equity strategy and implementation plan and submitted a budget to the First Nations Health Office. Wide Bay HHS has identified key performance measures and its Health Equity Strategy Steering Committee has regular meetings to monitor performance.

## 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	Fully implemented	CHHHS provides service directories on its website.
Central Queensland Hospital and Health Service	Partially implemented	Central Queensland HHS has recruited a senior community engagement officer who will develop a service catalogue.
Darling Downs Hospital and Health Service	Fully implemented	Darling Downs HHS produced a community contact guide for Aboriginal and Torres Strait Islander people in the region. The guide will be updated annually.
Gold Coast Hospital and Health Service	Partially implemented	Gold Coast Hospital and Health Service developed a concept brief for a First Nations health service directory. It is surveying service providers and collecting data for the directory. Once complete, the directory will be annually reviewed and updated.
Mackay Hospital and Health Service	Fully implemented	Mackay Hospital and Health Service completed a joint regional needs assessment and updated its website to include information relevant to service provision within the region. Its service catalogue is complete and will be reviewed with its health equity strategy implementation plan.
Metro North Hospital and Health Service	Fully implemented	Metro North HHS completed a local area needs assessment in 2021 and a joint area needs assessment in 2024. This information will be used to update the service catalogue on its website.
Metro South Hospital and Health Service	Partially implemented	Metro South Hospital and Health Service is developing a local service catalogue for Aboriginal and Torres Strait Islander people and healthcare providers (scheduled for completion in June 2025).

North West Hospital and Health Service	Fully implemented	In 2024, North West HHS developed service catalogues for Doomadgee and Mornington Island. These will be updated every 6 months. North West HHS may develop service catalogues for other locations in its region.
Townsville Hospital and Health Service	Fully implemented	Townsville Hospital and Health Service developed a service directory of community services available to First Nations people.
West Moreton Hospital and Health Service	Fully implemented	West Moreton Health published a regional area needs assessment in January 2025, which documents the health services available in each community.
Wide Bay Hospital and Health Service	Partially implemented	Wide Bay HHS includes information on its website about the services at each facility.

### Recommendation 3

The Department of Health works in partnership with each hospital and health service to 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:

- identify the total number of First Nations patients who miss appointments and where they are located
- 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	Partially implemented	The Department of Health (DoH) offered support to hospital and health services (HHSs) to implement this recommendation, which is relevant to their health equity implementation plans. It developed a PowerBI dashboard to monitor data about missed opportunities to treat. Queensland Health will continue to review data about missed opportunities to treat and provide further support to HHSs as needed.

### Recommendation 4

The Department of Health works in partnership with each hospital and health service to implement a systematic way of measuring how effectively Queensland Health delivers culturally appropriate care. This should:

- 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
- monitor patient complaints and identify opportunities to improve how Queensland Health delivers culturally appropriate care
- 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	Partially implemented	DoH offered support to HHSs in implementing this recommendation. DoH established a working group to consider health equity key performance indicators and systematically measure First Nations patients' access to healthcare. Research to date indicates that relevant issues include travel time and cost, employer restrictions, family responsibilities, unsuitable appointment times, distrust in the health system, and a lack of Indigenous health workers. The First Nations Health Office is working with the Clinical Excellence Division to develop a First Nations-specific patient experience survey, which is due for completion June 2025.

### Recommendation 5

The Department of Health works in partnership with each hospital and health service to 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:

- a. a target ratio for Indigenous liaison officers to First Nations patients in each hospital and health service
- b. a model that requires adequate Indigenous liaison officer coverage outside of standard hours
- c. adequate and secure funding to resource this function.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Health	Partially implemented	DoH offered support to HHSs in implementing this recommendation. DoH developed a First Nations First strategy and established a First Nations workforce team to increase the representation of First Nations people in its workforce.

### Recommendation 6

The Department of Health works in partnership with each hospital and health service to improve how they help First Nations people who must travel for healthcare, including:

- a. identifying the actual number of First Nations patients accessing travel support
- b. making travel support easy and simple to access, with culturally appropriate processes
- c. 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 strengthened the patient travel subsidy scheme, increased its funding, and began to collect data about First Nations status on travel subsidy applications. It offered support to HHSs in implementing this recommendation. It is reviewing travel subsidy patient guidelines for First Nations people and will improve accessibility if needed.



## Justice, Integrity and Community Safety Committee

### *Delivering forensic services (Report 21: 2018–19)*

Forensic Science Queensland was transferred from the Department of Health to the Department of Justice in July 2024. We received the responses below from entities that had outstanding recommendations.

#### 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 Justice	Fully implemented	Forensic Science Queensland (FSQ) hosted a 2-day workshop with key justice system partners. An outcome of the workshop was the suggestion of creating a multi-agency committee to oversee forensic science service delivery across Queensland. As a result, the Forensic Science Steering Committee was established.

##### 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 Justice	Partially implemented	FSQ and the Queensland Police Service (QPS) continue to work collaboratively to address the current exhibit holdings to better prioritise testing. In May 2025, a working group was established and held its first meeting with representation from FSQ and QPS to progress this recommendation. To fully implement this recommendation, a joint submission to the Cabinet Budget Review Committee will be considered.
Queensland Police Service	Partially implemented	QPS is working with FSQ to improve processes for coordinating and managing drug analysis. They plan to develop a centralised triage capability, but neither agency has the resources necessary to implement this. Further work has been suspended pending funding.

## 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 Justice	Fully implemented	Through FSQ, the Department of Justice worked with the Department of Health and QPS to develop an automated case-sharing portal. A secure worksheet containing details of selected forensic cases, pending reports, prosecutions information, and court information is now in use. The Queensland Wide Interlinked Courts system provides FSQ with comprehensive and accurate information about court matters and helps it to prioritise cases. FSQ and QPS now have access to relevant information through the forensic register.

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

### Entity progress on implementation

Recommendation 5		
<p>The Public Trustee of Queensland improves complaints management training for staff including:</p> <ul style="list-style-type: none"> <li>targeted training in handling complaints from customers with impaired capacity</li> <li>reviewing training effectiveness to ensure it meets both organisational and staff needs.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
The Public Trustee of Queensland	Partially implemented	The Public Trustee of Queensland (PTQ) updated its mandatory staff training with specific reference to handling complaints and helping complainants who are unable to complain in writing. PTQ plans to further update this training to include advanced skills on responding to complaints.
Recommendation 6		
<p>The Public Trustee of Queensland improves system and process effectiveness, by:</p> <ul style="list-style-type: none"> <li>seeking customer feedback on complaints handling</li> <li>developing better data to identify issues and to inform improvement</li> <li>measuring and reporting on performance.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
The Public Trustee of Queensland	Fully implemented	PTQ improved its complaints data handling, use, and reporting, and implemented processes to ensure data collection is accurate and consistent. Senior managers and the reform management group receive quarterly reports. PTQ updated its policies and procedures for complaints and ensured they align with state and national standards.

## Deploying police resources (Report 4: 2023–24)

In this report, we made 5 recommendations to the Queensland Police Service.

### Entity progress on implementation

#### Recommendation 1

The Queensland Police Service (QPS) develops a robust model for forecasting demand across the service that:

- builds evidence-based understanding of demand across the QPS regions, commands, and specialist operations, including of officer time spent on proactive policing and non-frontline administrative work
- uses factors and issues that are driving demand, such as demographics, socio-economic elements, trends in offence types and rates, and lessons learnt from major events to inform models that predict demand
- factors in other demand-related requirements that may not be supported by data, such as meeting community expectations.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Fully implemented	Queensland Police Service (QPS) implemented demand models to measure frontline and domestic and family violence (DFV) workload with the ability to forecast demand across 10 years. The frontline demand model was developed into a dashboard that provides information about geography and crime theme, which will be used to support resource and funding requests. Similar forecasting models have been used on a smaller scale to capture demand in specialist areas.

#### Recommendation 2

The Queensland Police Service improves its strategic workforce planning, including:

- establishing a workforce growth target using evidence-based analysis of future demand for service
- assessing the workforce skills needed to meet current and future demand, identifying any gaps
- reviewing tasks that need to be done by police officers and those that can be done by staff members
- periodically reviewing the mandatory retirement age requirements
- optimising the mix of police officers, and staff members, protective security officers, police liaison officers, and retiring police officers who wish to continue working
- assessing how current and emerging technology can improve service delivery and workforce demand
- identifying future needs and planning for equipment and fit-for-purpose building infrastructure.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	QPS uses the best-available demand and supply information to inform decision-making. It is working to improve its workforce management and forecasting ability.

### Recommendation 3

The Queensland Police Service improves its response to demand for service by:

- reviewing its service delivery model to identify and address challenges and improve its ability to meet demand
- reviewing how it handles calls from sources other than 000 to identify any process improvements that will reduce the despatch time for Code 1 and 2 calls
- regularly educating the public on the appropriate use of 000 and Policelink in reporting incidents
- using performance information to gain insights into service delivery and support informed decision-making. This includes
  - evaluating and assessing the reasons why police do not attend some Code 1 to 3 calls
  - determining why some regions are not meeting targets for Code 1 and 2 (urgent) calls and deciding whether to establish regional targets.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	QPS has a triaging process to ensure appropriate resources are used to respond to incidents. It has a system for monitoring response times to Code 1–3 calls. QPS established a program to better capture the breadth of service demand and deliver a replacement dispatch system. Policelink implemented an online reporting option for non-urgent matters or report updates, which has improved QPS's ability to meet demand. Policelink's concierge model enables some matters to be transferred to other agencies. QPS runs periodic campaigns to remind the community about appropriate use of 000 calls. Further process improvements will require new technology.

