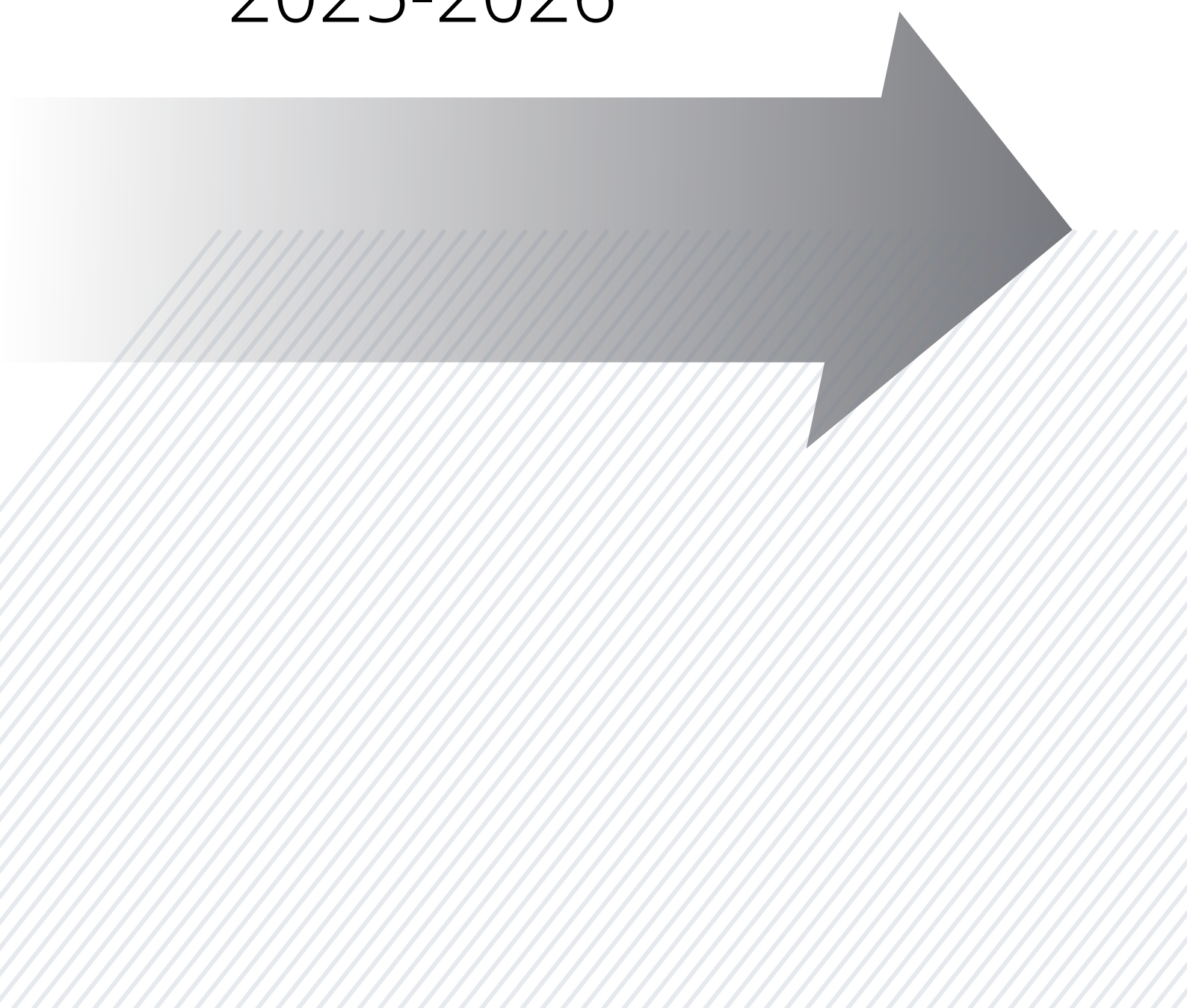


Department of Housing and Public Works

Annual Report

2025-2026





This page intentionally left blank

Communication objective

This annual report provides information about the Department of Housing and Public Works' financial and non-financial performance for 2025–26. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the *Annual report requirements for Queensland Government agencies*.

The report records the significant achievements against the strategies detailed in the department's *Strategic Plan 2024–28* and the *Service Delivery Statements 2025–26*.

The Queensland Government is committed to providing accessible services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about the Department of Housing and Public Works Annual Report 2025–26 in your preferred language call Smart Services Queensland (SSQ) on 1800 512 451 and ask to speak with the Department of Housing and Public Works.



www.qld.gov.au/languages

Department of Housing and Public Works Annual Report 2025–26

© The State of Queensland (Department of Housing and Public Works) 2026.

Published by the Queensland Government,
September 2026, 1 William Street, Brisbane
Queensland 4000.

Licence

This annual report is licensed by the State of Queensland (Department of Housing and Public Works) under a Creative Commons Attribution (CC BY) 4.0 International licence.



CC By Licence Summary Statement

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Department of Housing and Public Works). To view a copy of this licence, visit:

<http://creativecommons.org/licenses/by/4.0/>

Attribution

Content from this annual report should be attributed as:

The State of Queensland (Department of Housing and Public Works) Annual Report 2025–26.

