

Department of Employment,
Small Business and Training

2018–2019 ANNUAL REPORT

About this report

This Annual Report provides information about the Department of Employment, Small Business and Training's finances and performance for 2018–19. The Annual Report plays an important role in fulfilling the department's commitment to accountability and transparency. It has been prepared in accordance with the *Financial Accountability Act 2009*.

Interpreter services



The Department of Employment, Small Business and Training is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, you can contact us on 131 450 and we will arrange an interpreter to effectively communicate the report to you.

Providing feedback

We continually strive to meet best practice reporting standards and value the views of our readers. We invite you to provide feedback on this report by completing a survey on the Get Involved website qld.gov.au/annualreportfeedback

Copies of this publication can be obtained at desbt.qld.gov.au, by phoning 13 74 68, emailing corporate.stratgov@desbt.qld.gov.au, or by contacting Strategic Governance at PO Box 15033, City East Qld 4002.

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The State of Queensland (Department of Employment, Small Business and Training)
Annual Report 2018–2019.

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Letter of compliance

30 September 2019

The Honourable Shannon Fentiman MP
Minister for Employment and Small Business and
Minister for Training and Skills Development
PO Box 15483
City East Qld 4002

Dear Minister Fentiman

I am pleased to submit for presentation to the Parliament the *Annual Report 2018–19* and financial statements for the Department of Employment, Small Business and Training.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 110 of this Annual Report.

Yours sincerely



Mary-Anne Curtis
Director-General
Department of Employment, Small Business and Training

Message from the Director-General

I am pleased to present the 2018–19 Annual Report for the Department of Employment, Small Business and Training.

Over the past 12 months, we have supported Queensland small businesses, invested in vocational education and training and continued to deliver targeted employment programs to contribute to Queensland Government objectives for the community, in particular to create jobs in a strong economy and be a responsive government.

Helping small business recovery

In early 2019, north and far north Queensland were significantly impacted by the monsoon weather event. The department established the Small Business Recovery Centre in Townsville to provide ongoing support to impacted small businesses in north and north west Queensland. We also launched a \$3 million disaster recovery grant program to assist small businesses with recovery.

Through collaboration with state and federal agencies, local councils and community groups, our department was able to assist small businesses to recover. I am extremely proud of the work that has happened and continues to happen to help small businesses impacted by the event.

Investing in skills

Ensuring our investment in vocational education and training (VET) is targeted to industry needs remains a priority as we continue to build Queensland to have the skilled workforce for the jobs of the future. The Free tafe for year 12 graduates program is just one of the ways we are skilling the next generation, with more than 160 free courses in high-priority areas available during 2018–19, supporting school leavers to gain a qualification after completing school.

Approximately 200 representatives from industry, business, university, training providers, government and unions gathered for the Premier's Future of Work – Skills and Industry Summit in November 2018. The department led the organisation and delivery of the summit which was a great example of government – industry collaboration. The ideas generated informed the development of the *Skills for Queensland* strategy, including the \$32 million Free apprenticeships for under 21s initiative released on 5 August 2019.

Jobs for Queenslanders

The Skilling Queenslanders for Work initiative has helped Queenslanders through training and work placements, with \$87.71 million approved in 2018–19 to assist more than 12,000 people. We also allocated \$79.3 million in support payments to employers through the Back to Work program this year, helping more than 5300 Queenslanders gain employment.

Supporting Queensland small business

We are working hard to support and help small businesses to grow and be sustainable. We provided \$5.32 million in grants to more than 700 small businesses in 2018–19. We also engaged with many small businesses during Queensland Small Business Week, with over 300 events held, and for the first time held a Taste and Trade market to connect local producers with buyers, stockists and distributors.

In our second year of existence, the department continues to deliver services and initiatives to all Queenslanders, so they have the skills and opportunities to prosper now and in the future.

I would like to thank our staff for their dedication and commitment throughout the year, and I look forward to continuing to work together over the year ahead.

Mary-Anne Curtis
Director-General

About our Annual Report

The Department of Employment, Small Business and Training (DESBT) *Annual Report 2018–19* is an integral part of our corporate governance framework. It is a key report in ensuring we are accountable to stakeholders, the Queensland Parliament and the community about our objectives.

This report details our achievements, performance and financial position for the 2018–19 financial year. It aligns with the department's *Strategic Plan 2018–22* as well as the DESBT 2018–19 Service Delivery Statements (SDS).

It also provides information on our future direction, people management and governance.

View our report online

This report and the information on DESBT government bodies is available online at desbt.qld.gov.au/annual-report

For enquiries about this Annual Report, contact the Director, Strategy and Governance, Corporate Services on +61 7 3334 2429 or corporate.stratgov@desbt.qld.gov.au

More information on the Queensland Government Open Data website

Several annual reporting requirements for 2018–19 are addressed by publishing information on the Queensland Government Open Data website. These are:

- consultancies
- overseas travel
- *Queensland Language Services Policy*.

For further information, please visit data.qld.gov.au

Regulator Performance Framework

Queensland Government regulators are required to report their 2018–19 annual performance in implementing the Queensland Government's Regulator Performance Framework.

This report for DESBT is available online at desbt.qld.gov.au/annual-report

Our department

Our vision

All Queenslanders to have the skills and opportunities to participate and prosper in the economy.

Our purpose

To increase economic participation by providing the trusted advice and support that enables both sustainable small business opportunities and a skilled workforce now and into the future.

Our services and initiatives play a key role in the Queensland Government's objectives for the community *Our Future State: Advancing Queensland's Priorities*.

This is achieved by supporting small businesses to start, grow and employ, and by providing individuals with training and employment opportunities aligned with Queensland's employment, skilling and economic priorities.

Our values

Our values are the Queensland public service values, shown below. A workforce of engaged, connected individuals who are motivated to deliver better outcomes for Queensland is critical to our success.

Our operating environment

The department has a number of statutory obligations with which to comply. As well as administering various Acts of Parliament, the department is required to comply with the *Right to Information Act 2009* (Qld) and the *Information Privacy Act 2009* (Qld).

The department delivers a broad range of services, with a particular focus on supporting businesses to reach their full potential and providing individuals with training and employment opportunities aligned with Queensland's employment, skilling and economic priorities.

The department's operations also include a range of significant initiatives as part of the Queensland Government commitments. The department's income and controlled expenses are reported in the financial summary and the financial statements.

The major environmental factors impacting on Queensland involve VET student loans affecting participation rates, and financial and economic conditions, both nationally and internationally.



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

The department embraced strategic opportunities, including for example:

- investing in ways to access emerging technologies to connect customers without delay
- providing a regional presence to tailor our services by location
- increasing our strategic partnering across industry, community and the public sector to strengthen stakeholder relationships and increase public confidence.

The department managed strategic risks, including for example:

- ensuring skills remain relevant for the changing operating environment
- efficient and effective delivery of programs in an environment of finite resources
- increasing knowledge and understanding of competing economic, labour market, business and skills needs
- maintaining pace with innovation, automation and customer expectations, so program investments continue to meet the needs of our stakeholders.

Our legislation

The responsibilities of ministers and their portfolios are set out in Administrative Arrangements Orders. For each Minister, they detail the principal responsibilities, the Acts they administer, and the departments, agencies and office holders responsible for them.

The Administrative Arrangements Order is published in the *Queensland Government Gazette* and is online at qld.gov.au/about/how-government-works/government-responsibilities

Our functions and powers are derived from administering the Acts of Parliament in accordance with *Administrative Arrangements Order (No. 2) 2018*.

Responsibilities and legislation administered by the department are listed in the table below.

Minister for Employment and Small Business and Minister for Training and Skills Development	
<p>Principal ministerial responsibilities</p> <ul style="list-style-type: none"> • Employment Policies and Programs • International Vocational Education and Training • Lead Development of Small Business Policy and Strategy across Government • Skills and Workforce Development • Small Business Advocacy • Small Business Capability and Resilience • Small Business Regulatory Reform • Vocational Education and Training including Technical and Further Education • Protected Area Management on Moreton Island and North Stradbroke Island. 	<p>Acts administered</p> <ul style="list-style-type: none"> • <i>Further Education and Training Act 2014</i> • <i>Jobs Queensland Act 2015</i> • <i>TAFE Queensland Act 2013</i> • <i>Vocational Education and Training (Commonwealth Powers) Act 2012</i> • <i>North Stradbroke Island Protection and Sustainability Act 2011</i> (the Department of Environment and Science is the relevant administrative unit for this Act).

Our contribution to government objectives for the community

The department is responsible for supporting the Minister for Employment and Small Business and Minister for Training and Skills Development. In supporting the Minister, the department is maintaining high-quality services and focusing on implementing the government's objectives for the community and its government commitments.

The Queensland Government's objectives for the community are set out in *Our Future State: Advancing Queensland's Priorities*.
ourfuture.qld.gov.au/gov-objectives.aspx

Our Future State: Advancing Queensland's Priorities



Our Future State: Advancing Queensland's Priorities sets out the government's objectives for the community in six key priorities:

- Create jobs in a strong economy
- Give all our children a great start
- Keep Queenslanders healthy
- Keep communities safe
- Protect the Great Barrier Reef
- Be a responsive government.

The department contributes to two Queensland Government priorities.



Create jobs in a strong economy



Be a responsive government

Our *Strategic Plan 2018–22* objectives, strategies and success indicators are aligned with and support these two Queensland Government priorities.

This report records achievements demonstrating performance against the *Strategic Plan 2018–22* and the *2018–19 Service Delivery Statements*.

Delivering government commitments

In 2018–19, the department delivered a number of the government's commitments and has been working collaboratively with stakeholders to implement those commitments.

This included the delivery of six government commitments in 2018–19:

1. provided a grant of up to \$4 million towards the \$12 million cost to assist in the development of a state-of-the-art training facility at Beenleigh
2. provided up to \$26 million for the Pimlico Technical and Further Education (TAFE) campus to consolidate the campus and upgrade existing facilities to ensure that they are modern and fit-for-purpose
3. invested up to \$4 million to improve the Toowoomba TAFE campus and reconfigure older buildings to modern standards for students and staff
4. appointed a prominent Queensland as an Ambassador for mature-age-friendly workplaces
5. established an awards program to recognise and showcase Queensland businesses that demonstrate best practice in employing older workers
6. Work Ready Queensland: Extending the Back to Work program—implemented the Sticking Together program pilot, trialling an intensive 60-week coaching and mentoring service for 90 young disadvantaged jobseekers and recently employed young people in Cairns, Townsville and Logan, with 30 in each location.

The following Ministerial Charter Letter Commitment was also delivered by the department in 2018–19:

- delivered targeted support for Aboriginal people and Torres Strait Islander people who are business owners and operators, enabling them to unlock their full potential and navigate the rapidly changing economic landscape.

Our Strategic Plan 2018–22



This section summarises our performance against our *Strategic Plan 2018–22* in supporting the Queensland Government objective to **Create jobs in a strong economy.**

The department’s performance against the *Strategic Plan 2018–22* strategies are included below and also in the following sections of the Annual Report: Employment, Small Business and Training and Skills.

Strategic objectives



- Empower Queenslanders and small businesses to be able to take full advantage of economic prospects.
- Connect Queenslanders and small businesses to skills, training and employment so they can prosper in the economy.






Our strategies


- 1.1 Making informed, evidence-based decisions through engaging with our stakeholders.
- 1.2 Providing pathways to connect people to quality training and skills opportunities.
- 1.3 Identifying, supporting and promoting sustainable opportunities for Queenslanders, industry stakeholders and small business.
- 1.4 Providing quality information about small business development and individuals' career pathways and support.
- 1.5 Developing flexible ways to prepare all Queenslanders for current and future work opportunities.
- 1.6 Delivering programs that align workforce demands with the skilling needs of industry and employers.
- 1.7 Delivering small business programs to support them to prosper in the economy.

Our success indicators and what we achieved

The results below demonstrate our performance in 2018–19 against the strategic plan strategies and strategic objectives.