### Recommendation 4

The Queensland Police Service improves the usefulness and transparency of its public performance reporting on responding to calls for service by:

- reviewing its internal controls over publicly reported performance information
- reporting its performance on responding to Code 1 and 2 calls from all sources, not just 000 calls
- clearly explaining which types of calls for services are included and not included in its performance reporting for Codes 1 and 2 in its service delivery statements.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	QPS implemented procedures to review its service delivery statement (SDS) measures and report on outcomes from internal and external consultation. Documentation provides a record of changes to SDS measures and informs future reviews.

## Recommendation 5

The Queensland Police Service continues to develop consistent rostering practices to improve how it deploys available resources across the state. This should include:

- improving its rostering processes to align resources with demand
- rostering and resourcing at the patrol group level (clusters of stations), rather than at the individual station level, to enable more flexible deployment of staff and resources
- ensuring the availability of officers allocated to patrol groups and stations is enough to meet demand after considering time for leave and training
- analysing patterns of overtime to inform workforce planning
- ensuring all staff responsible for rostering are adequately trained in using the rostering system.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	QPS is reviewing its rostering practices and considering ways to better align resources with demand. The whole-of-government rostering time and attendance project is expected to provide real-time data to inform workforce decisions.

## Minimising gambling harm (Report 9: 2023–24)

In this report, we made 10 recommendations addressed to the Department of Justice and Attorney-General. This department was renamed to the Department of Justice following the November 2024 machinery of government changes.

### Entity progress on implementation

Recommendation 1		
<p>The Department of Justice and Attorney-General develops a plan to improve and sustain its understanding of gambling-related harm and its prevalence in Queensland. This should include:</p> <ul style="list-style-type: none"> <li>conducting regular and targeted studies to assess the extent and impact of gambling issues</li> <li>prioritising Queensland-specific research to identify key challenges and vulnerabilities.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Partially implemented	The Department of Justice (DoJ) published the 2023 Queensland Gambling Survey and publishes regular gambling survey snapshots. DoJ commissioned research about young First Nations men and online gambling, in September 2024, with a final report due end of June 2025. DoJ is examining options for a monitoring platform to improve its ability to monitor gambling harm. Further Queensland-specific gambling harm research will depend on government approval and funding.
Recommendation 2		
<p>The Department of Justice and Attorney-General comprehensively assesses the long-term funding needed to effectively deliver its harm minimisation plans.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Fully implemented	DoJ lodged a funding submission in the 2024–25 budget cycle and received an additional \$8.06 million for the Gambling Help Service System.
Recommendation 3		
<p>The Department of Justice and Attorney-General develops and implements strategies and initiatives aimed at preventing gambling-related harm in Queensland. This should include greater focus on at-risk groups and emerging gambling activities such as wagering.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Partially implemented	DoJ implemented several gambling harm campaigns, including an awareness program with Queensland Cricket, a campaign for First Nations communities, a suite of education materials, and specific projects for multicultural communities and young people. DoJ reviewed the Gambling Help Queensland website and began a review of the Queensland responsible gambling Code of Practice. DoJ signed an agreement with Queensland Rugby League in May 2025 and plans to further develop its campaigns for First Nations communities.

#### Recommendation 4

The Department of Justice and Attorney-General completes its implementation of the recommendations from the 2021 review of gambling help services. This should include:

- tailoring support services to better meet the needs of at-risk groups and make them more accessible
- improving community education initiatives to reach more people at risk of gambling harm
- addressing challenges in accessing non-therapeutic counselling options like financial counselling and peer support
- designing and implementing outcomes-focused performance measures for gambling help services to enable more effective performance monitoring.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Partially implemented	DoJ is addressing gaps identified in the 2021 review of the Gambling Help Service System. It reviewed and updated the Gambling Help Queensland website, rolled out a suite of community education materials, and established the First Nations Gambling Harm Steering Group. In March 2025, it implemented training about gambling harm for frontline First Nations health and community sector workers and ongoing training is being provided to the financial counselling sector. It is developing counselling and support services for First Nations and multicultural communities, and is implementing specialist gambling financial counselling support.

#### Recommendation 5

The Department of Justice and Attorney-General works with relevant industry stakeholders to prioritise the development of a centralised self-exclusion system in Queensland. In doing this, it should ensure data- and privacy-related risks are known and effectively managed.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Not implemented	DoJ is awaiting advice from industry before implementing this recommendation. In March 2025, DoJ published information for licensees about using facial recognition technology for exclusion management processes.

#### Recommendation 6

The Department of Justice and Attorney-General prioritises completing its review of the *Queensland responsible gambling Code of Practice* to align with its goal of implementing it as a mandatory requirement in Queensland. This should include:

- updating the code of practice to reflect current better practices and ensure that it promotes a safer gambling industry
- developing an enforcement mechanism that holds gambling operators accountable for breaches of the code of practice.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Partially implemented	A review of the Queensland responsible gambling Code of Practice is underway. An external contractor completed reviews of best practice harm minimisation measures for electronic gaming machine, wagering, and casino environments, with draft codes of practice prepared by the contractor currently undergoing review by DoJ. Draft codes and any enforcement mechanisms will be subject to government consideration.



### Recommendation 7

The Department of Justice and Attorney-General implements a comprehensive and risk-based approach to assessing and managing gambling-related risks. This should include:

- conducting regular risk assessments of gambling activities and operators, considering factors such as compliance history, location, gambling turnover, and socio-economic factors
- developing a risk-based system for identifying and prioritising high-risk gambling providers
- targeting compliance activities towards high-risk gambling providers and activities
- using data and insights to inform and improve the department's compliance program.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Fully implemented	DoJ implemented a gambling harm minimisation risk ranking tool, which assigns a risk rating to venues and helps to prioritise compliance activities. The Office of Liquor and Gaming Regulation's (OLGR's) compliance program has enhanced its focus on minimising gambling harm.

### Recommendation 8

The Department of Justice and Attorney-General strengthens its regulatory oversight of the gambling industry to ensure that gambling providers are implementing effective harm minimisation measures. This should include:

- developing and implementing detailed and harm-focused inspection checklists
- providing regular training to compliance officers on harm minimisation and compliance inspections
- regularly monitoring and reporting on the performance of regulatory activities with a focus on harm minimisation outcomes.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Fully implemented	Through OLGR, DoJ improved oversight of the gambling industry's implementation of harm-minimisation measures. It developed harm-focused inspection checklists to engage with licensees about harm minimisation, and trained OLGR inspectors about harm-minimisation compliance. It publishes annual regulator performance reports, licencing and compliance summaries, and gambling statistical summaries.

## Recommendation 9

The Department of Justice and Attorney-General strengthens its governance and performance monitoring arrangements for delivering the harm minimisation plan. This should include:

- developing and implementing a clear and comprehensive governance framework that outlines the roles and responsibilities of all stakeholders, accountability mechanisms, project management, and decision-making processes
- managing perceived or actual conflicts of interest among stakeholder groups through robust governance structures and risk management protocols
- establishing effective monitoring and reporting processes to track progress, identify and address issues early on, and ensure that the plan is achieving its objectives
- establishing formal processes for altering the annual plans, such as changes to scope, milestones, and budget.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Fully implemented	Through OLGR, DoJ formalised its governance framework for the <i>Gambling harm minimisation plan for Queensland 2021–2025</i> . PowerBI is used to track and monitor progress. OLGR completed a mid-term external evaluation in May 2024, with subsequent improvements to governance, monitoring, and reporting.

## Recommendation 10

The Department of Justice and Attorney-General improves its processes for evaluating the effectiveness of its strategies and their impact on gambling prevalence and harm. This should include:

- developing clear and measurable performance indicators that align with the broader strategy outcomes
- setting clear benchmarks or targets for performance measures to assess how well the department is performing against its goals
- collecting baseline data to assess the performance of its strategies and initiatives
- conducting regular evaluations of its strategies and initiatives, including assessing their impact on changes in behaviour over time.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Justice	Partially implemented	DoJ improved its processes for evaluating gambling harm minimisation strategies, with monitoring and evaluation plans for each project. The mid-point evaluation for the <i>Gambling harm minimisation plan for Queensland 2021–2025</i> provided data to support future evaluation. In February 2024, DoJ engaged a contractor to develop an outcomes framework and data collection mechanism to support regular monitoring and reporting of gambling harm prevention and minimisation strategies with completion expected mid-2025. DoJ continues to receive data from Gambling Help service providers on a quarterly basis.

## Reducing serious youth crime (Report 15: 2023–24)

In this report, we made recommendations to 3 entities responsible for responding to youth crime. These are the Department of Youth Justice, Queensland Police Service, and Department of the Premier and Cabinet. The Department of Youth Justice was renamed to the Department of Youth Justice and Victim Support following the machinery of government changes in November 2024. We addressed recommendations 3, 6, 7, 10, 11, and 12 to the Department of Youth Justice and Victim Support, recommendations 4 and 9 to the Queensland Police Service, and recommendations 1 and 5 to the Department of the Premier and Cabinet. Recommendations 2 and 8 were addressed to both the Department of Youth Justice and Victim Support and Queensland Police Service. We asked all entities to self-assess their progress in implementing recommendations from this report.