Further copies of this report are available at www.housing.qld.gov.au/news-publications/annual-report or by contacting Corporate Governance, Department of Housing and Public Works on 13 QGOV (13 74 68).

If you have trouble viewing or printing this document, contact us and we will supply it in an alternative format, such as hardcopy or portable storage device.

Email: corporategovernance@hpw.qld.gov.au

ISSN: 3083–4805 (Online)

ISSN: 3083–4813 (Print)

Online open data reporting

Content for the following annual reporting requirements can be accessed on the department's website at www.housing.qld.gov.au and the Queensland Government data website at data.qld.gov.au:

- consultancies
- Queensland Language Services Policy.

Table of contents

Letter of compliance.....	5
Message from the Director-General	6
About us.....	8
Overview.....	8
Delivering results – A year in review	18
Our focus for 2026–27.....	19
Our strategic objectives.....	21
Objective 1: Secure Queensland’s housing foundations.....	21
Objective 2: Unlock potential.....	32
Objective 3: Build Queensland’s future.....	38
Objective 4: Strengthen our performance	46
Our performance	56
Service overview.....	56
Workforce profile	65
Our governance	68
Our financial performance	75
Financial summary.....	75
Financial statements.....	79
Appendices	139
Appendix 1 – Statutory bodies	139
Appendix 2 – Government bodies, boards and committees.....	140
Appendix 3 – Glossary	147
Appendix 4 – Compliance checklist.....	148

Letter of compliance

15 September 2026

**DELIVERING
FOR QUEENSLAND**



**Queensland
Government**

Office of the
Director-General

Department of
Housing and Public Works

The Honourable Sam O'Connor MP
Minister for Housing and Public Works
Minister for Youth
Level 33, 1 William Street
Brisbane Queensland 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2025–26 and financial statements for Department of Housing and Public Works.

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*, and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is provided at page 148 of this annual report.

Yours sincerely

Mark Cridland
Director-General
Department of Housing and Public Works

1 William Street
Brisbane Queensland 4000
GPO Box 690 Brisbane
Queensland 4001 Australia

Message from the Director-General

I am pleased to present the Department of Housing and Public Works' 2025–26 Annual Report.

This year, our department continued to make significant progress in delivering better housing outcomes, essential public infrastructure and services for Queenslanders. Central to this work is our 20-year housing plan, *A Place to Call Home* which guides our efforts to unlock more land for housing, build more homes, boost home ownership, ease housing pressures through stable, secure and accessible housing options, and help Queenslanders experiencing or at risk of homelessness.

Delivering more places to call home

Our headline focus is the delivery of 53,500 social and community homes by 2044. By 30 June 2026, we had delivered 4,469 social and community homes, with a further 6,401 underway, meaning we are now around 20% of the way towards achieving this commitment. We've also continued to expand housing-with-support options for vulnerable Queenslanders with the locations for eight new youth foyers confirmed and continued to progress 10 new or replacement domestic violence shelters and more new temporary supported accommodation for young people, families and individuals. Importantly, 470 new homes, 79 extensions to existing homes, and 431 new land lots being delivered in partnership with Aboriginal and Torres Strait Islander communities to support Closing the Gap.

We strengthened partnerships with the community housing sector through the introduction of the new Community Housing Master Agreement and the launch of the nation-leading Queensland Community Housing Investment Pipeline (Q-CHIP). Together, these initiatives provide a streamlined, modern framework and always-open procurement pathway to accelerate the delivery of social and affordable housing. By 30 June 2026, more than 145 Q-CHIP pre-submission requests had been received, with the potential to deliver thousands of new social and affordable homes across the state. Q-CHIP is already delivering homes where they are needed, with the opening of the first project in March 2026, delivering 17 three-bedroom social homes in partnership with Mangrove Housing at Loganholme.

Supporting housing stability and preventing homelessness

Our housing response is about more than just bricks and mortar. We are also ensuring Queenslanders have access to the support they need to maintain housing stability and avoid homelessness. This year, we provided greater certainty for our specialist homelessness service providers through a three-year funding commitment to 2029 including locking in the 20% uplift. This investment supports frontline services across Queensland, including supported accommodation, tenancy sustainment programs and homelessness outreach services that help people to be safely housed and connected with support.

We have continued to prioritise sustainable housing outcomes for people experiencing or at risk of homelessness. Through our Housing Outreach and Mobile Engagement (HOME) teams, we connect people sleeping rough and experiencing homelessness with accommodation, support services and pathways to longer-term housing. Since the statewide expansion of HOME teams, more than 8,600 people experiencing homelessness in public places have been engaged and supported. We have continued to reduce reliance on temporary and unsustainable responses, supporting over 5,000 people to transition from temporary hotel/motel accommodation into longer-term housing. Our private rental assistance products also supported a further 35,705 households, helping to prevent homelessness and reduce pressure on crisis accommodation and the broader housing system.

Strengthening the housing system

A new policy was introduced in 2025–26 to better manage antisocial behaviour, plus annual tenancy and rent reviews resumed as part of our Strengthening Tenancy Management Framework ensuring our public housing system is fair and equitable and supporting those who need it most.