Success indicators and results	Status
<p>Increased participation in training and employment programs</p> <ul style="list-style-type: none"> • Overall, in 2018–19, the department invested over \$1 billion in training and employment programs. • Queensland Government funded VET students have increased approximately 2.2 per cent to 203,249 in 2018–19 from 198,914 in 2017–18, an extra 4335 students. • Commenced the Free tafe for Year 12 graduates initiative from August 2018. • Invested \$296.86 million since 2015 through Skilling Queenslanders for Work (SQW) to provide nationally recognised training, skills development and employment opportunities to assist 52,522 disadvantaged Queenslanders, with funding of over \$87 million approved in 2018–19. • As at 30 June 2019, assisted 42,703 people, with 24,493 securing jobs as a direct result of participating in programs. • Allocated \$79.3 million in Back to Work support payments to over 5300 employees and 3800 employers. • Back to Work Jobseeker Officers referred 5400 jobseekers into training. 	
<p>Employment, training and small business policies and programs targeted to meet stakeholders' needs</p> <ul style="list-style-type: none"> • Released the <i>Skills for Queensland Discussion Paper</i> for public consultation in September 2018 to inform the development of the Queensland Skills Strategy. The consultation process included an online survey, written submissions and seven regional consultation forums. • Jobs Queensland provided extensive advice to the Queensland Government on future skills needs, workforce planning and development, and apprenticeships and traineeships. In 2018–19, Jobs Queensland released several reports and resources including the <i>Anticipating Future Skills Report and Accompanying Data Tools</i>, and the <i>Future of Work – Discussion paper</i>. The findings and recommendations have provided the Queensland Government with vital direction on its employment, training and workforce programs and investment. • Delivered five community-based training programs under the SQW program: Community Work Skills; Work Skills Traineeships; Get Set for Work; Youth Skills and Ready for Work (project-based delivery models); and two traineeship incentive programs: First Start and Work Start incentives. Delivered SQW funds for training and other support for a broad range of disadvantaged people including: mature-age jobseekers; Aboriginal and Torres Strait Islander people; migrants and refugees from culturally and linguistically diverse backgrounds; people with a disability; young people (aged 15–24 years), including those in and transitioned from out-of-home care; women re-entering the workforce; veterans, ex-Australian Defence Force personnel and their families; and under-utilised workers, including workers who are marginally attached to the labour force or under-employed. • Provided funding to not-for-profit community-based organisations to provide tailored ‘wraparound’ support and services in a community-based environment. Projects provided work experience alongside nationally recognised training; and job search and job readiness skills, including where to look for work, how to apply for work, help to understand employer expectations, resume preparation and writing, and job interview skills. • Organised the first Future of Work – Skills and Industry Summit in Brisbane in November 2018. It brought together approximately 200 participants to discuss key considerations of the future of work and skills in Queensland, and associated opportunities. • Provided \$5.32 million in grants to small and medium businesses. Businesses in receipt of grants have reported their intention to employ an additional 1383 people. 	

Success indicators and results	Status
<ul style="list-style-type: none"> Delivered the Queensland Small Business Procurement Commitment to make it easier for small businesses to procure with government. This includes a commitment to reducing payment terms for small business suppliers to the government from 30 to 20 calendar days from 1 July 2020. 	
<p>Improved employment opportunities for stakeholders through participation in programs</p> <ul style="list-style-type: none"> Assisted 7397 Queenslanders, with 3368 securing jobs as a direct result of participating in SQW in 2018–19. The number of people assisted and job outcomes will continue to increase as project intakes are delivered. Supported over 5300 jobseekers into employment through \$79.3 million in Back to Work payments allocated in 2018–19. 98.6 per cent of businesses assisted by grant programs reported a projected increase in either employment, turnover or profitability. This exceeded the 2018–19 target of 90 per cent. Operated the Gateway to Industry Schools program, which delivers engagement between targeted industries and select schools to supply employment and skilling opportunities for young people in response to workforce demands. 	
<p>Improved metrics for employment and small business programs</p> <ul style="list-style-type: none"> The number of Queensland small businesses grew from approximately 426,000 to approximately 438,000. This is an increase of approximately 2.8 per cent. The department provided support to entrepreneurs starting out in business with the allocation 446 grants worth \$1.58 million in 2018–19. This compares with 298 grants worth \$1.05 million in 2017–18, representing increases of approximately 49.7 per cent and 50.5 per cent respectively. 	
<p>More small businesses with increased skills and capabilities as a result of participating in small business programs</p> <ul style="list-style-type: none"> 99.6 per cent of small businesses surveyed reported an increased capability (including digital) as a direct result of participation in small business grant programs. This exceeded the 2018–19 target of 90 per cent. Through the Queensland Government’s small business grant programs: <ul style="list-style-type: none"> » supported the creation of new and sustainable businesses » helped existing businesses to work smarter and be more resilient » assisted businesses with high-growth aspirations to grow and employ staff through the delivery of three targeted grants programs (Small Business Digital Grants Program, Small Business Entrepreneur Grants Program and the Business Growth Fund). Held a record 582 mentoring sessions across the state in 2018–19. Our mentors donated more than 1400 hours of their time to help 548 individual businesses start, grow and create local jobs. 	
<p>Improved ease of use for Queenslanders to access the Queensland Government small business website</p> <ul style="list-style-type: none"> Customers rated how easy it is to use the Business Queensland website with an average score of 3.5 out of 5 (from 1 being very difficult to use to 5 being very easy to use). Serviced over six million customers and provided Queensland business and industry with the opportunity to access over 1900 services from across 14 Queensland Government departments via the Business Queensland website. 	

Status legend Actioned 



Above: Attendees at the summit discussed how Queensland can prepare for the jobs of the future.

Summit success

Queensland's industry leaders joined with the Queensland Government at the Future of Work – Skills and Industry Summit to focus attention on positioning Queensland to have the skilled workers needed for the jobs of the future.

Approximately 200 representatives from the state's major employers, unions and peak industry bodies, as well as the vocational and tertiary education sectors, joined with the Premier and senior Government Ministers for the summit held in Brisbane in November 2018.

A dynamic and candid panel session discussed the changes to Queensland's labour market and how to

best ensure Queenslanders keep pace with change. Senior Ministers hosted four workshops, discussing the opportunities and challenges of preparing a future workforce in an environment characterised by automation, new technologies and social change.

The summit provided the department with the opportunity to collaborate with industry and discuss ideas on practical, achievable and imaginative ways to transition the state to be ahead of the game when it comes to new skills and jobs.

Innovative ideas generated through the workshops and discussions informed the development of the *Skills for Queensland* strategy.



This section summaries our performance against our *Strategic Plan 2018–22* supporting the Queensland Government objective to **Be a responsive government.**

Strategic objective

Provide sector leadership in recognising and considering optimal regulatory levers, market and policy settings for small business, employment and training and skilling Queenslanders.



Our strategies


- 2.1 Providing trusted advice that supports government decision-making.
- 2.2 Improving the regulatory framework for small business.
- 2.3 Leading the development of whole-of-government strategic policies to support employment growth and skills development.
- 2.4 Providing national leadership to improve access to skills and employment opportunities for Queenslanders.

Our success indicators and what we achieved

The results below demonstrate our performance in 2018–19 against the above strategies and strategic objective.

Success indicators and results	Status
<p>Engage with and influence the development of small business policy across government</p> <ul style="list-style-type: none"> • Consulted with relevant policy areas in different government agencies regarding small business policy and regulation. • Through implementing the <i>Advancing Small Business Queensland Strategy 2016–20</i>, established the Small Business Consultation Panels program to hear first-hand from experienced small business owner/operators about how proposed changes in legislation, policy, regulation and other issues identified by government agencies may affect the day-to-day running of their businesses. • Supported the Queensland Small Business Champion to engage with small businesses and to represent their interests, state-wide and nationally. • Supported the work of the Queensland Small Business Advisory Council to achieve streamlined payroll tax initiatives for small businesses and provide guidance for the development of the <i>Queensland Small Business Procurement Commitment</i> and the <i>On-time Payment Policy</i>. 	

Success indicators and results	Status
<ul style="list-style-type: none"> • Completed a pilot of six Small Business Consultation Panels to test and refine the process as an ongoing method of direct engagement with small businesses on proposed policy changes. Policy areas covered were: <ul style="list-style-type: none"> » <i>On-Time Payment Policy</i> (DESBT) » The Future of Work (Jobs Queensland) (two panels held) » Employment Barriers and Opportunities for Migrants and Refugees (Department of Local Government, Racing and Multicultural Affairs) » Building our Innovation Economy (Department of Innovation, Tourism Industry Development and the Commonwealth Games) (two panels held). 	
<p>Improved outcomes for our stakeholders by supporting a best practice regulatory environment</p> <ul style="list-style-type: none"> • Developed the Queensland Small Business Procurement Commitment, aimed at making it easier for small businesses to supply goods and services to the government. • Commenced implementing the Queensland Business Launch Pad project aimed at making it easier for businesses in the food and beverage and construction industries to transact with government. As part of the Small Business Regulatory Reform (SBRR) Agenda, commenced implementing the VET Support Program to improve the way businesses access training and apprenticeship services. • Reported on whole-of-government regulatory reform achievements through the Better Regulation Update. • Coordinated the Queensland Government Response to the 2018 Better Regulation Taskforce report, aimed at improving the regulatory environment for small business. • Managed key quality risks for government subsidised training through the Queensland VET Quality Framework. 	

Status legend Actioned 



Above: Representatives from the department and Construction Skills Queensland helping small businesses with bidding for tenders.

Keeping local jobs on Thursday Island

Thursday Island construction businesses and tradies are learning the skills for successfully tendering for government contracts, helping to ensure jobs can remain in the local community.

A collaborative workshop was coordinated through several departments, including our department and the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP).

Danny Morseu, DATSIP Regional Manager, said the aim of the workshop was to provide local contractors and tradespeople with the tools and skills to bid for jobs, especially for state and federal government tenders.

“Building this capacity in local construction businesses is critical to keeping jobs in the local communities,” he said.

Anthony Mara, proprietor of Mara Carpentry Services, said the workshops provided remote construction small businesses with expert advice and technical knowledge for growing their capacity in the construction procurement supply chain.

Terri Page, Regional Director, Cape and Torres Region DATSIP, said the aim was to remove barriers to enable success.

“This workshop has given local people the opportunity to upskill, build their capacity and understand the government procurement and tender processes.”

“By developing local skills, we hope we can keep local people working in local jobs, so money is also staying on the island,” Terri said.



Strategic objective



An agile and diverse organisation that delivers increased value to our customers.




Our strategies


- 3.1 Embedding an empowered culture for a responsive and resilient workforce.
- 3.2 Increasing collaboration in a customer-centred service ethos through continuous improvement methodologies.
- 3.3 Modelling strong leadership, good governance and a professional culture.
- 3.4 Implementing systems and processes that are fit for scale and responsive to meeting customer needs.
- 3.5 Developing and implementing initiatives that support a diverse and inclusive workplace.

Our success indicators and what we achieved

The results below demonstrate our performance in 2018–19 against the above strategies and strategic objective.

Success indicators and results	Status
<p>Improved Working for Queensland survey results</p> <ul style="list-style-type: none"> • Achieved a high 86 per cent response rate. The 2018 survey was the department’s first Working for Queensland survey, which serves as a baseline for future years. • The survey results provided a guide for key areas of focus in 2018–19 for the department’s Executive Leadership Team, including organisational leadership, communication and respectful relationships. • The department undertook a pulse survey in June 2019 to check in on progress, and where possible, enable comparison with the 2018 Working for Queensland results. The following areas showed improvement: <ul style="list-style-type: none"> » strategic direction by +1 per cent » leadership, between +6 per cent and +20 per cent » respectful relationships, between +4 per cent and +11 per cent. 	
<p>Improved workforce metrics that indicate employees want to join, strive and stay</p> <ul style="list-style-type: none"> • During 2018–19, the department dedicated effort in recruiting experienced and skilled staff to join the agency, as well as realigning the departmental structure and encouraging employees to strive and stay. Key workplace frameworks, policies and procedures supporting a safe, supportive and ethical culture were also developed and introduced. Throughout the year, leaders strengthened communication and partnerships across the department to proactively support strong engagement with teams to drive continuous improvement and mature the department’s workplace culture. • Commenced planning longer-term initiatives in the draft Diversity and Inclusion Strategy, including a proposed Diversity and Inclusion Council. Initiatives include focus areas of gender diversity, employees with a disability, Aboriginal and Torres Strait Islander employees, employees who are culturally and linguistically diverse, LGBTIQ+, and building a multi-generational workforce in a multi-year approach. The department supports diversity of thought, experience and personal attributes. 	