### Entity progress on implementation

Recommendation 1		
The Department of the Premier and Cabinet continues to work with key system stakeholders to ensure more effective coordination, integration, and delivery of youth justice-related initiatives, including facilitating whole-of-government investment and implementation where appropriate.		
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) progressed youth justice initiatives to support government priorities and improve coordination, implementation, delivery, and evaluation. DPC collaborated with key stakeholders and the cross-agency Youth Justice Monitoring and Evaluation Steering Committee.
Recommendation 2		
<p>The Department of Youth Justice and the Queensland Police Service, in collaboration with other relevant stakeholders, strengthen their leadership and governance of the youth justice system (the system). This should include:</p> <ul style="list-style-type: none"> <li>ensuring relevant leadership committees, including the youth justice taskforce, are attended by appropriate entity delegates with appropriate decision-making authority</li> <li>identifying and prioritising key challenges across the system and implementing appropriate strategies and actions</li> <li>improving cross-entity collaboration to ensure entities share relevant information in a timely manner, including making the multi-agency collaborative panel data dashboard available to relevant entities.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	The Department of Youth Justice and Victim Support (DYJVS) notes that: (1) This audit has not recommended a new strategy, program, or evidenced-based approach to address the causes of youth crime. (2) The audit has found that implementation and administrative issues can be improved. Continuous improvement activities are ongoing as part of business as usual.
Queensland Police Service	Partially implemented	Queensland Police Service (QPS) met with the Directors-General Senior Officers Reference Group. QPS supports the multi-agency collaborative panel process and works across agencies to deliver government commitments relating to the youth justice system.

### Recommendation 3

The Department of Youth Justice, in collaboration with relevant stakeholders, reviews, updates, and implements its new youth justice strategy. The strategy should:

- include indicators of success to measure performance across the system
- include clear system-wide actions aimed at reducing the over-representation of First Nations young offenders in the system
- clearly define roles and responsibilities across the system to inform entity-level strategies and plans.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	DYJVS developed <i>A Safer Queensland – Queensland Youth Justice Strategy 2024–2028</i> , which included performance measures and highlighted responsibilities within other government strategies and plans. The strategy included a focus on reducing the over-representation of First Nations young offenders in the system through co-design with First Nations organisations and a commitment to place-based, evidence-based, community-led solutions.  A significant investment and a range of policy and law changes have occurred. Considerable work is being undertaken and a new strategy is under development.

### Recommendation 4

The Queensland Police Service finalises its youth justice strategy, ensuring it includes measurable objectives and aligns to the state strategy.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	The KPMG strategic review was finalised in August 2024. It recommended changes to the youth crime strategy, revised strategic priorities, and a clear vision and purpose statement. The revised youth crime strategy is being considered by the Commissioner.

### Recommendation 5

The Department of the Premier and Cabinet, in collaboration with the Department of Youth Justice, finalises its system-wide monitoring and evaluation framework and commences evaluation of 2023 youth justice reforms. This should include:

- developing a plan for ongoing evaluation across the system
- reporting outcomes of monitoring and evaluation regularly and transparently to the Department of Youth Justice, the Queensland Police Service and other relevant entities, and to the public, as required, to help inform whether the Queensland Government's actions are reducing youth crime.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of the Premier and Cabinet	Fully implemented	DPC developed a system-level monitoring and evaluation framework for youth justice initiatives. It will continue to engage with key stakeholders to facilitate whole-of-government collaboration, investment, implementation, and evaluation of youth justice priorities.

## Recommendation 6

The Department of Youth Justice formalises and executes a plan for measuring the effectiveness of programs using its outcomes framework.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Partially implemented	DYJVS developed a framework to measure outcomes achieved by programs and services. Consistent collection of outcome measures will be achieved through the new Unify system, scheduled for implementation in 2025.  The current grant has a commitment within the Minister for Youth Justice and Victim Support Charter Letter on developing performance measures and increasing transparency of reporting on youth justice.

## Recommendation 7

The Department of Youth Justice strengthens its investment and procurement practices to ensure that all investment decisions are based on sound market analysis, with the rationale for decisions clearly documented in line with evidence. This should include:

- regularly mapping its investment against youth crime trends across Queensland
- ensuring its contracts contain sufficient performance measures and targets that assess outputs and outcomes
- developing a framework to build capability in the sector.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Partially implemented	DYJVS continues to strengthen its investment and procurement practices. Its procurement policies and procedures are being updated, including the process for managing exceptions from competitive purchase. DYJVS will develop an investment strategy and finalise its performance management framework to align with a change of government and a new approach to investment, innovation, and commissioning.

## Recommendation 8

The Department of Youth Justice and the Queensland Police Service, in collaboration with relevant stakeholders and governance committees agree on a uniform, evidence-based approach to identifying those young offenders with the highest risk of reoffending and ensure this information is shared with relevant stakeholders across the system.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	DYJVS uses an evidence-based risk-assessment tool to identify a young person's priority needs and risk of reoffending. Legislative amendments in 2023 enable courts to declare a child a serious repeat offender.
Queensland Police Service	Partially implemented	QPS participates in multi-agency collaborative panel meetings, which assess best-practice approaches to identifying high-harm individuals, system oversight, case profiles, and assessment tools. QPS commenced a youth bail framework and response pilot in November 2024, with evidence-based tools to identify a young person's potential risk of reoffending. QPS is working with the Department of Youth Justice and Victim Support to trial structured and validated assessment tools.

### Recommendation 9

The Queensland Police Service monitors bail checks for serious repeat offenders to ensure timely and appropriate action.

Entity	Status	Entity's self-assessment response or where necessary a summary
Queensland Police Service	Partially implemented	QPS began a youth bail framework and response pilot in November 2024, with an overarching approach and individualised bail management plans. Interim evaluation indicates improved bail compliance.

### Recommendation 10

The Department of Youth Justice improves and standardises its processes and systems for collecting and recording data about its core rehabilitation programs and support services. This should include providing appropriate training and guidance to staff to ensure data is collected as required.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	DYJVS implemented a new data governance framework and information technology system to improve and standardise the way it collects, records, and disseminates data. The system provides structured data aligned with the youth justice outcomes framework. It offers better monitoring and reporting, with improved access to information for service delivery.

### Recommendation 11

The Department of Youth Justice continues to implement plans to address staff shortages at detention centres, including considering alternative methods to rehabilitate young offenders while centres are in lockdown.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	<p>DYJVS developed a strategic workforce plan, and is continuing to implement an employee value proposition, and an industrial framework that offers more attractive remuneration for detention youth workers, youth workers, and case workers.</p> <p>As at the fortnight ending 30 May 2025, across all youth detention centres, including the Wacol Youth Remand Centre, current full-time employees (FTE) are 79.84 over strength, compared to 56 FTE net vacancies in June 2022.</p> <p>Separations in youth detention centres have reduced and are monitored by the Inspector of Detention Services.</p> <p>Furthermore, through the new Detention with Purpose initiative, DYJVS continues to work with the Department of Education to embed compulsory education and change-oriented programs for all young people.</p>

Recommendation 12

The Department of Youth Justice ensures there is effective and sustained support to young offenders transitioning from detention into the community. This should include:

- evaluating the length of time a young offender requires support
- implementing a more structured process for planning a young offender’s release
- communicating in a timely way with relevant stakeholders about the young offender’s risk, needs, and transition plan
- providing appropriate support to meet the young offender’s social and cultural needs.

Entity	Status	Entity’s self-assessment response or where necessary a summary
Department of Youth Justice and Victim Support	Fully implemented	DYJVS applies a youth justice case management framework across the youth justice system, including for young offenders transitioning from detention into the community. Service response plans are developed for all young people in detention to support ongoing community-based responses that address offending risk. The new \$225 million Staying on Track program will provide 12-month post-release support to young people exiting youth detention. DYJVS is evaluating its transitional planning policies and procedures and conducting performance reviews.



## Local Government, Small Business and Customer Service Committee

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

This report included 4 recommendations to 4 councils and 5 recommendations to the Department of Infrastructure, Local Government and Planning. The department was renamed to the Department of Local Government, Water and Volunteers following the November 2024 machinery of government changes. Below are the responses from entities that had outstanding recommendations.

#### 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 enhancing its asset register and developing condition assessment guidelines for each asset class.
Southern Downs Regional Council	Partially implemented	Southern Downs Regional Council (SDRC) maintains an asset register, which captures asset condition and supports renewal planning. It has asset management plans for all asset classes. SDRC is developing a master plan and an asset management plan for high-value and high-risk asset classes.
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) improved governance and capital project decision-making by implementing internal templates for concept approvals, business cases, and options analysis. It established a monthly project update process, and trained senior staff on the Queensland Treasury's Project Decision Framework. CSC employed a dedicated asset coordinator to improve long-life asset planning. It plans to implement a whole-of-organisation reform project with a clear policy, stage-gate process, risk assessment tools, whole-of-life costing, and prioritisation.
Paroo Shire Council	Partially implemented	Paroo Shire Council (PSC) engaged with contractors to identify required future investment. The council plans to enhance its internal capacity, reduce its reliance on contractors, and improve its understanding of project progress.
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 engages informally with the community through surveys, open days, and input from elected members, particularly during the annual budget cycle. It plans to explore structured engagement to help link community expectations with long-term financial and infrastructure planning.
Paroo Shire Council	Partially implemented	PSC conducts community engagement twice a year and has a rural advisory group. The council plans to improve its asset management and service-level planning.
Redland City Council	Partially implemented	RCC engages with the community about services and priorities as part of its corporate planning. It is developing a service planning program.
Southern Downs Regional Council	Partially implemented	SDRC adopted a community engagement policy in December 2024, which provides a framework for ensuring council understands the community's views about service provision. SDRC aims to help the community understand the links between service delivery and rating calculations.