We relocated and upgraded Housing Service Centres in Chermside and Logan to make them more accessible, modern and customer-friendly spaces.

Home ownership opportunities for First Nations peoples have continued to expand, including by partnering with the Palm Island Aboriginal Shire Council to co-design the Palm Island Rent-to-Buy Home Ownership scheme, which provides a new pathway for home ownership.

Making it easier to build

We continued to make it easier to build through the delivery of the Government's 'Building Reg Reno' reform agenda. Three tranches of reforms have now commenced, including changes to modernise and digitise Queensland Building and Construction Commission processes. We also contributed to the development of the Queensland Government's response to the Queensland Productivity Commission's inquiry into boosting productivity in the construction industry and are now leading implementation of key reform initiatives. Together with the Building Reg Reno, this work will help improve productivity, reduce unnecessary barriers and support a stronger construction sector capable of delivering the housing and infrastructure Queensland needs into the future.

Building stronger communities and infrastructure

QBuild, our Queensland Government builder, continued to go from strength to strength, welcoming 79 new apprentices across a range of trades including carpentry, electricians, painters, plumbers, refrigeration mechanics and cabinet makers. Our largest apprentice intake in many years showed our commitment to developing the skilled workforce Queensland needs while reinforcing QBuild as an employer of choice for people pursuing a trade.

Landmark public infrastructure projects have continued to be delivered by Public Works, including the Lockyer Valley Correctional Centre, Kirwan Police facility, Beaudesert Courthouse and the iconic Glasshouse Theatre at the Queensland Performing Arts Centre. These projects showcase high-quality design and construction outcomes, serving Queensland communities for generations to come.

Our new *Queensland Procurement Policy 2026* came into effect on 1 January 2026 making it easier, simpler and fairer for businesses in Queensland. We've simplified 700 pages of procurement policy down to a 52-page document. The new procurement policy puts local, small and family businesses front and centre of the Queensland Government's annual \$35 billion spend.

This year, QFleet celebrated 35 years of managing the Queensland Government fleet. QFleet has made great progress on their *QFleet Vehicle Emissions Reduction Strategy 2025-2030*, which has a target of reducing government fleet emissions by 10% by 2030. To date we have achieved a reduction of 4.16% — well on track to meet our goal.

Supporting young Queenslanders to thrive

The Office for Youth had a successful year delivering the Queensland Youth Parliament (in partnership with YMCA Queensland) and Queensland Indigenous Youth Leadership Program. For Queensland Youth Week 2026, we partnered with the Queensland Mental Health Commission to deliver 56 youth led events and activities across Queensland through community event grants. SpeakOUT and other youth engagement activities throughout the year connected with over 1,400 young people.

Every year, our department plays an important role in supporting people when they most need it following natural disasters. Between December 2025 and March 2026, we responded to the North Queensland Monsoon trough and Tropical Cyclone Koji, Tropical Low 29U and Tropical Cyclone Narelle.

I'd like to acknowledge our more than 4,400 staff for the incredible work they do every day, and our sector partners for working in partnership with our teams to deliver for Queensland.

We have a clear vision for a brighter future for Queenslanders, and I look forward to continuing to work together with our customers, stakeholders and communities to deliver on our commitments for Queenslanders.

Mark Cridland
Director-General

About us

Overview

The Department of Housing and Public Works is committed to delivering a brighter future for Queenslanders through housing, building and service innovation.

We have a proud history of skilled and dedicated staff delivering services to Queensland's people, communities, industries and government, focusing on housing, building, procurement services, fleet management and youth engagement.

The Queensland Government's long-term housing plan, *A Place to Call Home*, is designed to address Queensland's housing challenges and deliver the homes our state needs now and into the future. The Queensland Government is committed to delivering 1 million homes including 53,500 social and community homes by 2044. Queenslanders deserve a safe and secure place to call home and the department is supporting a whole-of-system response to secure Queensland's housing foundations and deliver more homes.

We deliver safe, secure, accessible and affordable housing pathways, ensuring those most in need are housed appropriately and supported to achieve independence. Our work focuses on improving housing affordability, reducing homelessness, including in partnership with specialist homelessness services providers and helping more Queenslanders access the private rental market.

We partner with the community housing sector and with developers, builders, local government, institutional investors and superannuation funds to deliver more social and community homes. Through our regulatory services, we oversee Queensland's regulated housing and accommodation sector, promoting fair, safe and sustainable outcomes for residents of community housing, residential services, manufactured home parks and retirement villages.

We provide strategic leadership in building and design, drive industry regulatory reform and manage one of Queensland's largest commercial and residential property portfolios to support the delivery of essential government services. Through QBuild, we deliver planning, building, maintenance and disaster recovery services statewide, partner with local suppliers to strengthen regional economies, and develop the future workforce through QBuild's apprentice program.

We lead best-in-class procurement practices across the Queensland Government, encouraging innovation and delivering value for money for the communities we serve. QFleet, Queensland Government's fleet manager, promotes sustainable fleet management and is committed to reducing emissions by offering agencies low-emission vehicle options.

The department supports a safe and vibrant nightlife economy in Queensland by engaging with stakeholders across the sector and coordinating action across government. Additionally, we empower young Queenslanders to build leadership capabilities, shape government policy and to enjoy a safe and respectful Schoolies experience.