Success indicators and results	Status
<ul style="list-style-type: none"> • The department entered into an agreement with JobAccess to provide support, development and other assistance to the department in order to better engage and support employees with a disability. This included assessment of the department’s recruitment practices to ensure they are equitable for potential employees of all abilities. • The department continued to monitor key workforce metrics like retention, leave balances, turnover and diversity of our workforce profile. 	
<p>Invest in building our capability to meet current and future business needs</p> <ul style="list-style-type: none"> • The department continued to work with leaders to build their people, with a key focus on developing capability, performance, recruitment and succession planning. • The department supported employees’ skills development through formal training opportunities, actioned via performance and development planning processes. 	
<p>Red tape reduction through a number of improved system integrations and efficient business processes</p> <ul style="list-style-type: none"> • In November 2018, the department introduced a consolidated payroll system, provided by Queensland Shared Services (QSS). This project consolidated eight payrolls into one, creating a single point of employee information, movements and payroll information. It also enabled the introduction of MyCareer, a learning management system for the department’s mandatory training such as Code of Conduct, Fraud and Corruption, and Domestic and Family Violence and optional online learning. • The department continued to develop online training opportunities for employees to build their skills through self-paced learning. • The department introduced a single finance (SAP system) provided by QSS, which consolidated three former finance ledgers into one single department ledger. The department continues to utilise the functionality of the system as efficiently as possible, particularly in ensuring payments are made on time and providing timely reporting. 	

Status legend Actioned 

Our service performance

Below is our service area structure for 2018–19. Performance for each service area is addressed in the following sections:

- Employment
- Small Business
- Training and Skills.

Employment

Our objective

To increase Queenslanders' participation in the labour market.

What we do

This service area focuses on increasing employment opportunities for Queenslanders, in particular, disadvantaged cohorts. This area undertakes both policy and strategic engagement activities, as well as the delivery of key government employment programs. The service area also has responsibility for business and skilled migration policy, in consultation with Business and Skilled Migration Queensland.

Our achievement highlights 2018–19

Supporting jobs with Back to Work

- Provided \$51.6 million in employer support payments to regional employers to support 3751 jobseekers across the Back to Work Regional program.
- Provided \$27.7 million in employer support payments to South East Queensland employers to support 1560 jobseekers across the Back to Work South East Queensland program.
- Incorporated Back to Work Employer Officers within the department's regional offices, which improved localised delivery.

Supporting transition of Minjerribah workers

- Provided \$486,984 to assist 118 former and current Sibelco workers impacted by the phasing out of sand mining on Minjerribah Island to access tailored support and assistance to find alternative employment and training opportunities.
- Continued to support affected workers to find alternative local employment, take up training opportunities, and to support the ongoing economic viability of the Minjerribah Island community.

Supporting young people through the Sticking Together pilot

- Completed the \$900,000 Sticking Together pilot during 2018–19, which focused on testing an innovative solution to better support young Queenslanders to gain and retain employment. Over 60 weeks, coaches worked on a one-to-one basis with 90 young people and employers in three pilot sites—Cairns, Townsville and Logan. The findings showed that 64 per cent of the participants were supported into a job, with other young people engaged in work-like activities including volunteering, training and work experience.

Supporting mature-age jobseekers

- Launched the Mature Workers Mean Business Award in September 2018. The winner and finalists of the award were named as Mature-Age Worker Ambassadors. Logan-based plant hire and civil construction business Sniffers Group was announced the winner of the Mature Workers Mean Business Award in November 2018. The award highlighted the skills, knowledge and experience that mature-age workers bring to businesses.



Above: Winner of the Mature Workers Mean Business Award Stephen Orchard from the Sniffers Group in Logan.

Mature workers provide much needed experience for Queensland businesses

Mature-age Queenslanders are being recognised for their ongoing contribution to the workplace through the department's Mature Workers Mean Business Award,

Winner of the Mature Workers Mean Business Award and Mature-Age Worker Ambassador Stephen Orchard is from the Sniffers Group, a Logan-based plant hire and civil construction business, Stephen said that mature-age workers have provided a solid source of experienced talent in their workplace and are helping to fill skills shortage gaps in their industry.

“With a growing demand for qualified staff, we are taking full advantage of the experience and knowledge of the mature-age workforce to provide invaluable mentoring and training to junior staff, trainees, apprentices and school-based apprentices,” Stephen said.

“This philosophy helps to foster the strong team and family culture that is an integral part of the business, as well as ensure the sustainability of the civil construction industry by ensuring the transfer of knowledge and skills.”

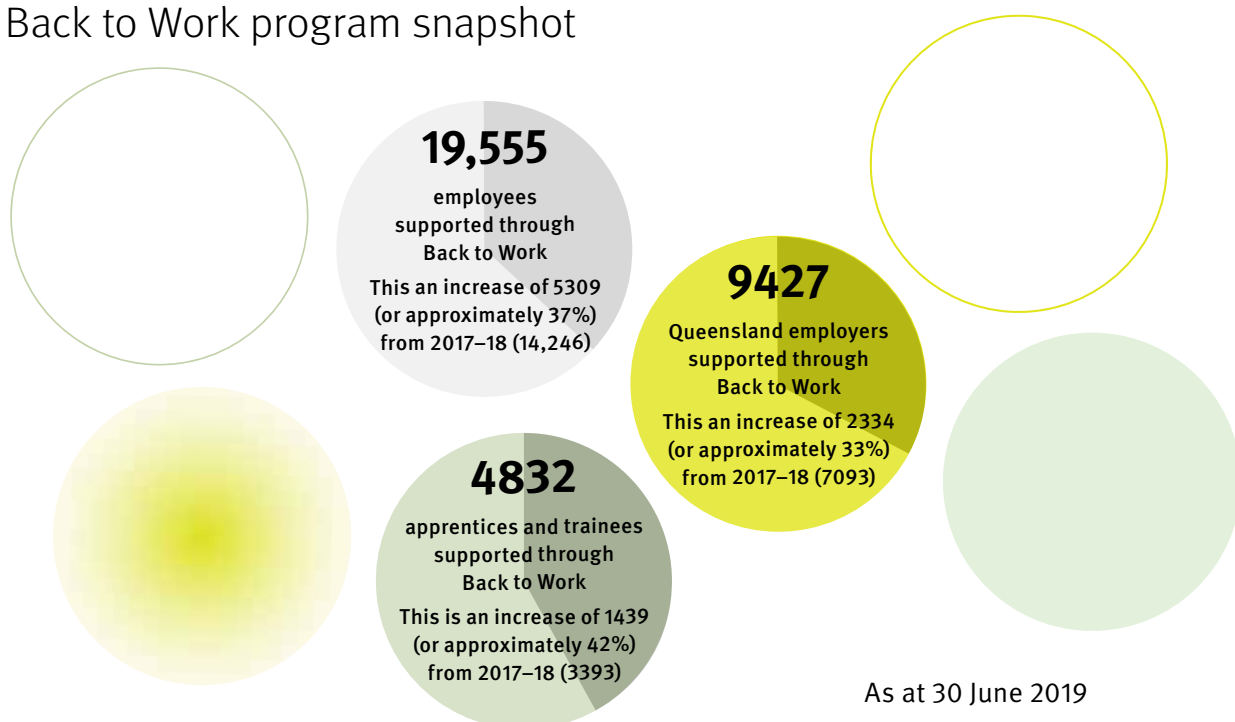
Our 2018–19 performance

The following service standards in the department’s 2018–19 Service Delivery Statements are used to assess overall performance of the Employment service area.

Service standards Employment	2018–19 Target/Est.	2018–19 Actual	Status
Service standards Effectiveness measure Overall customer satisfaction with employment programs	80%	94%	
Notes: <ul style="list-style-type: none"> This service standard measures overall client satisfaction with employment programs considering quality, timeliness, staff knowledge, access and outcome. It is derived from a survey of employers who have accessed the Back to Work program. The reason for the positive variance between the 2018–19 actual result and the target estimate is due to continuous improvements through Back to Work programs to ensure the customer journey is positive and effective. Employers and jobseekers are supported in the regions through Back to Work Teams consisting of Employer Officers and Jobseeker Officers. Improvements have been implemented to streamline assessment processes and assist employers with making both their initial and subsequent claims. 			
Efficiency measure Average cost per hour of advice and support output	\$104.35	\$104.35	
Note: This service standard measures the efficiency of providing employment services with the goal of ensuring that, over time, changes in the cost per hour to serve clients does not exceed the Queensland Government wages policy. The measure has been calculated using the annual Employment Policy budget, including a corporate services allocation divided by annual full-time equivalent work hours.			

Status legend Actioned

Back to Work program snapshot





Above: Theresia Vanderpal from Alpaca Gear maintaining the alpaca flock.

Employment support through Alpaca Gear

Alpaca Gear in Dalveen accessed \$3000 through the Back to Work employer support payment to hire part-time employee Theresia Vanderpal after she was retrenched from a small local clothing manufacturer.

For the past 12 years, Alpaca Gear has been producing high-quality alpaca yarn and beautiful alpaca garments.

Julie Hockings, Manager at Alpaca Gear, said current drought conditions have slowed the garment manufacturing side of the business, but they have

been busy promoting the development of the industry and providing training in the fleece harvesting process for growers.

“I initially hired Theresia to work in the clothing and product manufacturing side of the business, but her experience with animals has made her invaluable in maintaining the alpaca flock through the drought,” she said.

“When the seasons change and hand feeding of the flock is no longer required, we will reassign Theresia to a role in product development and manufacturing.”

Our future directions

In 2019–20, we are committed to continuing the government's priorities of creating jobs in a strong economy and being a responsive government by delivering initiatives that will make a difference, through:

Continuing to deliver employment policies and programs to support Queenslanders

- Continuing the Back to Work initiative designed to give Queensland employers the confidence to hire eligible unemployed jobseekers.
- Supporting workers to upskill, reskill and transition to new employment opportunities due to cessation of sand mining on Minjerribah through the Workers Assistance Scheme.
- Piloting Creating Your Future Job program to provide support, specialist business advice and mentoring to Queenslanders who want to create their own future job.
- Providing policy oversight to the state-nominated Business and Skilled Migration program in partnership with Business and Skilled Migration Queensland.

Small Business

Our objective

To ensure small businesses can seamlessly interact with government and are better supported to manage and grow their business.

What we do

This service area focuses on products and services that are delivered to small businesses to better enable them to grow and make it easier to interact with government, including:

- enhancing the capacity of business to engage with markets, attract investors, navigate the business/regulatory environment and access tools, resources and expertise to grow and succeed
- engaging other business-focused government agencies to facilitate the delivery of online services for small business via Business Queensland online at business.qld.gov.au
- proactively employing strategies to streamline regulation to make it easier to do business.

Our achievement highlights 2018–19

North and far north Queensland monsoon trough January and February 2019

- Established and delivered unprecedented and immediate on-the-ground support to small businesses impacted by the 2019 monsoon trough weather event in north and far north Queensland.
- Established and operated the Small Business Recovery Centre in Townsville, which was the first of its kind, to provide ongoing support including outreach to small businesses in north and far north Queensland throughout their recovery journey. As at 30 June 2019, the centre had received over 1000 phone calls and more than 1000 visits. More than 130 businesses took up the opportunity for free mentoring offered under the Mentoring for Growth program.
- By 30 June 2019, more than 520 businesses had received financial assistance (loans and grants) valued at over \$9.6 million under the Disaster Recovery Funding Arrangements jointly funded with the Australian Government.
- Launched a \$3 million disaster recovery grant program in June 2019 to assist small businesses impacted by the north and far north Queensland

monsoonal trough. These grants are jointly funded by the Australian and Queensland governments, and used by eligible businesses to engage business consultants, mentors, coaches or an advisory service to assist with business recovery following the monsoonal trough.

North West Queensland Small Business Recovery Outreach program

- Small Business Recovery Outreach teams provided dedicated support and information to small businesses across north west Queensland to support the region's recovery efforts.
- Teams visited towns in the Flinders, Richmond, McKinlay, Cloncurry, Mount Isa, Townsville, Charters Towers, Burdekin, Hinchinbrook and Winton local government areas.
- Work was done with the north and north-west regional councils with support from the Queensland Small Business Champion and the New South Wales Small Business Commissioner, and included advocacy for grant increases and expanded criteria and streamlining for the application process.

Advancing Small Business Queensland Strategy 2016–20

- Delivered a suite of small business grant programs that helped position Queensland as the place for small businesses to start, grow and employ.
- In 2018–19, provided approximately \$5.3 million in grants to support 718 Queensland small businesses:
 - » provided \$1.58 million in Small Business Entrepreneur Grants to help 446 new small businesses engage a consultant, advisor or business coach for up to three months, to help establish or develop the business
 - » provided \$1 million in Small Business Digital Grants to help 210 businesses access digital technologies and services, with a further \$1 million in applications under review
 - » provided \$2.7 million under the Business Growth Fund to help 62 businesses purchase and implement specialised equipment or services to enable them to seize growth opportunities.