#### 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	Partially implemented	CSC employed a finance manager and an accountant. It is working with the Department of Local Government, Water and Volunteers to identify a suitable long-term forecasting tool. It plans to implement integrated long-term financial and asset management plans.
Paroo Shire Council	Partially implemented	PSC uses asset management plans and comprehensive asset valuations to understand the condition of its assets. The council plans to formalise its financial plans to manage long-life assets.
Southern Downs Regional Council	Partially implemented	SDRC has a long-term financial plan, master plan, and asset management plans, which are used to test funding requests. The council has adopted a total cost of ownership approach for assets, which makes the long-term financial forecast more robust and defensible.

#### 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 Local Government, Water and Volunteers	Partially implemented	The Department of Local Government, Water and Volunteers is addressing this recommendation as part of the 10-year statutory review of the Local Government Regulation 2012

		and the City of Brisbane Regulation 2012. Consultation is planned for July 2026.
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## Managing local government rates and charges (Report 17: 2017–18)

We addressed recommendations 1 to 3 to the Department of Local Government, Racing and Multicultural Affairs. The department was renamed to the Department of Local Government, Water and Volunteers following the November 2024 machinery of government changes.

We addressed the remaining recommendations 4 to 9 to all councils. We sought responses from the councils that were in scope for the audit. These were: Toowoomba Regional Council, Douglas Shire Council, Isaac Regional Council, Richmond Shire Council, and North Burnett Regional Council.

We received responses below from entities with outstanding recommendations.

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.

### Entity progress on implementation

Recommendation 1		
<p>The Department of Local Government, Racing and Multicultural Affairs amends the Local Government Regulation 2012 (or equivalent) to:</p> <ul style="list-style-type: none"> <li>• require councils to include in their revenue policies a long-term rates strategy</li> <li>• require councils to include in their revenue statements how annual decisions on rates and charges support financial sustainability</li> <li>• 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.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Partially implemented	The Department of Local Government, Water and Volunteers (DLGWV) is addressing this recommendation as part of the 10-year statutory review of the Local Government Regulation 2012 and the City of Brisbane Regulation 2012. Consultation is planned for July 2026.
Recommendation 3		
<p>The Department of Local Government, Racing and Multicultural Affairs develops resources and tools for councils on:</p> <ul style="list-style-type: none"> <li>• best practice community engagement approaches to strengthen community understanding of, and input into, the rates decisions required to ensure continuation of services</li> <li>• the budget documents and overdue rates and charges provisions of the <i>Local Government Act 2009</i> (or equivalent) and the Local Government Regulation 2012 (or equivalent)</li> <li>• chapter 4 part 12 of the Local Government Regulation 2012 (or equivalent).</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Not implemented	DLGWV is addressing this recommendation as part of the 10-year statutory review of the Local Government Regulation 2012 and the City of Brisbane Regulation 2012. Consultation is planned for July 2026.

## 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) aligned its capital works forecast and long-term financial forecast and implemented a project decision-making framework. The council is updating its asset management plans and implementing an asset management system (90 per cent complete). DSC employed a chief engineer to oversee asset management. Its rates model review for 2025–26 is being conducted by an independent consultant. The region experienced significant impacts from disasters, which improved the council's focus on critical infrastructure assets. DSC plans to fully integrate its capital works forecast, asset management plans, and long-term financial plan.
North Burnett Regional Council	Partially implemented	North Burnett Regional Council (NBRC) is developing a financial strategy to better inform its long-term financial forecast and its broader financial management system. The strategy will support ongoing assessment and evaluation of core businesses and services and inform rating reform. The strategy will be underpinned by policies, plans, risk responses, financial stability targets, and sustainability targets.
Richmond Shire Council	Partially implemented	Richmond Shire Council (RSC) is documenting the steps taken to achieve financial sustainability. The council offers 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 previously reviewed its water pricing, but has not done this in a detailed way.
Toowoomba Regional Council	Partially implemented	Toowoomba Regional Council generates rates for water and wastewater using full cost pricing models. It is currently reviewing its waste services pricing model before introducing full cost 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 consulted. The council consults with the community about large or contentious capital investment and service-level changes. The council plans to develop a service catalogue.
Richmond Shire Council	Fully implemented	RSC consulted ratepayers about changes to water billing. It conducts annual surveys seeking feedback about council performance and direction. Any significant changes to rating decisions involve community engagement.

### 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	Fully implemented	NBRC adopted a financial hardship policy in October 2024. The policy is publicly available on the council's website.

### 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 training about debt collection techniques and engages external suppliers to assist with debt collection.

## 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.

### 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	Fully implemented	Longreach Regional Council (LRC) conducts service reviews, with focus areas determined during budget formulation or based on performance.
Western Downs Regional Council	Fully implemented	Western Downs Regional Council (WDRC) completed high-level service mapping. Operational risks are identified in the enterprise risk register and fraud risk register. Operating and overhead costs have not been fully identified, as this data is not readily available. Full cost pricing reviews of gas and water are complete.
Whitsunday Regional Council	Partially implemented	Whitsunday Regional Council (WRC) developed a new corporate plan and reviewed and evaluated its functions. It developed short business plans for most functions, and linked them to the relevant business model. From this work, WRC will review its services and functions and develop detailed business plans and a services catalogue.

#### 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	Fully implemented	LRC conducts service reviews, with focus areas determined during budget formulation or based on performance. Future service needs are analysed in line with projected changes to population or industry.
Western Downs Regional Council	Fully implemented	WDRC completed high-level service mapping and continues to monitor service delivery. The council has divested its health services and community housing programs.

Whitsunday Regional Council	Partially implemented	WRC is considering whole-of-life costs for assets and how they impact the operating position of council. Further work is needed to quantify the impacts of service-level changes, develop a services catalogue, and differentiate between services and commercial activities. WRC is developing asset management plans and network plans for the region, with a focus on high-growth areas.
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#### 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	Fully implemented	LRC does not benchmark corporate overheads. Overheads are allocated to services by exception where there is a clear benefit in doing so. Overheads are treated in a way appropriate to the size and complexity of the council.

#### 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	Fully implemented	LRC implemented Queensland Treasury's project decision framework to support decision-making about service delivery and capital projects.

#### 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 internally audited its corporate planning and reporting framework and adopted a new corporate plan. It is reviewing its operational plan and introducing a new process for developing branch annual business plans.
Longreach Regional Council	Fully implemented	LRC includes program reporting against budget in monthly council reports.
Noosa Shire Council	Partially implemented	Noosa Shire Council implemented a performance reporting system that is in the early stages of rollout. More work is needed to refine and improve reporting and develop key performance indicators. The system will improve the timeliness and consistency of data collection.

Western Downs Regional Council	Fully implemented	WDRC completed high-level analysis of service delivery to support regular reviews of services. The council will consider implementing service performance metrics and reporting frameworks.
Whitsunday Regional Council	Partially implemented	WRC is developing a services catalogue, which will enable the collection of reliable and accurate information about service effectiveness and efficiency. The council needs a consolidated approach to develop a performance monitoring and reporting framework.



## 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.

### Entity progress on implementation

Recommendation 1		
<p>All entities self-assess against the findings of this report, and where relevant develop a framework for managing cyber security risks consistent with the <i>Information security policy (IS18:2018)</i>. They should also have information security standards to ensure the framework is consistently applied throughout the entity at an operational level.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Entity F	Partially implemented	Entity F approved cyber security standards and a high-level cyber security policy. Its cyber security improvements program will continue to build and improve cyber security controls.
Recommendation 2		
<p>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:</p> <ul style="list-style-type: none"> <li>identifying and maintaining an inventory of information assets</li> <li>classifying information assets as per the 2018 <i>Queensland Government Information Security Classification Framework</i>.</li> </ul>		
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 of its information assets. This work is part of its digital transformation program.
Recommendation 4		
<p>All entities self-assess against the findings of this report, and where relevant review how they manage their ICT assets by:</p> <ul style="list-style-type: none"> <li>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</li> <li>reviewing their employee separation process to ensure it includes updating the ICT asset register whenever an employee's employment ends.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Entity F	Partially implemented	Entity F developed a checklist and automated workflow to ensure assets are returned when staff cease employment. Entity F is continuing to finalise its process for managing hardware assets. It plans to implement a remote wipe capability for any non-returned assets.

**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 assesses cyber security for all applicable software and technology and ensures suppliers align with government and industry standards. Entity E is currently conducting a procurement governance review and revising 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 F	Partially implemented	Entity F encrypted web traffic, blocked unencrypted remote access protocols, and introduced encryption for emails classified as sensitive or protected.