We deliver a range of responsibilities under the Interim Queensland State Disaster Management Plan:

- leading the state's Building Functional Recovery and Resilience Group to coordinate efficient and effective information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers following disaster events
- supporting the Human and Social Functional Recovery and Resilience Group by coordinating housing recovery assistance for Queenslanders affected by nature disasters
- providing temporary accommodation solutions and services in impacted communities.

Our strength lies in our people. We are committed to an inclusive, collaborative and flexible workplace that prioritises wellbeing, enabling us to deliver positive outcomes with integrity and kindness.

Our vision

A brighter future for Queenslanders through housing, building and service innovation.

Our purpose

- Deliver a place to call home for more Queenslanders.
- Create a more prosperous Queensland through government procurement, youth engagement and a thriving nightlife economy.
- Strengthen the construction sector.

Our guiding principles

- **Integrity** – Our behaviours match our words and our decisions are transparent.
- **Partnership** – We work across boundaries to deliver our priorities with our stakeholders.
- **Recognition** – We honour the unique cultural strengths, values and priorities of First Nations peoples.
- **Leadership** – We make evidence-based decisions and take responsibility for our actions.
- **Innovation** – We are agile and encourage new ways of working.
- **Inclusion** – We are kind, we will listen, embrace diversity and engage widely.
- **Safety** – We embrace wellbeing and create healthy and safe work practices.

Our values

Our shared values and principles guide our behaviour and decisions.

- Healthy and safe workplace
- Customers first
- Ideas into action
- Unleash potential
- Empower people
- Be courageous.

Operating environment

The Department of Housing and Public Works operates within a state of more than 5.7 million Queenslanders and delivers services in a complex environment shaped by economic, social, environmental and technological change.

The global geopolitical landscape continues to affect the building and construction industry and has the potential to impact statewide service delivery. Shipping disruptions and fuel price volatility are contributing to inflationary pressures on construction and transport costs, heightening supply chain risks for building materials and fuel, and potentially influencing procurement decisions. Ongoing labour shortages are adding to these impacts, affecting project timelines and increasing competition for resources.

These conditions are contributing to persistent cost-of-living pressures and increasing demand for housing, infrastructure and public services. Queensland's population grew by 1.76% in 2024–25, placing further stress on housing and services across the state. The department continues to respond by delivering social and affordable housing and supporting people experiencing homelessness, including those affected by domestic and family violence and financial hardship.

Queensland's climate, exposure to natural disasters and large geographic footprint continue to shape the department's operating environment. Severe weather events, which are predicted to increase in severity and frequency in the future, can disrupt service delivery, place additional pressure on housing and infrastructure, affect construction activity, and increase the need for disaster recovery and resilience support for communities.

Digital and data transformation and the emergence of artificial intelligence (AI) continues to create opportunities to improve services and make them easier to access, while increasing the importance of cybersecurity and responding to evolving community expectations.

The department continues to respond to these challenges to help Queenslanders and communities to access the housing and services they need.

Our strategic opportunities and risks

We see a range of opportunities that can assist us to deliver our strategic goals and vision:

- collaborate with our customers, partners and stakeholders across all tiers of government, community and private sectors to understand their needs, influence their decisions, and achieve better outcomes
- support Queensland businesses, especially in our regions, to maximise the potential long-term economic benefits of hosting the Brisbane 2032 Olympic and Paralympic Games
- be a future-ready organisation with a culture of empowering and skilling our workforce
- harness data, research and stakeholder insights to optimise service delivery and enhance outcomes for Queenslanders
- expand our digital capability to drive innovation, transform our services and improve productivity.

We systematically address five strategic risks which could impact our delivery:

- protecting our people and bridging our skills gap – ensure the health, safety and wellbeing of our people while we adapt to our changing workforce profile and build capabilities to deliver our work program

- responding to climate impacts – prepare for and respond to the impact of increased frequency and severity of extreme weather events, and increased climate variability on our infrastructure and operations
- delivering housing solutions – increase social, affordable and essential worker housing supply to provide the right housing options for Queenslanders across a complex operating environment that is dependent on fostering partnerships with diverse stakeholders
- safeguarding our information security – safeguard our information, systems, people and customers by protecting and maintaining data confidentiality, integrity and availability
- ensuring responsible fiscal management – assure effective management of public funds by maximising value for money, efficient planning and allocation of resources, optimising supply chains and tackling budgetary constraints.