It is estimated that these three grant programs will have resulted in the creation of more than 1383 jobs in Queensland during 2018–19.

- Through the Advancing Indigenous Business initiative, delivered 15 Aboriginal and Torres Strait Islander business support programs across Queensland. These programs varied from full TAFE Queensland qualifications to micro-credential, non-accredited training, and business planning and workforce development. Over 176 Aboriginal and Torres Strait Islander businesses across Queensland participated in these programs.
- Partnered with the South East Queensland Indigenous Chamber of Commerce to deliver the Meeanjin Markets in Brisbane for the next three years. The Meeanjin Markets has created viable education, training, employment and business development pathways for Aboriginal and Torres Strait Islander peoples.
- The Queensland Government's Advancing Women in Business initiative has supported and encouraged more women to start and grow their own business and achieve positions of leadership through targeted assistance. This initiative has supported 15 industry partnership programs to deliver capacity-building, events, mentoring and education. Over 180 events, workshops and webinars were supported under this initiative.

Making it easier to access Queensland Government online services

- Delivered an additional 200 new service offerings via the Business Queensland website for business and industry, including disaster recovery information, grants support and over 300 Small Business Week events in an enhanced calendar.

Encouraging policy and legislation consultation

- Facilitated the work of the Better Regulation Taskforce which provides expert advice to Queensland Government on regulatory areas for small businesses and recommends actions and activities to streamline regulation. Key actions included:
 - » undertaking a review of the future of regulation in an economy digitally disrupted by new technologies, with a focus on the impacts for small business
 - » presenting the Regulatory Review Project to the Queensland Government in December 2018
 - » responding to the Better Regulation Taskforce 2017 report to develop the Queensland Government's Queensland *Small Business Procurement Commitment*.

- Consulted with the small business community on development of the Queensland *Small Business Procurement Commitment* and improvements to the *On-time Payment Policy* to make it easier for small businesses to procure with the government. Consultation included engagement with the Better Regulation Taskforce and Queensland Small Business Champion, the release of a public consultation paper, and the establishment of a Small Business Consultation Panel.

Delivering trusted specialist business advice and mentoring

- Continued to deliver the Mentoring for Growth program, providing 548 small business owners with one-on-one access to experienced mentors to discuss a new business idea, expand an existing business or work through current challenges within their business.

Strengthening small business capability through targeted grants

- Of our three ongoing grants programs (Entrepreneurs, Digital, and Business Growth Fund):
 - » 98.6 per cent of recipients reported a projected increase in employment, turnover or profitability
 - » 34 per cent of the grants were allocated to businesses in Queensland regional areas
 - » 39.2 per cent of businesses receiving a grant were owned or operated by women
 - » 3.8 per cent of recipients were Indigenous businesses.

Advocating and promoting small business interests

- Delivered the government response to the Entrepreneurial Pipeline project, including investigating opportunities in the artisan/ boutique food and beverage industry supported by independent retailers and grocers, including:
 - » hosting the Queensland Small Business Week 2019 Taste and Trade event on 31 May 2019 to connect buyers, stockists and distributors with more than 35 local producers
 - » releasing a searchable online Queensland Government Food and Beverage Supplier Directory for government buyers.



Above: Julio Carcamo showcasing his products at the Taste and Trade event.

Caramel apples prove a sweet success

More than 35 local producers were on show at the Taste and Trade event to mark the conclusion of Queensland Small Business Week in May 2019.

The event showcased local food and beverage producers, giving them the opportunity to exhibit their products to a range of Queensland independent retailers, restaurants and caterers in a market-style expo.

Inspired by an American favourite, Julio Carcamo created Carcamo's Gourmet Caramel Apples, perfecting his recipe and delectable toppings to make his caramel apples uniquely Australian.

Julio said he participated in Taste and Trade with a view to establishing connections with independent retailers and restaurateurs as well as networking with fellow artisan food producers.

“Taking part in the Taste and Trade event has been hugely successful for us. I am working with FoodWorks to place our product in selected stores for special occasions like Mother’s Day and Christmas, which will boost sales and give us national exposure,” he said.

“This event was a great opportunity for artisan food producers to link up with retailers, restaurants and caterers to help get their wares to the marketplace and I am looking forward to coming again next year.”



Above: Jeanie McIntosh assisting a small business client.

Helping our small businesses to recover

More than 1100 small businesses received support from the Small Business Recovery Centre since it was established following the monsoonal trough in north and far north Queensland in February 2019.

The centre was set up a few days after the disaster was declared. Bringing together all levels of government and the community, offering a one-stop shop to local small business operators to help them reopen as soon as possible.

Jeanie McIntosh, Customer Care Manager from the department's Townsville Regional Office, helped to establish the centre in the weeks after the floods.

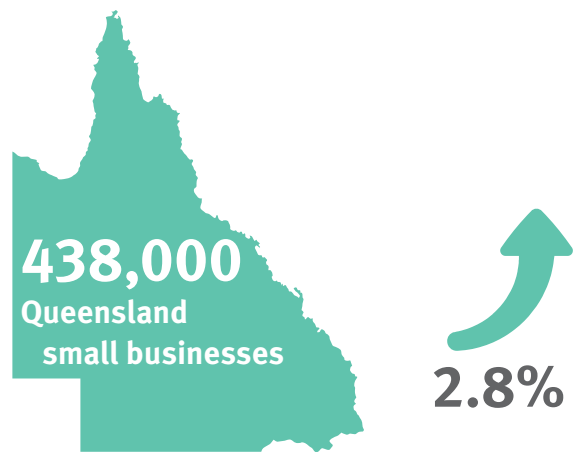
"I have worked in the public sector for over 30 years and I can say this has been the most satisfying experience in my career," Jeanie said.

"The community has come together to support each other through the recovery. Businesses can access expert advice from the Queensland Rural and Industry Development Authority, volunteer small business mentors. Financial counsellors as well as pro bono legal advice and insurance brokers."

"The collaboration across all levels of government and throughout the community has been extraordinary and will serve as an excellent model for other communities working through disaster recovery," Jeanie said.

Advocating and promoting small business interests

- Delivered Small Business Budget Roadshows to inform Queensland small businesses of the Queensland Government's 2019–20 State Budget payroll tax initiatives.
- Delivered the 2019 Queensland Small Business Week program of activities and events to empower small businesses to collaborate and explore initiatives to support local growth and development.
- Released the *Supporting Artisan Producers* plan, which sets out a range of actions the Queensland Government is taking to support increased investment, productivity and innovation in the sector. Key actions include a \$200,000 investment in a new Artisan Producers Grant and a regulatory review of licensing and process requirements for small artisan food and non-alcoholic beverage producers.
- Supported the Queensland Small Business Advisory Council to:
 - » provide input into the development of the Queensland Small Business Procurement Commitment – Action Statement supporting small businesses to be more successful in accessing government procurement opportunities
 - » report on small business activities and issues in regional Queensland, including hosted a regional meeting in Cairns
 - » participate in a joint meeting with members of the National Small Business Commissioners network in 2018
 - » provide advice on the challenges experienced by Queensland small businesses managing payroll tax requirements. This has resulted in the Queensland Government's commitment to make it easier to do business in Queensland and a dedicated \$885 million of targeted payroll tax initiatives to support small to medium-sized businesses.
- Supported the Queensland Small Business Champion to engage with industry and stakeholders, and to represent Queensland at the national level. The Queensland Small Business Champion assisted small businesses to manage business disruption from government infrastructure works and to improve access to market for artisan food and beverage producers.
- Supported the Better Regulation Taskforce to conduct a regulatory review of the impact and influence of digital disruption on small business, resulting in the development of the *Queensland Government Response and Action Plan*.



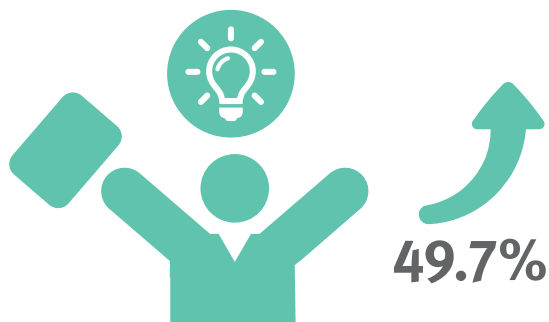
Queensland small business growth

The number of Queensland small businesses grew from approximately 426,000 to approximately **438,000** in 2018–19. This is an increase of approximately 2.8 per cent.



Mentoring for Growth

582 Mentoring for Growth chats and panels assisted Queensland small businesses. This is an increase of 81 (or approximately 16 per cent) from 2017–18.






Small Business Entrepreneurs Grant growth


The department provided support to entrepreneurs starting out in business with the allocation of **446** grants worth **\$1.58** million in 2018–19.

This compares with 298 grants worth \$1.05 million in 2017–18, representing increases of approximately 49.7 per cent and 50.5 per cent respectively.

Our 2018–19 performance

The following service standards in the department’s Service Delivery Statements are used to assess overall performance of the Small Business service area.

Service standard Small Business	2018–19 Target/Est.	2018–19 Actual	Status
Effectiveness measures			
Percentage of new or existing businesses reporting increased capability (including digital) as a direct result of participation in small business grant programs	90%	99.6%	
Notes:			
<ul style="list-style-type: none"> This service standard measures the effectiveness of small business grant programs outlined in the <i>Advancing Small Business Queensland Strategy 2016–20</i> (ASBQS) to increase the capability of small business in using digital technologies and implementing innovative solutions to help their business grow. Capability is defined as having increased confidence or capability in business operational processes and systems, business management or corporate governance, human resources, understanding financial statements and forecasting, general business related skills or knowledge, strategic or business planning, financing or investment, marketing or promotion, digital technologies or implementation, product development or innovation and/or entering new markets or increasing market share. The difference between the 2018–19 actual result and the target estimate is due to the success through the eligibility process in identifying those businesses with the greatest potential to increase capability. 			
Percentage of businesses assisted by small business programs that report a projected increase in either employment, turnover or profitability	90%	98.6%	
Notes:			
<ul style="list-style-type: none"> This was a new service standard in 2018–19 due to a change in methodology by bringing forward the timing when small businesses are surveyed after their participation in the programs to provide a more accurate account of the effectiveness of the programs. The survey measures ASBQS grant participants (Small Business Digital Grants, Small Business Entrepreneur Grants, Accelerate Small Business Grants). Small businesses are surveyed either on completion of their project or six months after participating in a program. Due to the timing of the survey, businesses are asked at that time to determine if they forecast a projected increase in employment, turnover or profitability as a result of undertaking the program. The difference between the 2018–19 actual result and the target estimate is due to the success through the eligibility process in identifying those businesses with the greatest potential and expectation to increase employment, turnover or profitability. 			
Customer Effort Score: Average score out of 5 by customers for how easy it is to use the Business Queensland website	3.5	3.5	
Notes:			
<ul style="list-style-type: none"> This was a new service standard in the <i>2018–19 Service Delivery Statement</i>. This service standard measures the effectiveness of the Business Queensland website by rating how easy it is for customers to interact with government through the website. The measure is derived from an online survey of customers using the Business Queensland website who are asked how easy it is for them to achieve their purpose. It is rated from very difficult with a score of 1, to very easy with a score of 5. 			

Service standard Small Business	2018–19 Target/Est.	2018–19 Actual	Status
Efficiency measure Average cost to DESBT to provide online services per customer visit to Business Queensland	\$0.50 actual base target	\$0.26	
Notes:			
<ul style="list-style-type: none"> This service standard measures the average cost to the department to provide online services for each customer visit. A customer visit is defined by using a customer session, which is a group of interactions undertaken on a website. These interactions may include viewing a number of different webpages, completing an online application form or making a payment. The cost to the department is based on the cost of the business area managing the services, including the cost of technical infrastructure required to support the website. The reason for the positive variance between the 2018–19 actual result and the target estimate is due to the increased number of customer visits, changes in the departmental structure and associated decreased budget. 			

Status legend Actioned 

Our future directions

In 2019–20, we are committed to continuing the government’s priorities of creating jobs in a strong economy and being a responsive government by delivering initiatives that will make a difference.