## Improving asset management in local government (Report 2: 2023–24)

In this report we made 9 recommendations to 6 entities. We addressed recommendations 1–5 to Cairns Regional Council, Central Highlands Regional Council, Ipswich City Council, Mareeba Shire Council, and Murweh Shire Council. We addressed recommendations 6–9 to the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP). Responsibility for local government was transferred from DSDILGP to the Department of Local Government, Water and Volunteers following the November 2024 machinery of government changes.

### Entity progress on implementation

Recommendation 1		
All councils assess whether their governance structures and culture ensure a whole-of-council (finance, asset, and service teams) approach to asset management, including planning, operating and maintaining, disposing and monitoring performance of assets.		
Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns Regional Council	Partially implemented	Cairns Regional Council (Cairns RC) developed a strategic asset management plan, a prioritised asset management improvement plan, an asset management accountability framework, and an asset management policy. It assessed its asset management system against ISO 55000. It plans to establish a working group to review its approach to asset management.
Central Highlands Regional Council	Partially implemented	Central Highlands Regional Council (Central Highlands RC) strengthened the links between its departments and developed an improvement plan.
Ipswich City Council	Fully implemented	Ipswich City Council (Ipswich CC) implemented an organisation-wide governance structure with a whole-of-council asset management working group and steering committee. The structure addresses the asset life cycle and is supported by relevant documentation.
Mareeba Shire Council	Fully implemented	Mareeba Shire Council (Mareeba SC) has a strong structure and culture that supports a collaborative approach to asset management. Council has adopted a range of asset management strategies and consolidates progress annually via an Annual Asset Management Progress matrix and holds bi-monthly asset management meetings with the finance, asset, and service teams.
Murweh Shire Council	Partially implemented	Murweh Shire Council is maturing its asset management plans across all asset classes. It has completed condition assessments of road and drainage assets. Condition assessments of water and sewage assets are partially complete. The council continues to struggle with access to resources to maintain and operate an ageing asset base.

## Recommendation 2

All councils assess whether their asset management plans are current and cover all major asset classes, including if:

- the data is consistent with the data in the long-term financial forecast and is based on the same assumptions
- the data needs to be updated because significant changes have reduced its accuracy
- the key performance measures accurately measure whether the council's assets are effectively delivering services aligned with the goals in the corporate plan.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns Regional Council	Partially implemented	Cairns RC reported performance for its water and wastewater assets. It plans to review all asset management plans and connect the plans with long-term financial forecasts. It also plans to report on service delivery linked to key performance indicators for all asset classes.
Central Highlands Regional Council	Partially implemented	Central Highlands RC developed 10-year asset management plans for all asset classes, endorsed December 2023. Councillors receive updates about asset condition as part of budget development, and asset management plans are updated annually.
Ipswich City Council	Partially implemented	Ipswich CC is updating its asset management plans, which will be adopted in the second half of 2025.
Mareeba Shire Council	Partially implemented	Mareeba SC has an overarching asset management plan, which is reviewed annually and aligns with the long-term financial forecast and annual budgets. Mareeba SC has developed more detailed asset management sub-plans for water, wastewater, bridges, and community housing. These sub-plans are reviewed every 2 to 3 years. The council is working to develop sub asset management plans for its other asset classes.
Murweh Shire Council	Partially implemented	Murweh Shire Council (Murweh SC) is maturing its asset management plans with condition data. It is working with neighbouring local governments to complete condition assessments at scale. Murweh SC is conscious that it needs to implement good asset management principles and link asset management and risk management to its decision-making processes. Murweh SC is aware of its responsibility to keep the community informed of its current and long-term risks and priorities.

## Recommendation 3

All councils assess whether their data, if stored in separate asset management information systems, is recorded in a way that can be and is reconciled to the financial asset register.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns Regional Council	Partially implemented	Cairns RC developed a draft asset management guideline, documented its process for reviewing fully depreciated assets, and developed a data improvement plan. Its financial asset register is aligned with the asset management guideline.
Central Highlands Regional Council	Partially implemented	Central Highlands RC reviewed available asset management platforms and plans to combine its data into one platform from 2025–26.

Ipswich City Council	Partially implemented	Ipswich CC is refining the alignment of its asset data, financial asset register, and other information. It is developing an asset data and information management plan (expected completion 2025–26).
Mareeba Shire Council	Fully implemented	Mareeba SC stores asset management information in Technology One and directly links to the financial asset register.
Murweh Shire Council	Not implemented	Murweh SC's asset management plans and finance systems are not aligned and will not be linked unless the council invests in a new system. Murweh SC is investigating new enterprise information technology systems to suit its needs.

#### Recommendation 4

All councils assess whether their workforce plans and/or strategies identify the necessary asset management capabilities and the optional and mandatory training to be completed.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns Regional Council	Partially implemented	Cairns RC developed a high-performance work planning framework and identified training needs for key roles. It plans to develop an asset management competency framework, assess employees against the framework, and complete a gap assessment to identify priority areas.
Central Highlands Regional Council	Not implemented	Central Highlands RC has a draft chief executive officer (CEO) priority plan, which includes a focus on improving asset management.
Ipswich City Council	Partially implemented	Ipswich CC offers annual asset management training and information to staff. It will develop an organisation-wide asset management competency and capability plan.
Mareeba Shire Council	Fully implemented	Mareeba SC's asset management plan, sub-plans, and strategies are the main drivers for service delivery, with resources allocated to deliver the identified services. Training to support service delivery is built into annual budgets and training plans. Furthermore, Mareeba SC has recently introduced asset management induction for new staff, as deemed appropriate.
Murweh Shire Council	Not implemented	Murweh SC has a basic asset management plan for all asset classes, but lacks condition assessments in some elements of these plans. Murweh SC is slowly implementing a mature asset management system and will continue to build its capacity in asset management.

### Recommendation 5

All councils provide their assessments and associated action plans to address any of the above recommendations, where relevant, to their audit and risk committees to allow for regular progress reporting.

Entity	Status	Entity's self-assessment response or where necessary a summary
Cairns Regional Council	Fully implemented	Cairns RC provided periodic updates on the status of the accepted recommendations.
Central Highlands Regional Council	Partially implemented	Central Highlands RC created an asset management improvement plan, which is included in committee reports and provided to councillors. Asset status is reported to the audit and risk committee.
Ipswich City Council	Fully implemented	Ipswich CC provides regular status updates to the audit and risk committee.
Mareeba Shire Council	No longer applicable	Mareeba SC is satisfied that its teams work cohesively and perform well with constrained resources. It does not report to an audit committee as these activities fall within its standard operations.
Murweh Shire Council	Not implemented	Murweh SC is a Category A2 council and is not required to have an audit committee. It will explore options for establishing an audit committee.

### Recommendation 6

The Department of State Development, Infrastructure, Local Government and Planning develops a documented compliance strategy to monitor councils' asset management approaches to meet the asset sustainability ratios.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Fully implemented	Local councils' asset management ratios are captured through the sustainability framework, which is documented on the Department of Local Government, Water and Volunteers' (DLGWV's) website. The department developed guidance material to improve asset management across the sector.

### Recommendation 7

The Department of State Development, Infrastructure, Local Government and Planning in assessing grant applications for infrastructure projects, analyses asset management plans to determine whether proposed projects are based on complete and accurate information, aligned to councils' long-term sustainability.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Fully implemented	DLGWV's 3 grant programs require projects to align with program objectives, which were updated to consider councils' long-term sustainability.

**Recommendation 8**

The Department of State Development, Infrastructure, Local Government and Planning works with local governments to enhance asset management capability by:

- identifying the key capabilities needed by asset managers
- assessing current asset management capability gaps across councils
- developing strategies to help asset managers improve their capabilities through training and/or mentoring
- providing periodic training to councillors and senior leadership teams focusing on asset leadership and governance
- evaluating the results.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Fully implemented	DLGWV assessed councils' asset management capability gaps and developed an asset management capability strategy (approved December 2024). Asset management training is available to all councillors and council staff.

**Recommendation 9**

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:

- asset management policy
- long-term asset management plan
- asset management plans (for individual asset classes).

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Partially implemented	DLGWV developed asset management guidelines and templates, which are being peer reviewed. They are scheduled for publication in June 2025.



## Responding to and recovering from cyber attacks (Report 12: 2023–24)

In this report we made 14 recommendations. We addressed recommendations 1–6, 11, and 12 to entities that we cannot name in this report to avoid compromising their security. We addressed recommendations 7–10 and 13 to the Department of Transport and Main Roads – Cyber Security Unit and recommendation 14 to the Department of Housing, Local Government, Planning and Public Works (DHLGPPW).

The Cyber Security Unit was moved to the Department of Customer Services, Open Data and Small and Family Business following the November 2024 machinery of government changes. Likewise, DHLGPPW was renamed to the Department of Local Government, Water and Volunteers. We sought responses from all entities in scope for the audit.