Our organisational structure

The department was constituted under the *Public Sector Act 2022*. As of 30 June 2026, the departmental structure comprised the following seven areas:

Social and Affordable Housing Growth

- Housing Development
- Social Housing Delivery Office

Housing and Homelessness Services

- Sector Services
- Frontline Services

Policy, Performance and First Nations

- First Nations Housing and Homelessness
- Regulatory Services
- Strategic Policy and Intergovernmental Relations
- Office for Youth
- Office of the Nightlife Economy Commissioner

Public Works

- QBuild
- Building Policy
- Major Projects
- Disaster Resilience Program
- Queensland Government Accommodation Office

- Queensland Government Architect

Procurement

- Policy
- Assurance
- General Goods and Services
- QFleet

Corporate Services

- Finance
- People and Culture
- Legal Services
- Digital and Technology Services
- Strategic Communication and Engagement
- Professional Standards and Performance
- Internal Audit

Office of the Director-General

- Cabinet Legislation and Liaison Office
- Department Liaison and Executive Services
- Strategy and Reform

Our contribution to the Queensland Government's Objectives for the Community

The department's strategic direction is articulated in our *Strategic Plan 2024–28*, available at www.housing.qld.gov.au. The plan outlines our objectives shaping the department's future activities, while our Service Delivery Statement (SDS) 2025–26 details specific services provided in alignment with these goals. Together, these documents demonstrate our contribution to the government's objectives for the community.

Queensland Government's objectives for the community

The department contributes to:

- A better lifestyle through a stronger economy.
- A plan for Queensland's future.

Department's objectives

Secure Queensland's housing foundations – Increase housing options and harness the potential of the community housing and homelessness sectors to grow and deliver housing that helps people find, secure, and keep a place to call home.

Unlock potential – Create future prosperity by unleashing Queensland's procurement power, bolstering the nightlife economy and activating opportunities for young Queenslanders.

Build Queensland's future – Boost Queensland's productivity through an effectively regulated construction industry and contribute to a more sustainable, low-emission future.

Strengthen our performance – Foster a culture of integrity, wellbeing, learning and inclusion where we empower our people to deliver solutions and continuously improve.

Department's SDS service areas

Housing, homelessness and youth services – Benefit Queenslanders and their communities by providing housing, homelessness and youth services that are responsive, integrated, and accessible, and enrich the lives of Queenslanders.

Building and government accommodation services – Support the building and construction sector to be productive and well-functioning to deliver the homes and infrastructure Queensland needs. Deliver complex government projects and provide fit-for-purpose, well-utilised and sustainable government office accommodation and employee housing.

Procurement policy and enabling services – Lead best-in-class procurement across government to ensure good outcomes and value for Queenslanders by making every dollar count, empowering local, small and family businesses and creating meaningful opportunities across Queensland's diverse economic landscape.

QBuild – Support Queensland regional jobs and be the trusted building experts for Queensland Government agencies, by providing state-wide planning, building, maintenance and recovery services that utilise local suppliers and QBuild apprentices.

QFleet – Provide a central pool of expertise in fleet management and fleet management services, to enable government and government-funded organisations to safely deliver frontline services to the community. Support Queensland to achieve its emission reduction targets providing fit-for-purpose lower or no-emission vehicle solutions and reducing emissions across the entire fleet.

External reviews

In 2025–26, the department participated in the following reviews:

Queensland Productivity Commission

- *Opportunities to Improve Productivity of the Construction Industry – Final Report*

The Queensland Productivity Commission (QPC) identified a significant decline in construction industry productivity, contributing to reduced housing construction, higher rents and delays and cost blowouts on major projects. Since 2018, construction productivity has declined by 9% equating to approximately 77,000 fewer new homes being built in Queensland.

The QPC made 64 recommendations for government consideration. The Queensland Government has taken action on targeted productivity reforms, with many recommendations already delivered or underway.

The department is the lead agency for 26 recommendations and the reporting agency for 25 recommendations. As of 30 June 2026, of these 25 recommendations, six were delivered and 19 were in progress.

A key contribution to the delivery of these outcomes was the commencement of the *Queensland Procurement Policy 2026* on 1 January 2026, including the permanent abolition of Best Practice Industry Conditions.

Additional recommendations are being progressed through the Building Reg Reno reforms. Three tranches have been delivered to date, with a further tranche planned later in 2026.

Queensland Audit Office reviews

The following Queensland Audit Office (QAO) reports included findings and recommendations relevant to the department:

- *Report 2: 2025–26 Managing the ethical risks of artificial intelligence*

This audit examines whether the Queensland public sector has appropriate policies and guidelines to effectively manage the ethical risks associated with artificial intelligence (AI) systems. One recommendation that applies to all entities is currently being implemented.

- *Report 3: 2025–26 Status of Auditor-General's recommendations*

This audit assesses entities' progress in implementing recommendations made in 2023–24 performance audit reports and prior reports to parliament. No specific recommendations were made for the department.

- *Report 3: 2025–26 Supporting industry development*

This audit examines the effectiveness and probity of the Industry Partnership Program in supporting industry development in Queensland. Two recommendations applicable to all entities have been implemented.

- *Report 13: 2025–26 Managing third-party cyber security risks*

This audit considers how effectively public sector entities identify and manage third-party cyber security risks. One recommendation is specific to the department, and five recommendations apply to all entities. Four recommendations have been implemented and two are in progress.

- *Report 16: 2025–26 Follow-up audit: Delivering social housing services*

This audit assesses the department's implementation of recommendations from 'Delivering social housing services' (Report 1: 2022–23).

Of the eight recommendations aimed at improving the department's housing register management, four have been fully implemented and four have been partially implemented with further improvements underway.

The department accepted five new recommendations arising from the follow-up audit. These recommendations focus on strengthening internal controls, improving housing register management (including applications for community and transitional housing), enhancing oversight of community housing providers, reviewing tenancy management effectiveness and ensuring demand modelling key inputs remain current. Implementation of these recommendations is underway.