Delivering *Advancing Small Business Queensland Strategy 2016–20*

- Providing advocacy to champion the interests of small businesses, making it easier to do business through simplified and coordinated service delivery and improving access to small business services.
- Continuing Small Business Consultation Panels to provide government departments with easier access to experienced small business owners and operators to inform policy and legislation.
- Continuing to provide grants including Small Business Entrepreneur Grants, Small Business Digital Grants, Business Growth Fund programs, the new Artisan grants, and grants supporting small business recovery from the 2019 monsoon trough in north and far north Queensland.
- Continuing programs supporting the start-up and growth of Indigenous small businesses and businesses owned and operated by women.

Implementing Queensland Small Business Procurement Commitment

- Supporting small business participation in government procurement and the Queensland Government *On-Time Payment Policy* to improve government payment practices and timeframes.

Supporting Small Business Regulatory Reform initiative

- Making it easier for businesses to start, grow and employ, and to create a platform that makes discovery of vocational education and training consumer information more accessible and simplifies the process for businesses to hire an apprentice or trainee.
- Through the Better Regulation Taskforce, conducting a review to streamline licensing and process requirements for artisan food and non-alcoholic beverage producers to sell their products as part of our commitment to supporting artisan producers.

Small Business Recovery North and Far North Queensland

- Through the Queensland Small Business Recovery Advisory Council, a community-led body, providing local advice and recommendations to support the delivery of a \$10 million business and industry support package to help north and far north Queensland businesses drive long-term recovery and build future resilience across the region. This work is jointly funded by the Australian and Queensland governments as part of the \$242 million Disaster Recovery Funding Arrangement Extraordinary Assistance package.

Training and Skills

Our objective

Queenslanders skilled to participate in the economy and the broader community.

What we do

Improving the skills profile of Queensland through delivery of a diverse and inclusive vocational education and training investment program that delivers on industry skills demands of today and the future and supports publicly funded training providers to deliver high-quality training.

Our achievement highlights 2018–19

Delivering vocational education and training

- Invested more than \$783.7 million in vocational education and training that supports working-age Queenslanders to gain the necessary skills for employment.
- Continued delivery of regional services to better inform students and employers about qualifications, study options and training providers.
- Continued participating in the national Skills Senior Officials Network meetings to progress broad ranging national policy reforms. This included input into:
 - » the review of the Australian Qualifications Framework
 - » the Joyce Review of the Australian Vocational Education and Training System
 - » National Regional, Rural and Remote Education Strategy issues papers
 - » review of the *National Vocational Education and Training Regulator Act 2011* (Cth).

Consultation and Queensland skills strategy

- The development of the *Skills for Queensland* strategy followed extensive consultation in 2018 through the *Skills For Queensland Discussion Paper* and consultation process, and the Premier's Future of Work–Skills and Industry Summit.
- The Queensland skills strategy aims to address the growing imperative to equip all working-age Queenslanders with the skills for current and future jobs; ensure industry and businesses have the skilled workforce they need to meet labour market needs; and ensure VET is acknowledged as a valued

pathway that contributes significantly to supplying the skilled workforce for many growth industries and occupations.

- The Queensland skills strategy has six key themes that build on the existing strengths of the training system to ensure investment is targeted and responsive to skills needed now and in the future. These include: industry and small business; future skills through an adaptive system; jobs for regional Queensland; quality; inclusivity and the public provider; and better pathways.

Free tafe for year 12 graduates

- Commenced the Queensland Government Free tafe for year 12 graduates initiative in high-priority areas, supporting Year 12 graduates into work.
- In 2018–19, there were over 160 qualifications to choose from across a range of industries, with these qualifications developing the skills needed by employers and the Queensland economy based on skills demand.
- More than 6000 students started a new qualification, subject or unit of competency in 2018–19 as part of their vocational education under the free tafe initiative.
- Invested \$31.2 million for free tafe in 2018–19.

Regional Skills Investment Strategy

- Continued to fund the *Regional Skills Investment Strategy* (RSIS), which is a \$9 million initiative funded over four years from 2017–18 that supports selected regional communities to identify current and emerging jobs in key industries and ensure there is a supply of skilled local people to meet this demand. The department will support 18 RSIS projects over four years and fund RSIS projects up to a maximum of \$350,000 (plus GST) over two years.
- As at 30 June 2019, the Queensland Government had approved 17 RSIS projects for a total commitment of \$5.95 million.

Skilling Queenslanders for Work initiative

- The SQW initiative is a \$420 million investment over six years to support up to 54,000 disadvantaged Queenslanders. SQW focuses on developing an individual's skills, supporting them on a learning pathway to a certificate III qualification, and providing direct assistance to those Queenslanders who need extra support to enter and stay in the workforce.



Above: Christopher Knight, 2018 Queensland Apprentice of the Year.

Apprenticeship provides motivation for success

Queensland's Apprentice of the Year Christopher Knight found vocational education and training was the perfect solution to build a strong career foundation.

Christopher said that he wasn't enjoying school and felt he was destined for the youth unemployment line if he didn't turn things around.

"I completed a Certificate II in Logistics and a work placement with Followmont Transport as part of the Gener8 program while I was still at school, then joined the Followmont Warehouse team in a full-time job when I graduated."

"My outlook and motivation improved, and I was keen to build my career. I have now completed a heavy vehicle mechanical apprenticeship and been awarded the Queensland Apprentice of the Year."

"The award has motivated me to keep learning and improving. I want to be the best mechanic I can be and help support the next generation of apprentices," Christopher said.

Skilling Queenslanders for Work initiative

- SQW achievements in 2018–19 included:
 - » investing \$87.71 million in total to assist more than 12,000 disadvantaged Queenslanders. As at 30 June 2019, more than 7300 people had been assisted, which will increase as projects are delivered over 12 months, with multiple intakes of participants
 - » approving 383 community-based projects worth \$80 million to provide skills development, nationally recognised training and jobs to over 11,500 people
 - » creating 88 full-time traineeship opportunities and 12 months of employment with community-based organisations through a \$1.76 million investment
 - » investing \$6 million for 400 full-time traineeship opportunities and 12 months of employment with 63 local councils and one statutory authority
 - » paying \$1.68 million to private sector employers to employ former SQW participants as trainees or apprentices.

Back to Work

- Supported 1449 apprentices and trainees through the Back to Work program.
- Made \$27.9 million in Back to Work payments to 1244 employers who took on an apprentice or trainee.

Supporting career pathways through apprenticeships and traineeships

- Established the Advancing Apprentices Fund in partnership with industry groups and peak bodies to deliver marketing campaigns that encourage businesses to employ apprentices and to promote apprenticeships as career pathways. The fund comprises 10 projects with a combined budget of \$1.98 million, including a \$985,400 contribution from DESBT.
- Delivered a campaign to support Free tafe for year 12 graduates, promoting over 160 free certificate qualifications to school leavers and their influencers.
- Continued to progress amendments to the *Further Education and Training Act 2014* to restore fairness to the Queensland apprenticeship and traineeship system.

Supporting high-quality training standards

- Maintained high-quality training by approving Registered Training Organisations with a proven record of delivering qualifications aligned with and supported by industry as Pre-Qualified Suppliers.
- Worked with 516 Registered Training Organisations operating as Pre-Qualified Suppliers in 2018–19 to be high-quality, compliant, employment-focused training providers that are supported by industry.
- Provided a helpline and email services for potential and current Pre-Qualified Suppliers to interpret program policies and settings.

Building capability of public training providers

- Implemented the state-wide capital and maintenance programs to support TAFE Queensland in its provision of contemporary training in fit-for-purpose facilities.
- Invested \$203.2 million in State Contribution Grants for Queensland's public providers to deliver quality training to students.
- Successfully implemented the Gateway to Industry Schools program, targeting six industries to tailor programs for their diverse workforce needs in coordination with the schools sector.

Investing in Queensland's training assets

- Finalised regional infrastructure planning to support the ongoing investments in the state-wide training infrastructure utilised by TAFE Queensland.
- Undertook needed refurbishments and expansions of training facilities across TAFE Queensland sites and regions as part of a long-term plan to revitalise the state's infrastructure portfolio. This program included commencing the main construction activities for:
 - » the \$35 million investment at the Pimlico TAFE campus
 - » the \$7 million investment to improve the Toowoomba TAFE campus
 - » the renewal and refurbishment of Queensland's state-wide training assets.



Above: Blake Cowburn (left) with fellow Gladstone Sea Rangers helping to preserve endangered animal species.

A career in conservation sees endangered species preserved

Blake Cowburn is just one of 10 Aboriginal and Torres Strait Islander jobseekers who now have employment thanks to \$231,300 awarded to Gidarjil Development Corporation Limited through the Skilling Queenslanders for Work – Work Skills traineeships program.

Blake joined the Gladstone Sea Rangers project to undertake the Certificate I in Conservation and Land Management, where he helped to preserve endangered species such as loggerhead turtles and dugongs and monitor sites of Aboriginal cultural significance.

Blake said he wanted to build on his skills and knowledge while on the project and undertook additional training to increase his skills.

“Focusing on getting my tickets for these additional skills and qualifications while I was on the Gladstone Sea Rangers project has really paid off,” said Blake.

“I now have an 18-month traineeship with Santos Golar Liquefied Natural Gas on Curtis Island. As part of the traineeship, I will gain other tickets such as forklift and elevated work platform. I am hoping this will be the start of a successful career in the industry.”

Investing in Queensland's training assets




- In 2018–19, the detailed planning supporting the 2019–20 projects concluded, including the planning for:
 - » the \$10 million investment in the Redlands region (Alexandra Hills TAFE)
 - » the \$15 million investment for TAFE campuses in the Gold Coast region
 - » the \$15 million investment in the Mt Gravatt TAFE campus








» the development of an overall capital program of \$105.8 million for 2019–20.

- Finalising the \$4 million investment towards the \$12 million training facility at Beenleigh.
- The Cairns TAFE project will be delivered as part of the DESBT 2020–21 capital program. In 2018–19, the department finalised the associated master planning and developed a draft of the business case for Queensland Government consideration.

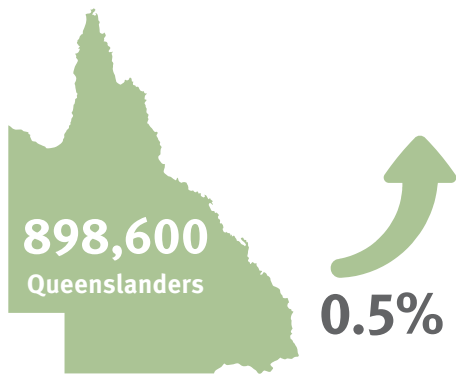
Our 2018–19 performance

The following service standards in the department's Service Delivery Statements are used to assess overall performance of the Training and Skills service area.

Service standards Training and Skills	2018–19 Target/Est.	2018–19 Actual	Status
Effectiveness measures			
Proportion of all attempted competencies successfully completed	93%	94.5%	
Note: This service standard is calculated by dividing the number of successfully completed competencies by the total number of competencies attempted.			
Proportion of Queenslanders with higher qualifications	62%	61%	
Notes: <ul style="list-style-type: none"> ● Confidence intervals for estimates derived from sample survey responses need to be considered when interpreting relative performance. ● Sourced from the Australian Bureau of Statistics Survey of Education and Work, Australia, May 2018 data cube: Table 25 Highest non-school qualification: Certificate III level or above, Persons aged 20–64 years – 2004 to 2018. This measure applies to the subset who are aged 25 to 64. ● While the department actively influences this service standard (including through the Higher Level Skills program and providing funding for other higher level qualifications based on industry advice), it is affected by a range of factors including the economy, higher education providers, the Australian Government and the VET sector. 			
Proportion of VET graduates in employment or further study	87%	82.7%	
Notes: <ul style="list-style-type: none"> ● Confidence intervals for estimates derived from sample survey responses need to be considered when interpreting relative performance. ● While the department actively influences this service standard (including through the Higher Level Skills program and providing funding for other higher level qualifications based on industry advice), it is affected by a range of factors including the economy, higher education providers, the Australian Government and the VET sector. ● Sourced from the annual National Centre for Vocational Education Research Student Outcomes Survey. The last survey was conducted in 2018 and relates to students who graduated in 2017. 			