### Entity progress on implementation

Recommendation 1		
<p>All public sector entities protect their systems and sensitive information by:</p> <ul style="list-style-type: none"> <li>maintaining a register of all systems and information assets and resources that are critical to their operations</li> <li>updating the register annually and whenever significant changes occur – either to their technology or to their organisational structure (for example, through machinery of government changes)</li> <li>identifying any ‘entry points’ or weaknesses through which threat actors (those who attack systems) could access information or disrupt services</li> <li>conducting regular risk assessments of all critical systems to identify security concerns</li> <li>considering the risks, and clearly specifying expectations and requirements, when setting up or extending contracts for cyber-related services with external organisations.</li> </ul>		
Entity	Status	Entity’s self-assessment response or where necessary a summary
Entity G	Partially implemented	Entity G reviewed its information assets and prioritised security controls. It is establishing a risk-informed approach to third-party security. Entity G will develop a cyber security roadmap to identify and catalogue critical information systems and assets.
Entity H	Partially implemented	Entity H has an information and data asset register, but needs further work to update and maintain it.
Entity I	Partially implemented	Entity I completed an annual cyber security assessment and is implementing its recommendations. It has a register of all systems and information assets, which is updated on an as-needs basis. Entity I models threats and reviews the security of software during procurement. Further continuous improvements are made to cyber security and risk management to address a continually evolving threat landscape.
Recommendation 2		
<p>All public sector entities formally recognise in key governance documents that responsibility for cyber security rests with the chief executive, or equivalent.</p>		
Entity	Status	Entity’s self-assessment response or where necessary a summary
Entity G	Fully implemented	Entity G updated its information and communication technology policies to identify the director-general as the responsible officer for cyber security. It provided clarity about cyber security responsibilities to employees and contractors. Policies will be reviewed annually.



Entity H	Fully implemented	Entity H's information and communications technology governance policy recognises that responsibility for cyber security rests with the chief executive.
Entity I	Fully implemented	Entity I recently appointed a chief information and security officer who will oversee its enterprise-wide cyber security strategy, information technology (IT) governance, IT vendor management, and IT risk management framework. Its security incident response plan outlines cyber security responsibilities.

### Recommendation 3

All public sector entities improve and test incident response plans by:

- reviewing their incident response plans (which are for identifying, eliminating, and responding to cyber incidents) annually against better practice frameworks and guidelines
- ensuring incident response plans integrate with other risk management strategies and plans (such as business continuity plans – which entities use to ensure they can continue to operate in the face of major business disruptions)
- producing playbooks (sets of procedures for responding to particular incidents) for a variety of risks and cyber incident scenarios
- ensuring they understand the conditions and requirements of any insurance they take out to protect themselves against cyber incidents. These should be incorporated into their plans
- testing their incident response and business continuity plans regularly against a range of cyber incident scenarios. This should include testing any external capabilities they plan to rely upon.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity G	Partially implemented	Entity G implemented a cyber security incident response plan. A subsequent review identified gaps, which are now being addressed. Entity G will develop a scenario-based cyber incident playbook and other support materials, due December 2025. It will conduct a cyber security simulation in March 2026 and document lessons learnt.
Entity H	Partially implemented	Entity H is reviewing its incident response plans. Testing is overdue and is pending finalisation of its detection and response platform.
Entity I	Fully implemented	Entity I has a security incident response plan that is reviewed annually and when required. The most recent test was a tabletop exercise with the Cyber Security Unit in March 2025. Entity I's business continuity plan is tested annually.

### Recommendation 4

All public sector entities improve their crisis communication plans and templates by:

- ensuring crisis communication plans (which outline processes, steps, and roles for communicating with stakeholders during a crisis) include thresholds for contacting key stakeholders and escalating communications to other parties (such as ministers and other government entities)
- developing templates for a variety of scenarios to support the quality and consistency of internal and external communications during times of crisis.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity G	Fully implemented	Entity G updated information in its crisis communication plan and ensured the plan aligns with whole-of-government processes and escalation thresholds. It is developing relevant information for staff.

Entity H	Fully implemented	Entity H reviewed its crisis communication plans and updated the thresholds and scenarios. It will continue to review and test the plans.
Entity I	Fully implemented	Entity I has a crisis and issues communication plan that includes detailed processes and messages for communicating with internal and external stakeholders.

### Recommendation 5

All public sector entities gain access to the technical skills required to respond to and recover from cyber incidents by:

- assessing their cyber capabilities (both those in-house and through external arrangements)
- developing training plans to address gaps, or obtaining access to specialist technical skillsets externally where required (through either the Cyber Security Unit – CSU – or other external providers).

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity G	Partially implemented	Entity G conducted capability assessments and identified critical gaps in technical skills. It employed a cyber security manager. Entity G plans to document and test external cyber incident support arrangements and improve its ability to respond to cyber security incidents.
Entity H	Partially implemented	Entity H works with the Australian Cyber Security Centre and the Cyber Security Unit to offer relevant training. It is implementing a new detection and response platform.
Entity I	Fully implemented	Entity I assesses its cyber capabilities during business planning and when needed. It continues to uplift capability in its security operations centre and cyber governance. Entity I is committed to continuously developing cyber skills and knowledge across its workforce while also leveraging specialist services as needed.

### Recommendation 6

All public sector entities share cyber threat intelligence and lessons learnt with CSU and other public sector entities as quickly as possible.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity G	Partially implemented	Entity G assessed its ability to handle cyber security threats and incident responses, and is reviewing its internal capabilities. It strengthened collaboration with the Cyber Security Unit and other public sector entities.
Entity H	Fully implemented	Entity H updated its processes to enable information sharing and collaboration with other entities. Entity H is currently part of the Critical Infrastructure-Information Sharing and Analysis Centre (CI-ISAC).
Entity I	Partially implemented	Entity I actively engages with the Cyber Security Unit about threat intelligence, digital forensics, and tabletop training exercises. It is developing a new cyber security incident response policy.

### Recommendation 7

The Department of Transport and Main Roads – Cyber Security Unit improves awareness of its products and services and enhances its guidance for developing incident response plans by:

- developing and publishing its strategic plan
- creating greater awareness of its role and responsibilities and the services it offers
- refreshing its incident management guideline to reflect current better practice frameworks and guidelines, and enhancing it with practical examples (such as playbooks) for a range of common cyber incident scenarios.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Customer Services, Open Data and Small and Family Business	Partially implemented	The Cyber Security Unit produced a strategic plan and product and service catalogue. It developed support materials, including playbooks, an enhanced response plan, and a readiness checklist. The incident management guideline is due for release in June 2025.

### Recommendation 8

The Department of Transport and Main Roads – Cyber Security Unit assists public sector entities in conducting cyber simulations by:

- supporting them in testing their incident response plans
- where practical, involving external experts, to ensure they become sufficiently familiar with the information and communication technology (ICT) in public sector entities.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Customer Services, Open Data and Small and Family Business	Fully implemented	The Cyber Security Unit coordinated a whole-of-government cyber simulation exercise in September 2024. The unit provided additional support for public sector entities, including an incident response toolkit, a cyber simulation exercise library, and a program to help entities deliver their own cyber simulations.

### Recommendation 9

The Department of Transport and Main Roads – Cyber Security Unit increases public sector cyber skills and capabilities through:

- developing or adopting a cyber security capability framework that public sector entities can apply
- developing or adopting tools to assist public sector entities in understanding their capability gaps
- coordinating delivery of a training program that addresses identified capability gaps.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Customer Services, Open Data and Small and Family Business	Partially implemented	The Cyber Security Unit developed a draft cyber workforce strategy due for publication in June 2025 and provided training to public sector entities. As part of the cyber workforce strategy, the unit will develop a core cyber skills matrix and encourage entities to analyse cyber skills gaps.

### Recommendation 10

The Department of Transport and Main Roads – Cyber Security Unit improves the maturity of information security management systems by:

- working to understand root causes and challenges preventing entities from progressing and improving their information security management systems
- amending policy requirements to require public sector entities to test their incident responses through cyber security simulations
- continuing to encourage all public sector entities' application of the Queensland Government Information Security Policy (IS18:2018) or an equivalent better practice framework.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Customer Services, Open Data and Small and Family Business	Fully implemented	The Cyber Security Unit helps entities to implement advanced information security management systems (ISMSs) and is represented on all priority agency ISMS committees. The unit developed a risk management toolkit and amended the Queensland Government Information Security Policy (IS18) to require agencies to conduct annual cyber incident simulations.

### Recommendation 11

All statutory bodies document their assessment as to whether IS18:2018 is applicable to their circumstances, and report this information to CSU. If applicable, statutory bodies should apply and adopt IS18 requirements.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity I	Partially implemented	Entity I's security policies are based on ISO 27001, which aligns with Requirement 1 in IS18. As part of its ISO 27001 certification, Entity I will report any control gaps.

### Recommendation 12

All government owned corporations and local governments document whether IS18:2018 is appropriate for their environments, and if not, which frameworks are being applied to manage information security risks.

Entity	Status	Entity's self-assessment response or where necessary a summary
Entity H	Partially implemented	Entity H reviewed its policies and procedures. Most policies and procedures are based on IS18/ISO 27001, with some referenced to the National Institute of Standards and Technology.