These reports are available on the QAO website at <https://www.qao.qld.gov.au>.

Other reviews

- *Preventing harm to children with disability in Queensland – Report 2: Department of Housing and Public Works*

In 2023, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability examined a case study involving two children living with disability, referred to as Kaleb and Jonathon. Following this, the Queensland Ombudsman investigated the public sector agencies involved, including the department.

The Ombudsman made 11 recommendations for the department, which were all accepted. As of 30 June 2026, all recommendations are advanced with six completed.

The report is available on the Queensland Ombudsman website at <https://www.ombudsman.qld.gov.au>.

- Coronial inquests

The department responds to recommendations made by coroners in findings of inquests. The department was not required to respond to any coronial recommendations during 2025–26.

Whole-of-government plans and specific initiatives

The department contributes to, and implements, a range of whole-of-government and specific purpose plans.

External plans

These are whole-of-government plans, developed by the department, which set priorities of strategic importance across the public sector. These include:

- *A Place to Call Home*, the Queensland Government's long-term housing plan
- QFleet Vehicle Emissions Reduction Strategy 2025–30
- Queensland Government Asbestos Management Policy for its Assets
- Queensland Government Building Policy Framework – Growth and Renewal
- Queensland Government Office Accommodation Management Framework
- *Queensland Procurement Policy 2026*
- Young Queenslanders Strategy
- Queensland Government Nightlife Economy Action Plan 2026-2032.

Internal plans

Internally, the department maintains a suite of mandatory plans required under specific purpose planning requirements or legislative requirements. These plans align with and support the department's strategic objectives by setting clear priorities, actions and targets. These include:

- Business Continuity Plan
- Disability Service Plan 2025–28
- Diversity, Equity and Inclusion Plan 2025–28
- Fraud corruption and control plan
- Procurement Plan 2026–28
- Internal Audit's Strategic and Annual Audit Plan 2025–26
- Reframing the Relationship Plan 2025–28
- Strategic Workforce Plan 2025–28
- Waste Reduction and Recycling Plan 2024–27
- Workplace health, safety and wellbeing strategy and action plan 2026-29.

National agreements and national partnership agreements

In 2025–26, the department delivered significant outcomes to advance Queensland's national commitments.

Australian Government's Social Housing Accelerator Payment

Under the Australian Government's Social Housing Accelerator Payment, Queensland achieved its commitment to contract 600 social homes across Queensland by 30 June 2025, including extensions in Aboriginal and Torres Strait Islander local government areas. As of 30 June 2026, 225 social homes have been delivered, including 115 homes in 2025–26. The remaining homes are on track to be delivered by 30 June 2028.

Australasian Procurement and Construction Council and the International Procurement Consultative Group

The department continued to contribute to national procurement reform through its involvement with the Australasian Procurement and Construction Council (APCC).

During 2025–26, the department was elected by the APCC to represent Australia on the Organisation for Economic Co-operation and Development Expert Panel for Artificial Intelligence in Public Procurement.

The department also represented all Australian jurisdictions, through the APCC, in seeking to access detailed data on business size from the Australian Bureau of Statistics. This initiative, the first of its kind nationally, is awaiting final approval.

In response to the emerging fuel and energy crisis during the year, a rapid cross-jurisdictional response mechanism was established, convening the APCC Supply Chain Roundtable to support members in responding to supply disruptions and market volatility.

Building Ministers' Meeting

The Building Ministers' Meeting brings together state, territory and Australian Government ministers responsible for building and construction.

In 2025–26, ministers considered advice from the Australian Building Codes Board and agreed to proposed provisions for the National Construction Code 2025. Ministers also agreed there is an opportunity to improve and modernise the National Construction Code to support a fit-for-purpose regulatory environment that enables industry to build more homes, more efficiently.

Federation Funding Agreement – Affordable Housing, Community Services and Other

Queensland has been allocated \$50 million in Commonwealth funding over five years from 2024–25 to deliver the Housing Australia Future Fund acute housing measure for remote housing repairs, maintenance and improvements.

The department continued preparatory work to establish an Indigenous Community Housing upgrades and maintenance program, which is scheduled to commence delivery during 2026–27.

Collaboration also commenced with Aboriginal and Torres Strait Islander local government areas to fund delivery of repairs and maintenance works on social housing properties, before the properties

become privately owned. This collaboration supports home ownership outcomes for First Nations peoples.

Federation Funding Agreement – Environment

The department assumed responsibility from Queensland Treasury for delivery of the Social Housing Energy Performance Initiative (SHEPI). SHEPI funds the installation of thermal comfort and energy efficiency improvements in social and community housing properties.

The department also progressed negotiations for the SHEPI expansion, which proposes \$97.1 million in Commonwealth funding to expand the initiative.

Housing Australia Future Fund

Through the Housing Australia Future Fund (HAFF) round 2, the department secured funding support towards up to 1,005 social homes for Queenslanders in 2025–26. More than half of these homes are already in construction in South East Queensland, Toowoomba and Townsville with all 1,005 homes expected to be tenanted by 30 June 2029.