Service standards Training and Skills	2018–19 Target/Est.	2018–19 Actual	Status
Number of completions: Apprenticeships	11,500	8,800	
Note: The decline in apprenticeship completions is consistent with national results aligned with national economic conditions impacting on employers.			
Number of completions: Traineeships	12,500	14,000	
Note: Traineeships have been supplemented more recently through the Skilling Queenslanders for Work initiative, which is a \$420 million commitment over six years from 2015–16 until 2020–21 and incorporates traineeship programs.			
Number of completions: School-based apprenticeships and traineeships (SATs)	5,000	4,700	
Proportion of graduates satisfied with the overall quality of their training	89%	87.5%	
Proportion of employers satisfied with graduates of:			
<ul style="list-style-type: none"> • nationally accredited training • apprenticeships and traineeships 	85%	80.7%	
83%	80.5%		
Notes:			
<ul style="list-style-type: none"> • Confidence intervals for estimates derived from sample survey responses need to be considered when interpreting relative performance. • Employer satisfaction estimates are obtained from the biennial national survey Employers' Use and Views of the VET System, which was last conducted by the National Centre for Vocational Education Research in 2017. 			
Efficiency measure			
Average cost per competency successfully completed	\$595	\$614	
Note: This service standard is calculated by dividing the Training and Skills service area budget by the number of successful VET competencies (individual study units) directly funded by the department. A slight increase to the expected budget along with a slight decrease in the estimated number of successful VET competencies has combined for a slight increase to the estimated average cost for 2018–19.			

Status legend Actioned  Working towards target 



Increased total VET participation in 2018

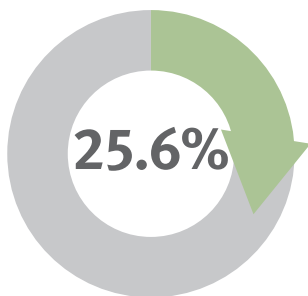
898,600 Queenslanders undertook some form of nationally recognised VET, an increase of approximately **0.5%** relative to 2017 (894,500).

Nationally VET students decreased by 1.5%.



Increased training participation

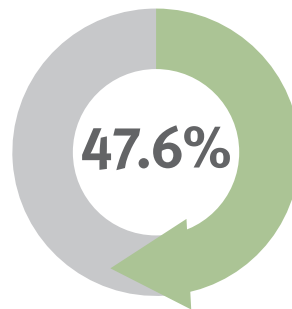
7.3% increase in apprenticeship and traineeship completions in 2018–19 compared to 2017–18.



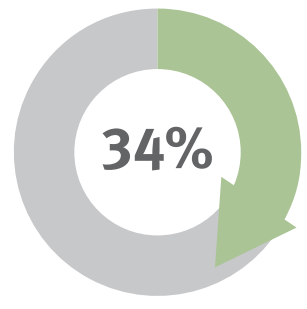
Increased Queensland's total VET participation rate

For 2018 it was **25.6%**, joint highest with the Northern Territory.

This is 2.9 per cent above the national rate of 22.7 per cent.



15-19 year olds



20-24 year olds

High participation rates among young people

Participation rate of **47.6%** among 15 to 19 year olds, the highest of any jurisdiction, and 4.7 per cent above the national rate of 42.9 per cent. Participation rate for 20 to 24 years olds was **34.0%**, again the highest of any jurisdiction and 2.2 per cent higher than the national rate of 31.8 per cent.

Skilling Queenslanders for Work (SQW) snapshot

Assisting more than

12,000

disadvantaged
Queenslanders

Created

88

full-time traineeship
opportunities and 12 months of
employment with community-
based organisations through a
\$1.76 million investment

For
the program as
at 30 June 2019

42,703

Queenslanders assisted under
SQW, with 24,493 securing a job

Invested

\$6 million

for 400 full-time traineeship
opportunities and 12 months
employment with 63 local councils
and one statutory authority

Our future directions

In 2019–20, we are committed to continuing the government's priorities of creating jobs in a strong economy and being a responsive government by delivering initiatives that will make a difference, through:

Delivering a skills strategy for Queensland

- Releasing of the Queensland skills strategy—*Skills for Queensland – Great training for quality jobs*—the Queensland Government's plan to secure the state's future prosperity through a skilled and adaptive workforce.
- Empowering the skilled workforce needed to attract investment and encourage job creation.
- Promoting training pathways in skills areas of high demand with Free apprenticeships for under 21s by providing access to fully subsidised training across 139 priority apprenticeship or traineeship qualifications. This \$32 million investment over four years will remove the cost of training from employers and help an estimated 60,000 young people into a trade.
- Continuing the Free tafe for year 12 graduates initiative to cover the full cost of training in one of 172 high-priority qualifications to ensure eligible Year 12 graduates get the skills to start their career for free.
- Targeting critical skills needs, new skills needed for existing jobs, emerging opportunities brought about by technology advances, and regional and state-wide priorities through the following skills strategy initiatives:
 - » \$5.5 million over three years for a micro-credentialing pilot
 - » \$300,000 over two years for an industry-led Higher Level Apprenticeship pilot
 - » an additional \$5 million to support Higher Level Skills
 - » \$1.6 million for the expansion of the Gateway to Industry Schools program
 - » \$1.6 million Link and Launch pilot targeting youth hot spots and the provision of seamless access to government programs like the successful Skilling Queenslanders for Work or Back to Work, Free tafe for year 12 graduates and Free apprenticeships for under 21s

- » refreshed industry engagement approaches with a sharper focus on small business
- » Ministerial Skills Roundtable to ensure government hears industry input to skills investment priorities first-hand
- » Regional Jobs Committees to bring together local industry groups, training providers, local and major employers, and councils to help plan local training
- » bi-annual regional skills and jobs summits.

Investing in Queenslanders, employers and training providers

- Continuing to support Queenslanders in undertaking training and skills development that leads to increased job opportunities and career development through continuing:
 - » fee-free training for young people to gain the skills and training they need to transition from school into meaningful employment and build a lifelong career with Free tafe for year 12 graduates and Free apprenticeships for under 21s
 - » Skilling Queenslanders for Work initiative supporting disadvantaged Queenslanders to get into work
 - » *Regional Skills Investment Strategy* aligning training outcomes for Queenslanders with local employment skills demand
 - » State Contribution Grant supporting public providers in the delivery of training services in our communities.
- Continuing to support public training providers to deliver quality training services.
- Ensuring individuals and employers continue to have access to confidential, free advice through the Queensland Training Ombudsman.
- Overseeing pre-qualified supplier requirements to provide consumer confidence in choosing a training provider.
- Investing \$978 million in skills and training to meet immediate demands and emerging needs so that Queenslanders are skilled for the jobs of today and the future.
- Driving a new approach to quality provision of training delivery and assessment, and choice of provider through the Skills Assure initiative.

- Working collaboratively with the Australian Skills Quality Authority through the Queensland VET Quality Framework to monitor the performance and delivery of Queensland based pre-qualified suppliers who are approved to deliver training.
- Developing a Digital Engagement Strategy that encourages young people not learning or working to re-engage with training opportunities to build future career pathways.
- Developing a VET Informed Consumer product that makes it easier for people looking for training courses that better suit their needs.

Investing in Queensland's training assets

- Investing more than \$105 million in upgrades and new training assets to revitalise TAFE campuses across Queensland.

Recognising excellence

- Delivering the Queensland Training Awards events that celebrate vocational education and training for Queensland training providers and trainees.

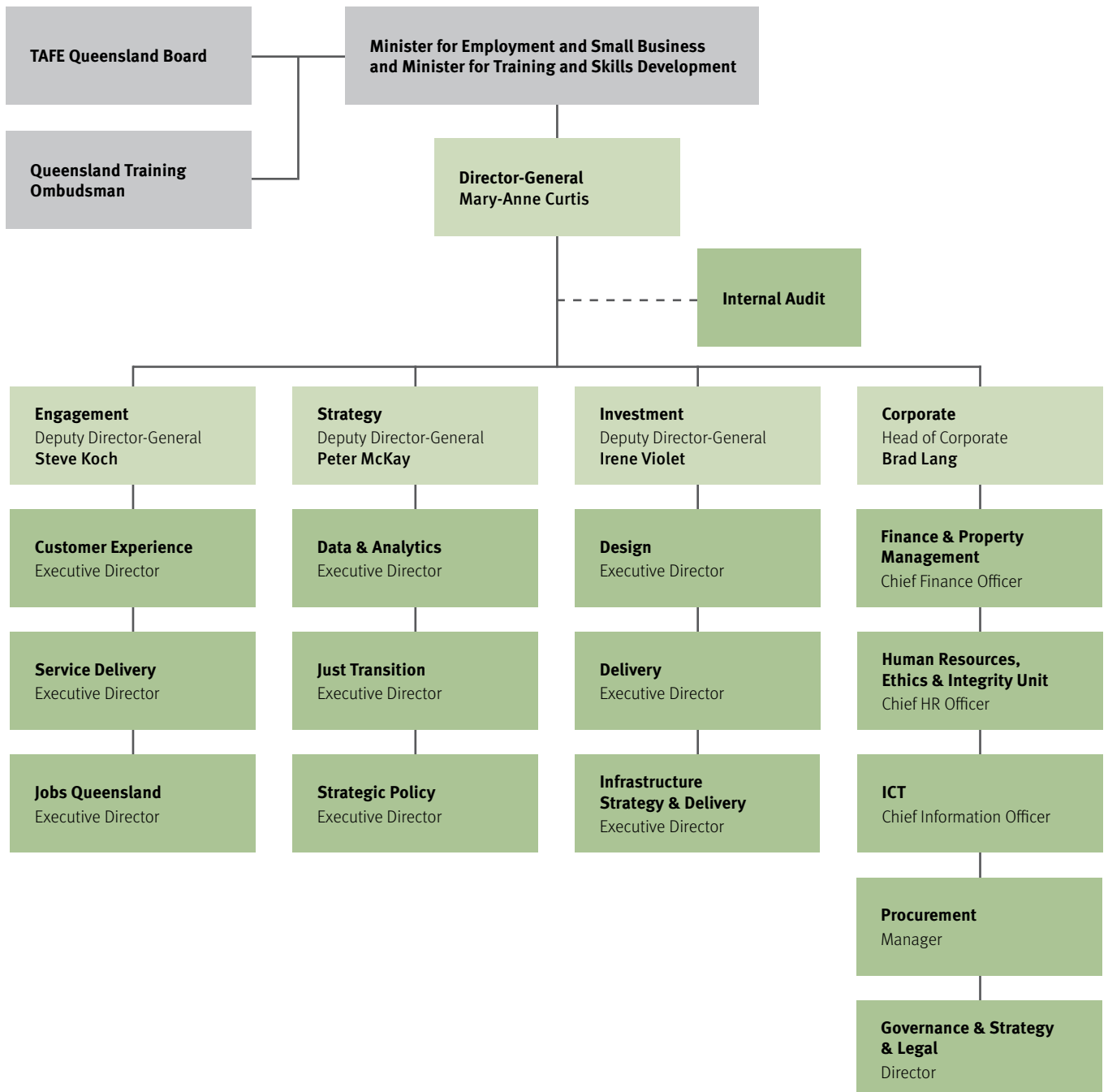
Corporate governance

On 30 November 2018, the department's new structure for OneDESBT was finalised with a focus on new collaborative ways of working and aligning teams with similar functions and outputs. The new structure provided the directional opportunity to align technology, systems and working environments and build closer working relationships within, across and beyond the department.

The benefits of the new functional alignment include sharing connections, knowledge, learnings and opportunities to build capability and shared experiences. This will help to deliver more for our people and stakeholders and facilitate integrated service delivery and real outcomes for Queenslanders.

Transitioning to our OneDESBT structure was an opportunity to involve staff through a Collaboration Network of representatives and staff consultation forums, including regional staff via web conferencing.

Our structure as at 30 June 2019



Our leaders

As at 30 June 2019, the following leaders formed the Executive Leadership Team of the department.



Mary-Anne Curtis
Director-General

Bachelor of Laws
Bachelor of Commerce (with distinction)

Mary-Anne Curtis has led the department since formation in December 2017. Mary-Anne leads the development of strategic policies to support employment growth, enable sustainable small business opportunities and ensure a skilled workforce now and into the future.

Previously, Mary-Anne was a Deputy Under Treasurer within Queensland Treasury, providing advice and analysis to the Queensland Government on public policy, and fiscal and economic issues, particularly in relation to social policy portfolios and intergovernmental financial relations.

Mary-Anne is a Trustee of QSuper and a member of the Australian Institute of Company Directors.



Irene Violet
Deputy Director-General – Investment

Bachelor of Arts with double major in Psychology
Bachelor of Health Science (Rehabilitation Counselling)
Master of Business Administration

Irene Violet joined the department in May 2019. Irene leads the development of training infrastructure strategy and delivery, program design and program delivery for a range of employment, small business and training programs.