### Recommendation 13

The Department of Transport and Main Roads – Cyber Security Unit shares cyber threat intelligence and lessons learnt by:

- developing and distributing a process for entities to share cyber threat intelligence from incidents, in a consistent format
- engaging with public sector entities (including statutory bodies, government owned corporations, and local governments) to raise awareness of communities of practice and to promote sharing of cyber threat intelligence
- using its unique position to compile and share examples of better practice templates and guidance, such as playbooks.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Customer Services, Open Data and Small and Family Business	Partially implemented	The Cyber Security Unit updated the incident reporting standard as part of its IS18 review. The unit promoted the state government support available to entities and provided practical material such as playbooks, an enhanced incident response plan, and a readiness checklist. The unit will deploy a centralised platform to better share cyber threat information across the sector.
<b>Recommendation 14</b>		
<p>The Department of Housing, Local Government, Planning and Public Works increases local governments' knowledge of available support by partnering with CSU to:</p> <ul style="list-style-type: none"> <li>• increase local governments' awareness of CSU's services and communities of practice (for sharing cyber threat intelligence) through its existing channels</li> <li>• increase local governments' awareness of CSU's incident response capabilities and services in the event of a cyber incident</li> <li>• encourage local governments to establish agreements with neighbouring councils to increase access to the required capabilities in the event of a cyber-related crisis.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Local Government, Water and Volunteers	Fully implemented	The Department of Local Government, Water and Volunteers worked with the Queensland Government's Customer and Chief Digital Officer to provide training and information to councils about cyber matters. It will continue to work with the Cyber Security Unit to update training and information.

## Primary Industries and Resources Committee

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

In this report, we addressed recommendations 1 to 4 to the Department of Agriculture and Fisheries. We addressed recommendation 5 to all public sector regulators and oversight bodies to self-assess against better practices identified in Appendix C of the report. 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. In 2023, 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.

The Department of Agriculture and Fisheries was renamed to the Department of Primary Industries following the November 2024 machinery of government changes.

We received the responses below from entities that had outstanding recommendations this year.

### 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 Primary Industries	Partially implemented	The Department of Primary Industries (DPI) introduced minimum performance standards and is creating an annual accreditation requirement for all inspectors. The Animal Welfare Program is now responsible for appointing all inspectors under the <i>Animal Care and Protection Act 2001</i> . It introduced new procedures and audited appointment processes. DPI will work with RSPCA Queensland to develop minimum standards for the welfare of animals.

#### 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
Bundaberg Regional Council	Partially implemented	Bundaberg Regional Council reviewed and updated its operating procedures for regulatory services. The draft procedures are currently being considered by senior managers.

Cairns Regional Council	Partially implemented	Cairns Regional Council's internal audit identified sound compliance management practices and some opportunities for improvement. It is continuing to implement recommendations with expected completion by August 2025. Progress is reported quarterly to the audit committee.
Cassowary Coast Regional Council	Partially implemented	Cassowary Coast Regional Council self-assessed its practices and implemented staff training, systems for data collection, a risk management framework, a compliance and monitoring plan, and better reporting transparency. The council will continue to review and improve its regulatory services.
Central Highlands Regional Council	Partially implemented	Central Highlands Regional Council is upgrading the Emerald Animal Management Centre and implementing technology-enabled procedures to streamline processes and support animal welfare. Staff receive regular training in handling aggressive animals and working with hostile customers. Biosecurity Queensland employed an animal biosecurity and welfare officer in Emerald, with power to investigate complaints and enforce compliance. This is a significant step in responding to animal welfare issues in the region.
Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development	Fully implemented	The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development completed a self-assessment against QAO better practices. It implemented improvements to regulatory performance in capability building, data analysis, monitoring, stakeholder engagement, and communication.
Fraser Coast Regional Council	Fully implemented	Fraser Coast Regional Council self-assessed against the better practices and concluded that it has adequate regulatory frameworks in place.
Gympie Regional Council	Partially implemented	Gympie Regional Council developed a compliance manual and policies and procedures for its regulatory activities, which are routinely reviewed. It is currently implementing a reactive monitoring and enforcement plan.
Livingstone Shire Council	Partially implemented	Livingstone Shire Council assessed its local laws against the better practices and is working to implement recommended changes. Proposed updates to local laws are expected to be presented to council in late 2025.
Noosa Shire Council	Partially implemented	Noosa Shire Council has made limited progress in the self-assessment due to staff vacancies. The self-assessment is underway, and council is changing its animal welfare services provider.
Professional Standards Council	Fully implemented	The Professional Standards Council of Queensland self-assessed against the better practices. It identified areas for improvement and developed a high-level risk management plan. It conducts regular internal audits to ensure compliance with legislative requirements.

Queensland Curriculum and Assessment Authority	Partially implemented	The Queensland Curriculum and Assessment Authority (QCAA) conducted an internal audit of its risk management framework and is currently implementing the recommendations, with expected completion December 2025. QCAA expanded its reporting to improve transparency and accountability of its regulatory activities and established an internal working group to advise on the ongoing release and publication of information.
Queensland Human Rights Commission	No longer applicable	This recommendation is no longer applicable to the Queensland Human Rights Commission.
Queensland Law Society Incorporated	Partially implemented	Queensland Law Society (QLS) self-assessed against the better practices and has an ongoing program to implement recommendations. It has processes in place to fulfil its regulatory responsibilities and monitor risk and compliance. QLS is developing its next 5-year strategic plan and will review its regulatory approach and risk management framework.
Queensland Rural and Industry Development Authority	Partially implemented	The Queensland Rural and Industry Development Authority (QRIDA) self-assessed against the better practices and implemented changes to its information systems and data management. A data governance internal audit will be conducted in 2024–25. QRIDA is exploring opportunities to enhance its data management.
Safe Food Production Queensland	Partially implemented	Safe Food Production Queensland self-assessed against the better practices and implemented most recommendations. It continues to work on business transformation, and is engaging with industry to implement data sharing arrangements and data-driven compliance support systems. Data sharing is in place with the dairy, egg, poultry, red meat, and wild game industries.
Scenic Rim Regional Council	No longer applicable	Scenic Rim Regional Council is not authorised to provide regulation or animal welfare in the community. It manages compliance issues only.
South Burnett Regional Council	Not implemented	South Burnett Regional Council has employed a coordinator to consider this recommendation. The council may take over the animal pound in the region as the RSPCA is withdrawing its services.
Southern Downs Regional Council	Partially implemented	Southern Downs Regional Council (SDRC) audited its regulatory services and implements business improvements as opportunities arise. A roadmap is in place to improve technology across the council. It plans to develop compliance monitoring and an enforcement plan.
Sunshine Coast Regional Council	Partially implemented	Sunshine Coast Regional Council (Sunshine Coast RC) reviewed and improved its policies and procedures to comply with relevant legislation and best practice. It offers relevant training to all staff, and 4 animal management staff have completed compliance and investigations training. Sunshine Coast RC will conduct a major review of its compliance and enforcement policy and standard operating procedures. In 2025, it will undertake a psychosocial risk assessment for animal staff and related activities.



Surveyors Board of Queensland	Fully implemented	The Surveyors Board of Queensland self-assessed against the better practices. In September 2024, its board approved a compliance monitoring and enforcement policy, which documents how the board will administer and enforce relevant legislation. All recommendations from the self-assessment have now been implemented.
Tablelands Regional Council	Fully implemented	Tablelands Regional Council reviewed its regulatory systems and processes and the way it uses data for performance reporting. It developed an action plan and implemented changes to its animal management.



## Managing invasive species (Report 1: 2023–24)

In this report, we made 8 recommendations to the Department of Agriculture and Fisheries. This department was renamed to the Department of Primary Industries following the November 2024 machinery of government changes.

### Entity progress on implementation

Recommendation 1		
The Department of Agriculture and Fisheries strengthens its leadership and coordination role for the biosecurity system by setting strategic priorities, prioritising funding, and coordinating and overseeing activities across Queensland.		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	The Department of Primary Industries (DPI) revised the Queensland Biosecurity Strategy 2024–2029 and the Queensland Invasive Plants and Animals Strategy 2025–2030. DPI leads several statewide committees and groups to support ongoing communication and coordination, and to guide stakeholders about their biosecurity obligations. A planned review of the Local Government Association of Queensland/DPI Co-Investment Model will prioritise future work and support local government efforts to manage pest animals and weeds. As part of the initiative, 100 new biosecurity officers are planned for Queensland.
Recommendation 2		
The Department of Agriculture and Fisheries reviews the <i>Biosecurity Act 2014</i> in consultation with stakeholders, to ensure it has the necessary clarity, authority, and responsibility to effectively and efficiently lead, coordinate, and enforce Queensland's biosecurity system.		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI supported the Queensland Government to amend s. 48 of the <i>Biosecurity Act 2014</i> to enable local governments to manage invasive plants and animals in their local government area. Local governments can declare species locally, giving them suitable powers under the Act. Legislation changes have enhanced the flexibility, responsiveness, and effectiveness of Queensland's biosecurity framework. DPI will further progress this recommendation in the Biosecurity Regulation 2016 sunset review, scheduled for 2025 or 2026.
Recommendation 3		
The Department of Agriculture and Fisheries reviews, updates and implements the <i>Queensland invasive plants and animals strategy 2019–2024</i> . The strategy should:		
<ul style="list-style-type: none"> <li>• identify the current and future challenges and priorities facing Queensland's biosecurity system and provide practical solutions to address these challenges</li> <li>• clearly define Biosecurity Queensland's role in relation to leading the biosecurity system, including coordinating and working with councils and stakeholders responsible for managing established invasive species</li> <li>• include indicators of success to measure performance across the biosecurity system – these measures should be cascaded to all key stakeholders including councils</li> <li>• better align to the Department of Environment and Science's <i>Biodiversity Conservation Strategy</i>.</li> </ul>		

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Fully implemented	DPI released the revised Queensland Invasive Plants and Animals Strategy 2025–2030. DPI is developing a memorandum of understanding with the Department of the Environment, Tourism, Science and Innovation for invasive species management consistent with the performance measures for biodiversity conservation.

