

# DAFF Culture Action Plan

## Our Culture Intent

Our culture is created by all of us, every day, in the decisions we make and the way we treat each other. It is the shared norms, habits and expectations that guide how we work and interact. Each one of us plays a role in shaping a DAFF where people feel respected, supported and able to do their best work. A strong cultural foundation is critical to achieving our strategic goals, attracting and retaining talent, and reducing workforce risks such as disengagement, turnover, and capability gaps.

We are asking everyone at DAFF to actively support and strengthen our culture by living our Core 4 values: Working Together, Courage, Diversity and Excellence, through consistent, observable behaviours.

## Our Culture Action Plan

Our values define what we stand for. Our behaviours bring those values to life. This Culture Action Plan includes these behaviours, outlining what is expected from SES, Managers, and all employees.

Our **2025–2026 Focus Themes** help us bring our Core 4 Values to life through enterprise-wide actions. Insights from the APS Employee Census and Culture Survey have identified four key focus themes:

- **Clarify purpose and direction** - Strengthen links between daily work and DAFF's purpose, understanding of our stakeholders and the impact of our work.
- **Empower staff voice, and innovation** - Increase staff involvement in shaping work and embracing risk.
- **Strengthen leadership consistency** - Build on leaders' capability, commitment and support.
- **Enhance communication** - Continue improving internal communications.

## Our 2025 - 2026 Focus Themes

1. **Clarify purpose and direction**



2. **Empower staff voice and innovation**



3. **Strengthen leadership consistency**



4. **Enhance communication**



## Governance & Evaluation

The People, Culture and Executive Board Committees will oversee the Culture Action Plan to ensure strategic alignment with the One DAFF collaborative culture, and consistent implementation into governance templates for accountability. The Culture Action Plan will be embedded through our Core 4 values into everyday behaviours, systems, and processes.

Ongoing communications will keep the plan visible, aligned with organisational goals. Progress will be measured annually through the APS Employee Census.



### Our Goal

In 2025-26, we'll address the important improvements we've identified. Our Core 4 Values will continue to guide actions to shape our ideal culture in the years ahead.





## Working together



We collaborate, share information, and actively look for opportunities to connect across our department and with our stakeholders, partners and the community. We look after each other, support each other and work together as a team.

### Enterprise Actions

1

We will promote capability development through regular performance discussions, and dedicated initiatives such as Leadership and Management Training programs, and mentoring.


**Lead:** People, Property & Security and Strategy, Performance & Engagement Divisions

**Focus themes:**  

2

We will refresh the Corporate Communications Strategy to enhance communication- boosting reach, engagement, and consistently promote the 'One DAFF' approach and Core 4 Values.

**Lead:** Strategy, Performance & Engagement Division

**Focus themes:**  

3

We will continue to strengthen the corporate centre through the business partner model by fostering collaboration, aligning strategy, improving culture, and helping business areas navigate delegation and consultation processes for lasting change.

**Lead:** Strategy, Enterprise & Engagement Group

**Focus themes:**  



## Courage

We look for opportunities to innovate, try new things and engage with risk positively. We call out unacceptable behaviour, and we own up to and learn from our mistakes.

### Enterprise Actions

4

We will foster a positive risk culture by supporting staff to understand, discuss and apply effective risk management into our everyday decision-making, and delivery of objectives.


**Lead:** All SES Officers

**Focus themes:**   

5

We will equip staff to harness AI and emerging technologies through the Artificial Intelligence Hub, providing enterprise-wide support and driving innovation, efficiency, and smarter decisions.

**Lead:** Digital Business Division

**Focus themes:** 

6

We foster a culture of integrity and care by applying our Integrity Framework, delivering education, and providing resources to build trust, accountability, and a safe workplace.

**Lead:** People, Property & Security Division

**Focus themes:**   



## Diversity


We are a diverse workforce both in who we are and the work we do. We listen to, and draw on the expertise, knowledge and experience of others to get the best outcomes.

### Enterprise Actions

7

We will continue to advance diversity, equity, and inclusion by implementing an Inclusion Strategy in line with our Core 4 values to increase staff involvement.



**Lead:** People, Property & Security Division

**Focus themes:** 

8

We will build a culturally safe workplace by delivering training and education in cultural awareness, inclusive leadership, and unconscious bias.

**Lead:** People, Property & Security Division

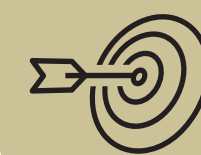
**Focus themes:**  

9

We will strengthen psychological safety by delivering targeted 'Growing Psychological Safety' training and implementing APS 'Speak Up' resources empowering teams to engage, collaborate, and communicate with confidence.

**Lead:** People, Property & Security Division

**Focus themes:**   



## Excellence

We accept personal responsibility for our work, use data and research to make well-informed decisions and measure our outcomes. We invest in capability and performance to deliver our goals and reinforce our reputation as an organisation of excellence.

### Enterprise Actions

10

We will lead job design and function reviews to ensure roles and role descriptions are future-focused and sustainable, while clarifying accountabilities and streamlining structures.

**Lead:** People, Property & Security Division

**Focus themes:**   

11

We will support growth by encouraging learning and creating opportunities for career progression supported by the development of a Capability Framework, Talent and Leadership Framework, and establishment of the DAFF Academy.

**Lead:** People, Property & Security Division

**Focus themes:**   

12

We will develop an Enterprise Evaluation Strategy to create a consistent, department-wide approach. This will improve decision-making, efficiency, and delivery, while promoting continuous improvement through evaluating policies and programs and tracking progress to strengthen accountability and transparency.

**Lead:** Strategy, Performance & Engagement Division

**Focus themes:**   