Previously, Irene was Assistant Director-General, Responsive Government, in the Department of Housing and Public Works, leading the responsive government priority to modernise and optimise government service delivery. Prior to that, Irene was Assistant Director-General, QSS, responsible for the finance and payroll systems and services to 25 government agencies.

Prior to these roles, Irene held executive management roles at WorkCover Queensland, and has been a board member of Workplace Health and Safety Queensland and the Personal Injury Education Foundation.

Irene is a member of the Australian Institute of Company Directors.



Steve Koch
Deputy Director-General – Engagement

Bachelor of Economics
Bachelor of Business Management

Steve has 20 years experience in designing and delivering economic development programs and initiatives for government and is passionate about the economic and social outcomes that these initiatives deliver, particularly the life-changing impact for individuals.

He has a strong background in vocational education and training, employment and small business, having held executive roles in departments responsible for these sectors over the past eight years.

In Steve's current role, he leads the department's engagement and communication approaches with industry, peak bodies, small businesses and students, as well as overseeing regional service delivery, the regulation of Queensland's apprenticeship and traineeship system, and secretariat support for the Jobs Queensland Board.



Peter McKay
Deputy Director-General – Strategy

Peter McKay joined the department in late 2018 and has led the Strategy Division since March 2019. In this role, Peter represents Queensland on the Skills Senior Officials Network and is a Director of the National Centre for Vocational Education Research.

Peter is on secondment from his role as Deputy Commissioner at the Queensland Public Service Commission (PSC), where his focus was on enabling improved organisational performance.



Brad Lang
Head of Corporate

Bachelor of Business (Accountancy)
Bachelor of Arts

Brad Lang joined the department in early 2018, soon after its creation. Brad leads the department's Corporate Services Division, including financial management and procurement, human resources, information and communication technology, and strategy and governance.

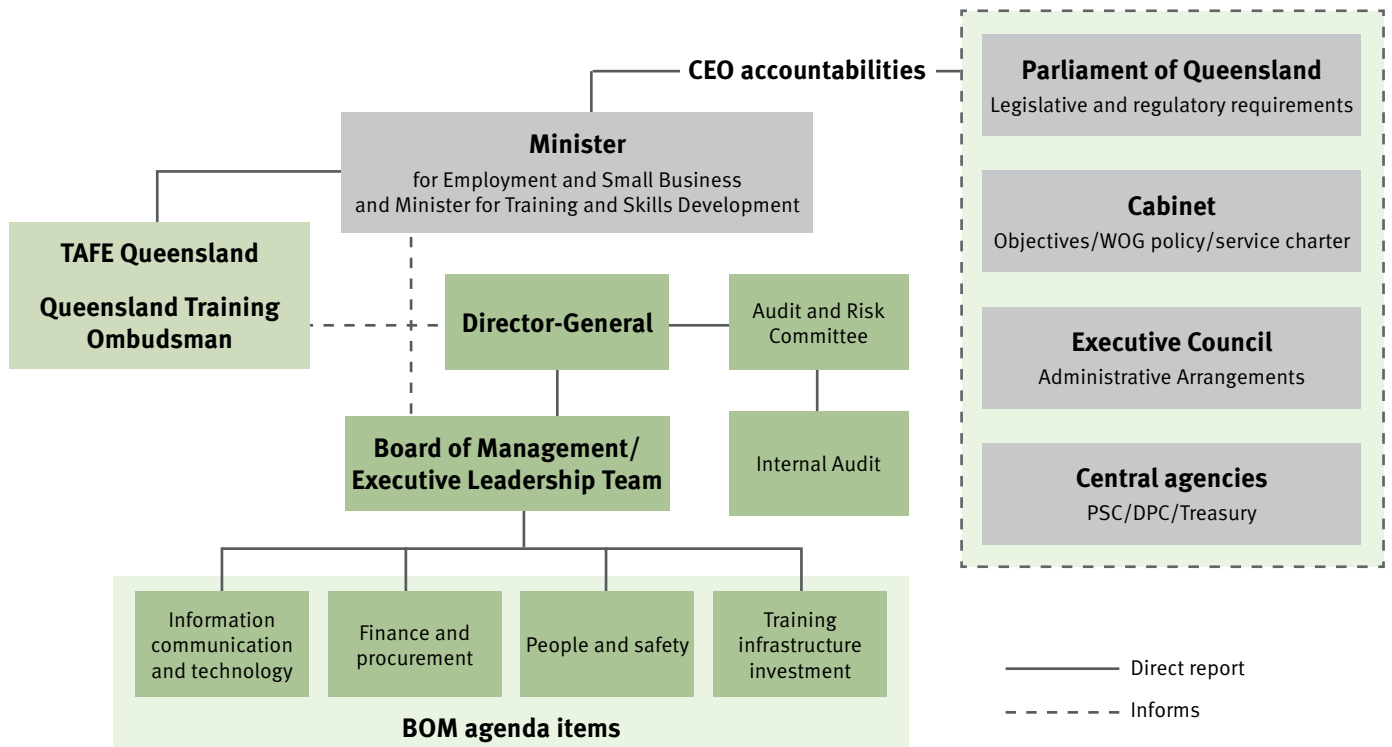
Previously, Brad was Chief Finance Officer with the former Department of Environment and Heritage Protection and the former Department of National Parks, Sport and Racing. Brad was responsible for the annual budget and financial management and reporting, and has led a number of organisational change projects.

Brad is a member of CPA Australia and holds a Bachelor of Business in Accountancy degree and a Bachelor of Arts degree.

Governance and accountability

Governance framework

The DESBT governance arrangements are shown below.



Board of Management Committee

The role of the Board of Management Committee is to:

- use analytics and insights to drive the department to provide engaging and relevant community programs to meet the agency vision
- assess whole-of-government priorities for agency implications relating to policy and resourcing
- provide a forum for decision making on key strategic and operational issues including:
 - » monitoring performance and reporting requirements for agency targets
 - » reviewing risk treatment strategies and actions, and providing continual monitoring of the risk appetite for the agency
 - » managing departmental audit recommendations and subsequent implementation actions to ensure a robust, compliant agency.

Membership

Chair	<ul style="list-style-type: none"> • Director-General
Members	<ul style="list-style-type: none"> • Deputy Director-General Investment • Deputy Director-General Engagement • Deputy Director-General Strategy • Head of Corporate
Observers	<ul style="list-style-type: none"> • Director, Office of the Director-General • Secretariat

Audit and Risk Committee

The Audit and Risk Committee (ARC) operates under a charter in accordance with the *Financial and Performance Management Standard 2019* and ethical standards, and has due regard to the Audit Committee Guidelines. The ARC is directly responsible to the Director-General and has no executive powers unless delegated to the ARC by the Director-General. The charter was reviewed and approved in March 2019. During 2018–19, the ARC met four times.

The role and function of the ARC are to:

- assist the Director-General as the accountable officer to meet responsibilities under the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and other prescribed requirements
- provide independent assurance and assistance to the Director-General on:
 - » the risk, control and compliance frameworks
 - » the agency's external accountability responsibilities as prescribed in the relevant legislation and standards
 - » the agency's integrity framework
- monitor the implementation progress of agreed actions against all Queensland Audit Office (QAO) audit recommendations
- does not replace or replicate:
 - » established management responsibilities and delegations
 - » the responsibilities of other executive management groups within the department
 - » the reporting lines and responsibilities of either internal audit or external audit functions.

Responsibilities

The ARC carries out a range of duties and responsibilities to maintain oversight of key financial, risk and performance management activities for our department including:

- **financial statements**—reviewing the appropriateness of our accounting policies and financial statements for compliance and analysing our financial performance
- **integrity oversight and misconduct prevention**—monitoring misconduct trends and prevention approaches, providing advice on integrity issues and ensuring compliance with relevant integrity legislation and whole-of-government policies, principles and guidelines
- **risk management**—reviewing the effectiveness of our risk management framework and processes for identifying, monitoring, escalating and managing significant business risks
- **internal control**—reviewing, with the assistance of our internal and external audit functions, the adequacy of our internal controls, including information technology security
- **performance management**—reviewing compliance with the relevant legislative and whole-of-government performance management and reporting requirements and identifying appropriate use of performance information
- **internal and external audit**—reviewing and approving our Internal Audit Plan, consulting with External Audit on our proposed audit strategy, and reviewing findings and recommendations from audit activity to ensure key risks are considered and mitigated.

As an independent and external member of the committee, Karen Prentis received \$8250 in 2018–19 to prepare for and attend meetings.

Achievement highlights 2018–19

- Continued the ARC chaired by an external member, with additional representation from an external public sector agency.
- Reviewed the financial statements for 2017–18.
- Reviewed the 2019–20 Internal Audit Plan with oversight of review outcomes.
- Reviewed and endorsed the updated ARC Charter in March 2019.

ARC membership

Name	Position	Committee role	Membership period
Karen Prentis	Consultant	External Chair	July 2018 – June 2019
Irene Violet	Deputy Director-General, Investment	Member, departmental	May 2019 – June 2019
Suzanne Wauchope	Former Deputy Director-General, Investment	Member, departmental	December 2018 – April 2019
	Former Deputy Director-General, Training and Skills		July 2018 – November 2018
Helen Sharpley	Former Acting Deputy Director-General, Engagement	Member, departmental	December 2018 – January 2019
	Acting Deputy Director-General, Small Business		July 2018 – November 2018
Steve Koch	Deputy Director-General, Engagement	Member, departmental	February 2019 – June 2019
	Deputy Director-General, Strategy		October 2018–January 2019
Peter Johnson	Deputy Director-General, Employment	Member, departmental	July 2018–October 2018
Peter McKay	Deputy Director-General, Strategy	Member, departmental	March 2019 – June 2019
Debbie Brooks	Chief Finance Officer, Queensland Treasury	Member, Public Sector external	July 2018 – June 2019

Risk management

The risk management function works with business areas to update their risk registers and identify any relevant risk mitigation strategies for implementation by the respective business areas.

The department's Risk Management Framework was established and endorsed by the ARC in August 2018, with the DESBT Strategic Risk Register for all strategic risks endorsed in November 2018.

A two-tiered structure of risk registers was introduced in the department to ensure that all risks are reviewed, escalated, managed and reported at an appropriate level within the organisation, including reporting escalated risks quarterly to the DESBT Board of Management.

Internal audit

The Internal Audit function reports to the ARC, with direct access to the Director-General and ARC Chair. The Internal Audit function operates in line with the ARC Charter and Internal Audit Charter, as well as relevant audit and ethical standards. The function is outsourced to PricewaterhouseCoopers.

In 2018–19, Internal Audit operated in accordance with the Internal Audit Charter, which provided the framework for the conduct of the Internal Audit function in DESBT. The charter is reviewed on an annual basis and is endorsed by the ARC.

Role and functions

Internal Audit provides an independent and objective assurance and advisory service to:

- provide assurance to the DESBT Director-General and ARC that DESBT's financial and operational controls are operating in an efficient, effective, economical and ethical manner
- assist management in improving the entity's business performance
- review the budget, staffing and skills of the internal audit function
- review and endorse the Internal Audit Plan, its scope and progress, and any significant changes to it, including any difficulties or restrictions on scope of activities or significant concerns

- review the proposed Internal Audit Annual Plan to ensure coverage of key risks and appropriate coordination with the external auditor.
- review the findings and recommendations of Internal Audit and the response to them by management
- review the implementation of Internal Audit recommendations accepted by management, and where issues remain unresolved, ensure that satisfactory progress is being made to mitigate the risk associated with Internal Audit's findings.

Internal Audit Plan

Internal Audit's scope of work is based on an audit plan endorsed by the ARC and encompasses the review of all financial and non-financial policies and operations, including evaluating the adequacy and effectiveness of DESBT's governance, risk management process, system of internal control structure and quality of performance in carrying out assigned responsibilities to achieve DESBT's stated goals and objectives. The *2018–19 Internal Audit Plan* was endorsed in August 2018.

Achievement highlights 2018–19

- Reviewed the status of the Internal Audit Plan and internal audit reports at each meeting.
- Completed five Internal Audit reviews scheduled for the period.
- Developed the *2019–20 Internal Audit Plan*.

Managing risk

The strategic risk register is a key input into the annual planning performed by Internal Audit to inform the DESBT strategic three-year plan and the annual operational plans.