Housing and Homelessness Ministerial Council and Joint Ministers Meeting

The department facilitated Queensland's participation in a Housing and Homelessness Ministerial Council meeting on 11 August 2025 and a joint meeting of Housing, Homelessness, Planning and Building Ministers on 29 May 2026. The Housing and Homelessness Ministerial Council meeting focused on economic reform opportunities to lift housing construction sector productivity. The meeting focused on actions to achieve the National Housing Accord target of 1.2 million new homes by 2029, addressing systemic housing challenges and collaborating on federal funding initiatives.

National Housing Policy Partnership

The department continued to engage through the National Housing Policy Partnership, advocating for increased investment and improved housing outcomes for First Nations peoples.

National Agreement on Social Housing and Homelessness (NASHH) and National Agreement on Closing the Gap

The department received \$363.57 million in funding, from the Australian Government in 2025–26, under the NASHH as a contribution toward the costs of delivering social housing and homelessness services.

The department also continued to invest state funding to close the housing gap for First Nations peoples. This included a strong focus on increasing home ownership outcomes and housing supply across the state, particularly in Aboriginal and Torres Strait Islander local government areas, to support progress towards the housing target in the National Agreement on Closing the Gap.

In accordance with the NASHH, the Queensland First Nations Housing and Homelessness Partnership brings together government representatives and First Nations community members to listen and reflect the voices of First Nations peoples living in Queensland and guide implementation of First Nations housing and homelessness initiatives, policies and services. The partnership met three times during 2025–26.

Delivering results – A year in review

Some of our key achievements that showcase our progress during 2025–26:

- Delivered 2,244 social, community and affordable homes, including 1,711 social and community homes as part of achieving our 2044 target of 53,500 homes, along with 533 affordable homes delivered in partnership with the private sector.
- Launched the Queensland Community Housing Investment Pipeline (Q-CHIP).
- Released the new Master Agreement for Registered Community Housing Providers, creating a consistent framework for future housing delivery.
- Co-designed the new Palm Island Rent-to-Buy Home Ownership Scheme with Palm Island Aboriginal Shire Council.
- Locked in three-year contracts for general homelessness responses to provide service continuity for specialist homelessness services, which includes the 20% uplift funding, supporting 91 organisations delivering 225 services across Queensland.
- Assisted 3,252 households in temporary hotel/motel accommodation through the Immediate Housing Response program to transition to a longer-term housing outcome.
- Engaged 4,783 people experiencing homelessness through Housing Outreach and Mobile Engagement teams.
- Announced new youth foyers to be delivered in Rockhampton, Sunshine Coast, Toowoomba, Ipswich and Brisbane in addition to youth foyers underway in Cairns, Hervey Bay and Moreton Bay, on top of existing foyers in Townsville, Logan and on the Gold Coast.
- Continued progress on new or replacement domestic and family violence shelters, and additional temporary supported accommodation and supportive housing across the state.
- Launched the Queensland Community Housing Energy Upgrades Program as part of the \$116 million Social Housing Energy Performance Initiative.
- Progressed Building Reg Reno reforms and the Queensland Government's response to the Queensland Productivity Commission's construction productivity inquiry.
- Launched and commenced implementation of the *Queensland Procurement Policy 2026*, simplifying more than 700 pages of procurement policy and supporting local, small and family businesses.
- Launched Queensland's first public-facing procurement spend portal at www.qld.gov.au/procurement/spend.
- Connected 121 government clients with more than 100,000 suppliers, including approximately 40,000 Queensland suppliers, through the Queensland Procurement Solution marketplace.
- Delivered major infrastructure projects including the Glasshouse Theatre at QPAC, Kirwan Police Facility, and progressed the Woodford Youth Detention Centre, and Arthur Gorrie and Townsville Correctional Centres capacity uplift projects.
- Welcomed 79 new QBuild apprentices, the largest intake in a number of years.
- Continued implementation of the QFleet Vehicle Emissions Reduction Strategy 2025–30 and introduced a new QFleet customer portal.
- Delivered Queensland Youth Week 2026, supporting 56 youth-led events, and engaged more than 1,400 young people through the SpeakOUT series.
- Supported almost 14,000 school leavers through the 2025 Safer Schoolies response.
- Supported Queensland communities with response and recovery efforts from the 2025–26 severe weather events: Queensland Monsoon Trough, Cyclone Koji, Cyclone Narelle and Severe Weather.

Our focus for 2026–27

In 2026–27, our key priorities include:

- Continuing delivery of 53,500 social and community homes by 2044, supported by the Queensland Government's record \$5.725 billion four-year capital program, including more social and community homes, youth foyers, domestic and family violence shelters, temporary supported accommodation, supportive housing and social homes in discrete and remote First Nations' communities.
- Providing frontline housing and homelessness support that prioritises long-term housing outcomes, including social and private rental market housing assistance, specialist homelessness support services, and crisis and temporary supported accommodation.
- Continuing to effectively manage the social housing register and respond to the housing needs of vulnerable Queenslanders.

Proactively managing the state's existing portfolio of more than 64,000 homes and continuing to strengthen tenancy management and take action on antisocial behaviour .