#### Recommendation 4

The Department of Agriculture and Fisheries improves the accuracy and level of detail it records about invasive species, their risk, and the activities it does to manage them. This should include:

- determining if the Biosecurity Online Resources and Information System has the required functionality
- regularly auditing and reporting on the quality, completeness, and accuracy of data in the Biosecurity Online Resources and Information System
- developing processes and measures for analysing its data for trends
- using its data in making decisions about how best to manage invasive species.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI established a rolling program to enhance its Biosecurity Online Resources and Information System and various modules specifically for invasive plant and animal sites. DPI established a project to improve data capture and reporting. DPI provides data about invasive species to national databases and curates data sets about pest species distribution and abundance.

#### Recommendation 5

The Department of Agriculture and Fisheries develops and implements a framework for assessing and mitigating the risk of new and established invasive species. The framework should include:

- an approach for regularly assessing, prioritising, and mitigating the risk of invasive species
- protocols for communicating the risk of invasive species and any changes in approach to managing those risks to relevant stakeholders.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI is refining the risk assessment and prioritisation processes and tools made available to local government and other biosecurity stakeholders. When complete, they will be publicly available on the DPI website. DPI will develop protocols for communicating changes in risk profiles. DPI is assessing whether the risk profiles of invasive plants and animals currently listed as restricted or prohibited will continue to require a legislative listing.

## Recommendation 6

The Department of Agriculture and Fisheries provides greater education and awareness to local councils about how they can use the powers of the *Biosecurity Act 2014* to regulate the risk of invasive species. This should include:

- educating local councils on when and why they should issue biosecurity orders
- sharing better practice learnings about how local councils are regulating the risk of invasive species and the outcomes.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI is working with the Local Government Association of Queensland to develop training about biosecurity for local government elected members, senior managers, and staff. The 3-year project started in October 2024. Biosecurity Queensland delivers compliance training to local government operational staff.

## Recommendation 7

The Department of Agriculture and Fisheries strengthens its approach for assessing the progress and outcomes of the National Fire Ant Eradication Program. Decisions about what to do next should be guided by independent assessments grounded by scientific data and modelling. This should include periodically assessing whether it is technically feasible to eradicate fire ants from Queensland.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI is implementing eradication activities under the National Fire Ant Eradication Response Plan 2023–27. This plan builds on lessons learnt from previous plans and expands eradication treatment, compliance, and surveillance. This plan aligns its governance structure with other national biosecurity emergency response arrangements, which has improved accountability. In late 2025, the program will undertake an independent end-of-tranche review to determine whether it is on track to achieve its objectives.

## Recommendation 8

The Department of Agriculture and Fisheries reports its progress in eradicating fire ants from Queensland and the outcomes of its activities. This should include developing and reporting regularly on performance measures that show how well the program is achieving its outcomes, such as the size of the fire ant infestation over time.

Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Primary Industries	Partially implemented	DPI has mechanisms in place to measure and report progress in eradicating fire ants. This includes periodic public reporting, independent expert advice, and governance reporting on delivery progress, finances, risks, and issues.

## State Development, Infrastructure and Works Committee

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

#### Entity progress on implementation

Recommendation 5		
The Queensland Building and Construction Commission ensures the <i>QBCC Quality Assurance Framework</i> 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	Queensland Building and Construction Commission (QBCC) created guidance material about quality assurance processes and best practice, which provides a QBCC-wide, consistent approach to quality assurance. QBCC plans to brief senior leaders about the new materials and conduct regular quality control health checks.
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	Fully implemented	QBCC developed a capability framework and updated its professional development plans. It established an independent regulatory audit program in 2022, with annual audits of all operational areas. QBCC also developed a quality assurance framework and a risk-based decision-making framework. The licensing team developed an experience guideline to support applicants and staff. The financial compliance team is integrating external credit data to help identify licensees at higher risk of financial failure.

## 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 response below from the department that had an outstanding recommendation.

### Entity progress on implementation

Recommendation 2		
Departments should ensure their processes are designed to achieve compliance with the <i>Financial Accountability Act 2009</i> 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 Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Fully implemented	The Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism introduced a grants management framework in April 2025, with supporting documentation. It aligns to legislation and the Financial Accountability Handbook.

*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. Following the machinery of government changes in December 2023, responsibility for contract management was transferred from DEPW to the Department of Housing, Local Government, Planning and Public Works (DHLGPPW).

In the November 2024 machinery of government changes, DHLGPPW was renamed to the Department of Housing and Public Works. We received the below responses from departments with outstanding recommendations.

Entity progress on implementation

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:		
<ul style="list-style-type: none"><li>• outlining specific contract management processes and requirements to complement the government frameworks for managing infrastructure contracts</li><li>• clearly defining and communicating the roles and responsibilities for managing contracts</li><li>• providing appropriate training and support to staff managing contracts</li><li>• improving contract registers to ensure a complete record of all awarded contracts.</li></ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing and Public Works	Fully implemented	The Department of Housing and Public Works (DHPW) established a contract management initiative to ensure a consistent approach to infrastructure contract management. It developed registers and guidance material for managing contracts.
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	Fully implemented	The Department of Education (DoE) strengthened its contract management by establishing a new committee, standardised business processes, checklists and work instructions, an assurance and reporting mechanism, and an interim project management system. DoE's implementation project will further improve contract management practices.



### 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	Fully implemented	DoE developed a more consistent approach to recording and evaluating risks across infrastructure projects by implementing new guidelines, work instructions, business process, training, an assurance and reporting mechanism, a risk dashboard, and a risk register. DoE's implementation project will further improve contract management practices.

### 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	Fully implemented	DoE improved knowledge and compliance with its variation approvals policy by implementing guidelines and work instructions, providing communication and training, developing an assurance and reporting mechanism, and updating the interim project management system. DoE is consulting with the Department of Housing and Public Works to update the whole-of-government contracting framework. DoE's implementation project will further improve contract management practices.
Department of Housing and Public Works	Fully implemented	DHPW developed contract and variation management guidance, which is available on a dedicated site for use by practitioners in Public Works.

### 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	Fully implemented	DoE updated its business processes and stakeholder engagement requirements, developed an assurance and reporting mechanism, and provided training and support materials. DoE's portfolio and financial management program will support continuous improvement in portfolio governance.
Department of Housing and Public Works	Fully implemented	DHPW developed processes and procedures for project design briefs. The Major Projects Centre of Excellence developed guidance material that summarises the frameworks, guidelines, contracts, templates, and checklists to be considered during project design.



**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	Fully implemented	DoE developed a process and project management tool, and assurance and reporting mechanisms. The changes have increased contractor performance reports and reduced non-compliance reports.

**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	Fully implemented	DoE introduced a consistent method for capturing lessons learned, including a lessons learned register, standardised processes for sharing lessons learned, training for staff and contractors, and an assurance and reporting mechanism.

**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 Sport, Racing and Olympic and Paralympic Games	Partially implemented	The Department of Sport, Racing and Olympic and Paralympic Games is reviewing its departmental procurement framework in line with the Queensland Procurement Policy 2023 and recommendations from an internal audit. It will continue to review contract management principles to ensure they align with the contract management framework.
Queensland Corrective Services	Partially implemented	Queensland Corrective Services implemented new procurement delegations and a practices manual. It developed a draft infrastructure policy covering project management, contract management, and asset management – expected completion December 2025.

## Enhancing government procurement (Report 18: 2021–22)

In this report we made recommendations 1–3 to Queensland Treasury and Queensland Government Procurement, recommendation 4 to all departments, and recommendation 5 to Queensland Government Procurement. Following the November 2024 machinery of government changes, the Queensland Government procurement function was transferred from the abolished Department of Energy and Climate to the Department of Housing and Public Works. We reallocated recommendations 1–4 to the Department of Housing and Public Works. We received the responses below from entities that had outstanding recommendations.

### Entity progress on implementation

Recommendation 1		
<p>Queensland Treasury and Queensland Government Procurement work together to:</p> <ul style="list-style-type: none"> <li>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</li> <li>report on performance against the targets, at a whole-of-government and department level</li> <li>require departments to report to Queensland Government Procurement on these measures. Where possible, reporting should be automated to minimise the workload on departments.</li> </ul>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing and Public Works	Fully implemented	The Department of Housing and Public Works (DHPW) developed a staged implementation plan, which was endorsed by the Queensland Government Procurement Committee in December 2023. The plan improved collaboration across procurement, categories, and agencies.
Recommendation 2		
<p>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).</p> <p>The introduction of new financial systems offers an opportunity to implement it, but it can also be used with existing financial systems.</p>		
Entity	Status	Entity's self-assessment response or where necessary a summary
Department of Housing and Public Works	Not implemented	DHPW has not implemented this recommendation due to a lack of funding, machinery of government changes, competing priorities, and advances in technology. DHPW and Queensland Treasury have agreed on a way forward, pending approval of the Better Data, Better Decisions strategy (scheduled for June 2025).

### Recommendation 3

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 Housing and Public Works	Fully implemented	The previous Department of Energy and Climate provided data dictionaries to Queensland Treasury, who can request access to procurement data sets.

### 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 Housing and Public Works	Fully implemented	On 19 June 2024, the Queensland Government Procurement Committee approved an approach that requires the 6 category areas to demonstrate how they will use whole-of-government procurement arrangements and report to Queensland Government Procurement when they are not using these arrangements.