External scrutiny

The department is subject to a number of external reviewers, including the Queensland Auditor-General, the Office of the Information Commissioner (Qld), the Crime and Corruption Commission (Qld) and the Queensland Ombudsman.

The following reports applicable to the department were tabled in Parliament during 2018–19. A complete list of all tabled reports by QAO to the Queensland Parliament in 2018–19 is available on the QAO website at qao.qld.gov.au/reports-resources/parliament

Report: Queensland state government: 2017–18 results of financial audits (Report 14: 2018–19)

This report summarises QAO financial audit results for all entities owned or controlled by the Queensland Government, including DESBT. In the report the Auditor-General provided an unmodified audit opinion on the financial statements for DESBT with a key audit matter noted. An unmodified opinion means the financial statements were prepared in accordance with the relevant legislative requirements and Australian Accounting Standards.

Report: Education: 2017–18 results of financial audits (Report 19: 2018–19)

This report summarises financial audit results for the Queensland education sector entities, including DESBT's pathway training programs to employment and higher education. The Auditor-General provided 100 per cent unmodified audit opinion for DESBT.

Information systems and recordkeeping

Our department is committed to meeting its recordkeeping requirements under the *Public Records Act 2002* (Qld) and relevant information standards. DESBT implements appropriate strategies, processes, applications and tools to ensure records of business activities are made, captured and kept for as long as required, in accordance with its approved records retention and disposal schedules.

The department's authorised retention and disposal schedules were last reviewed on 14 November 2018.

Improvements and changes

As part of the development of foundation information management activities, DESBT's *Records Management Policy* was approved on 18 November 2018. The policy promotes an information vision where documents and records are valued as a strategic asset and the business focus is on working digitally. To support these outcomes, in 2018–19, the department:

- commenced implementation of a new document management system for ministerial and executive correspondence
- began planning for procuring an electronic document and records management system which will give staff the tools and skills to more effectively manage records, while providing for more collaboration and improved delivery of services.

The department also worked to improve information security practices with the implementation of an Information Security Management System (ISMS). The ISMS is a framework of contemporary policies, standards, procedures, practices, behaviours and planned activities which helps ensure the confidentiality, integrity and availability of DESBT critical information assets. The ISMS helps mitigate emerging cyber and other information security risks and protects sensitive information from unauthorised access, alteration, disclosure or misuse. The ISMS has been designed in accordance with the *ISO 27001: 2013* (ISO 27001) *Information Security Standard* and the *Queensland Government Information Security Policy* (IS18: 2018).

Communicating roles and responsibilities

As a commitment to good governance and recordkeeping management practices, the department:

- implemented mandatory online staff training in information security and information privacy to increase staff awareness of their role in good information security practices and responsibilities
- adopted the practice of annual refresher training
- maintained published policies and guidelines accessible by all staff
- clearly communicated record management roles and responsibilities for all staff
- promoted Privacy Awareness Week, 12–18 May 2019, to reinforce privacy rights, responsibilities and protection of information.

Managing digital records, systems and databases

As part of the department's information vision with an emphasis on working digitally, the department:

- established a Digitisation and Digital Records Framework and Policy
- established a *Records Management Policy*
- successfully migrated to Office 365, enabling staff to access a range of online and collaboration tools department-wide.

Our people

Workforce profile

Staffing

Our department had 571 full-time equivalent employees as at 21 June 2019 (the last pay period for 2018–19) as per Minimum Obligatory Human Resource Information.

Valuing inclusion and diversity in our workforce

Diversity groups	Actual as at June 2019 ^{1,2}	As a percentage of total workforce
Aboriginal and Torres Strait Islander peoples	14	2.35%
People with disability	12	2.01%
People from non-English speaking background	37	6.21%
Women in the workforce	425	71.30%

Notes:

1. Data is based on full-time equivalents as at 21 June 2019 (the last pay period for 2018–19).
2. Staff can self-identify with multiple diversity groups.

Diversity groups	Headcount actuals as at 30 June 2019	As a percentage of the relevant classification group
Women in all senior leadership roles (SO, SES, CEO)	27	46.55%
Women in leadership roles (AO6, AO7, AO8, PO5, PO6 and equivalent)	176	66.42%

Separation rate

During 2018–19, the department had a permanent separation rate of 2.85 per cent.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid by the department during the reporting period.

Strengthening our culture

Strategic workforce planning

In 2018–19, the department developed the following workforce planning initiatives and contemporary strategies:

- *People Strategy*, targeting the attraction, recruitment, development, engagement and retention of staff
- draft Diversity and Inclusion Strategy that includes commitments to:
 - » establish a Women in Leadership mentoring program to create supporting networks for current and future women leaders in our department
 - » create a pathways program incorporating current and future initiatives supporting Aboriginal and Torres Strait Islander employment opportunities, from entry pathways to doctorate scholarships through Advance Queensland
- *Cultural Capability Action Plan 2018–19* supporting Indigenous employment and building cultural capability across the department. As part of the plan, staff complete cultural capability awareness training as part of induction, with an annual refresher
- *Disability Service Plan 2017–2020*
- through the organisational OneDESBT structure, facilitating more integrated and customer-centric service delivery and fostering new ways of working.

Managing performance excellence

We are committed to ethical, principled conduct, with high standards of performance and an inclusive workforce culture reflecting our Public Service values.

Clear behavioural expectations aligned to our Queensland Public Service values are communicated in our policies and procedures including:

- Workplace Bullying, Sexual Harassment and Unlawful Discrimination Policy
- Managing Employee Complaints Policy
- Conflicts of Interest Policy
- Social Media Policy
- Fraud and Corruption Control Policy and Procedure.

We measure our staff engagement through the PSC's annual Working for Queensland employee opinion survey. The 2018 results showed a high response rate (86 per cent) for the department. In addition, the department conducted a pulse survey in June 2019 to check in on the climate of the department, with the survey providing an opportunity for staff to provide their perceptions on the strategic direction, leadership, communication and respectful relationship elements of their experiences in the department.

Encouraging continuous learning

During 2018–19, the MyCareer learning management system was rolled out, which includes all mandatory training for the department. Staff are encouraged to continue learning and development as part of completing performance and development plans.

We value a high-performance culture and commenced talent mapping in 2018–19 to inform leadership investment and development of our senior leaders in 2019–20.

Supporting health, safety, well-being and work–life balance

The department is committed to providing a safe healthy and supportive work environment. During 2018–19, the department continued to focus on a range of strategies supporting the well being of our staff to perform at their best and encouraging work family life balance.

Examples of encouraging and supporting staff health included:

- supporting employees affected by domestic and family violence and maintaining departmental White Ribbon accreditation
- promoting staff access to influenza vaccinations
- encouraging a lunch-time Walking Group to improve health and fitness
- offering staff free, professional, short-term counselling through an Employee Assistance Program in partnership with Benestar
- actively managing staff rehabilitation and return to work programs following injury or illness
- promoting health campaigns to raise awareness and understanding.

Examples of supporting staff mobility and work–life balance included:

- a multi-purpose room available for carers, parents, religious needs etc.
- flexible hours of work, staggered starting and finishing times, compressed hours
- part-time arrangements and job sharing
- leave at half-pay
- a range of leave provisions including carer's leave and accrued time
- working from home and telecommuting.

Contributing to community recovery efforts

In assisting people and communities affected by the monsoonal event in north and far north Queensland in early 2019:

- 39 departmental staff volunteered their time away from work and family to assist in the response as ready reservists
- departmental staff established the first ever dedicated small business recovery centre in a national disaster, working with local stakeholders including Townsville City Council, Townsville Chamber of Commerce, Townsville Enterprise Limited and the Townsville Business Development Centre to establish the Small Business Recovery Centre in Townsville
- staff participated in Tropical Friday events to raise donations to support communities recovering after the flooding in north Queensland.



Above: The Domestic and Family Violence panel discussed how staff can recognise and support colleagues experiencing domestic violence.

Domestic and family violence is everyone's business

As a White Ribbon Accredited Workplace, the department is actively involved in promoting the prevention of and response to Domestic and Family Violence (DFV). Online training for departmental staff builds awareness and support for staff in being able to recognise the signs, respond appropriately and refer staff who may be affected by DFV to support services.

The department's DFV Prevention Champion Tony King chaired a panel discussion with DFV experts from across the Queensland Government and DV Connect, which

provided staff with relevant information on recognising the signs of domestic violence and knowing when to speak up.

"It is vital that we as an organisation take an active role in the prevention of domestic and family violence," Tony said.

"Each of the activities we engage in, from mandatory training for all staff and the DFV discussion panel to the Darkness to Daylight event and department-wide morning tea bake off, help raise the awareness of DFV and the notion that violence is not an option," he said.

Making a difference in our communities

As part of our commitment to serving Queensland communities and supporting our social responsibilities, staff volunteered and participated in several activities. Highlights included:

- promoting Multicultural Queensland Awards and celebrating Harmony Day in March 2019 with a focus on diversity, inclusiveness and respectful relationships
- celebrating International Day of People with Disability to raise awareness
- joining in RED25 with blood donations for the Australian Red Cross Blood Service
- Movember fundraising to address significant men's health issues
- promoting World Mental Health Day on 10 October.

Our industrial and employee relations framework

The *Industrial Relations Act 2016* and the following instruments comprise our industrial and employee relations framework:

- *Queensland Public Service Employees and Other Employees Award – State 2015*
- *State Government Entities Certified Agreement 2015.*

The department actively consults with the Together Union regarding employee and industrial relations matters, including workplace change.

Doing the right thing – *Public Sector Ethics Act 1994*

The department is committed to high behavioural standards and supporting staff to do the right thing through training and administrative policies and practices.

Case study

Veterans add a valued perspective

The Queensland Government's Veterans employment pathway program makes use of the wide range of skills, backgrounds, perspectives and experience gained by armed services personnel, like Katie MacDonald, who joined the department as a Policy Support Officer through this innovative program.

Katie joined the department in 2019 after working in the Army as a Command Support Clerk, spending time in Afghanistan, East Timor and Papua New Guinea.

"In my role as a Command Support Clerk, my main function was interpreting legislation and policy and providing advice to defence force members regarding leave and welfare."

"When I left the Army, I began the two-year policy futures graduate development program aimed at building policy capability across the Queensland Government. My first placement was with the department and I have recently secured a permanent role after applying for a position in Strategic Policy" Katie said.

"My experience interpreting legislation and policy along with the policy futures program has been really helpful. I am now working on the other side of the policy equation, shaping policy as well as providing policy advice. My most recent policy development projects have been the Small Business Procurement Commitment and Supporting Artisan Producers."

During 2018–19, the department continued to implement and comply with the *Public Sector Ethics Act 1994* principles by delivering Code of Conduct and Prevention of Fraud and Corruption training to all staff. The mandatory online training is part of the induction program for new staff and repeated annually for existing staff. Ethical principles and values and the Code of Conduct are integrated into departmental administrative policies and procedures.

Other whole-of-government plans and specific initiatives

Queensland Government

During 2018–19, the department was responsible for leading the following whole-of-government programs and initiatives (further information about these are contained within this report):

- Back to Work program, supporting eligible employers and jobseekers
- Skilling Queenslanders for Work initiative, supporting Queenslanders back into work
- Queensland Apprenticeship and Traineeship System
- *Advancing Small Business Queensland Strategy 2016–2020*
- Business Queensland, communicating government business services online
- 2017 and 2018 Better Regulation Taskforce Queensland Government Response
- Tourism Skills Working Group.

The department also supported the following whole-of-government plans and initiatives:

- State Disaster Management Plan
- Advance Queensland
- *Advance Queensland Manufacturing Strategy*.

National agreements and reform initiatives

Queensland is a leader in the national VET system, having one of the highest proportion of students completing VET qualifications.

During 2018–19, the department led the Queensland Government management of the National Agreement for Skills and Workforce Development. It continued to support training programs to meet the objective of this agreement, which is to achieve a VET system that delivers a more productive and highly skilled workforce, enabling all working-age Australians to participate effectively in the labour market and contribute to Australia's economic future.

During 2018–19, the department contributed to the Queensland Government implementation of a national initiative, the Small Business Regulatory Reform Project Agreement, by:

- streamlining the start-up and compliance pathway for small business in Queensland
- commencing implementation of the Queensland Business Launch Pad project to make it easier for businesses in the food and beverage and construction industries to transact with government
- commencing implementation of the VET Support Program, as part of the SBRR Agenda, to improve the way businesses access training and apprenticeship services.