- Supporting sustainable home ownership outcomes for First Nations peoples, including implementation of the Palm Island Rent-to-Buy Home Ownership Scheme.
- Continuing to work closely with the Community Housing sector to implement the Master Agreement and the Social Housing Policy.
- Progressing the Building Reg Reno suite of reforms to reduce red tape, modernise legislation and improve industry productivity.
- Continuing to implement the Queensland Government's response to the Queensland Productivity Commission's Construction Productivity Inquiry Final Report.
- Leading implementation of the *Queensland Procurement Policy 2026* across government departments, strengthening value for money, streamlining procurement processes and creating greater opportunities for Queensland suppliers.
- Facilitating the delivery of capital works projects on behalf of Queensland Government agencies.
- Through the Office of the Queensland Government Architect, we will embed best practice, leadership and design-led thinking early across policy and delivery, ensuring the right expertise is applied to each project. This will future-proof outcomes for end users and deliver a lasting legacy for Queensland.
- Delivering and upgrading of safe and secure government employee housing in remote locations.
- Continuing to deliver high-quality government construction, maintenance and disaster response services while partnering with industry.
- Maximising participation by local suppliers, particularly small, medium and First Nations businesses.
- Progressing delivery of the *QFleet Vehicle Emissions Reduction Strategy 2025–2030* to reduce vehicle tail-pipe emissions across QFleet leased vehicles, while also strengthening fleet data and real-time reporting to support informed decision-making.

- Delivering programs to engage young Queenslanders, including supporting the delivery of the YMCA Queensland Youth Parliament, Queensland Indigenous Youth Leadership Program, Queensland Youth Week and Safer Schoolies.
- Leading implementation of the *Queensland Nightlife Economy Action Plan 2026-2032* to grow safer, more vibrant entertainment precincts and support local venues and artists as the Queensland Government response to the Queensland Night-life Economy Commissioner's *Moonside: The Queensland Night-Life Economy Commissioner's Report 2026*.
- Supporting the Queensland Night-Life Economy Commissioner to continue promoting and advocating for Queensland's nightlife economy.
- Strengthening our governance, risk management and organisational capability to support our work program, progress our service delivery modernisation program and uplift cyber security resilience.
- Strengthening the protection of children and young people from harm and their right to cultural safety by embedding the Child Safe Standards, Universal Principle and Reportable Conduct Scheme across the organisation, supported by child safeguarding policies and procedures, workforce capability initiatives, and strengthened reporting and response processes.

Our strategic objectives

Delivering meaningful outcomes for Queensland

Objective 1: Secure Queensland's housing foundations

Increase housing options and harness the potential of the community housing and homelessness sectors to grow and deliver housing that helps people find, secure, and keep a place to call home.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Number of social and affordable homes delivered	N/A	2,244
Average wait time to allocation for assistance (months) with government-owned and managed social rental housing for clients in very high or high need (SDS measure)	12 months	31.7 ¹
Proportion of total new households assisted to access rental accommodation who moved into the private rental market (SDS measure)	86%	86.9
Number of people assisted by specialist homelessness services	N/A	N/A ²

1. The average wait time for allocation of a household on the housing register has been increasing since January 2021. Tenants in social housing are also staying in their homes longer than private rental tenancies, with the average government-owned and managed tenancy lasting 11 years (average tenancy length remained steady across 2024–25 and 2025–26). In contrast, the average private rental tenancy is significantly shorter at approximately 17.5 months.
2. 2025–26 data not available until October 2026. The 2025–26 result will be published at www.housing.qld.gov.au by 31 December 2026.

Our achievements

Delivering more social and community housing

We are providing more Queenslanders with a place to call home by delivering social and community homes to meet the Queensland Government's target of 53,500 additional social and community homes by 2044, as well as more affordable homes.

This includes delivering more homes through the government's record \$5.7 billion investment in social and community housing over four years. This investment will help accelerate delivery and strengthen partnerships with the community housing sector. It is driving the largest expansion of Queensland's social housing portfolio in a generation and supporting a pipeline of new homes across the state.

As of 30 June 2026, 4,469 social and community homes have been delivered towards our 53,500 target, with 2,273 delivered in partnership with registered community housing providers.

This includes 1,711 social and community homes, which were delivered in 2025–26.

In addition, 533 affordable homes were delivered over this period in partnership with the private sector, including through the Build-to-Rent Pilot Project.

Queensland Community Housing Investment Pipeline

On 2 September 2025, the Queensland Community Housing Investment Pipeline (Q-CHIP) was released, inviting proposals from community housing providers and their partners to build and grow social and community housing in Queensland.

Since opening on 2 September 2025, Q-CHIP has received more than 140 submissions from community housing providers, with the potential to deliver thousands of additional social and community homes across Queensland.

Community Housing Master Agreement

On 12 June 2026, the department released the Master Agreement for registered community housing providers, establishing a consistent and transparent framework to support stronger partnerships and effective delivery of social and community housing.

The agreement provides greater certainty for providers through standardised funding, performance expectations and contractual arrangements. It also supports the expansion of community housing through mechanisms such as long-term leases and third-party finance arrangements.

Supported by the new *Social Housing Policy for Community Housing Providers*, the agreement strengthens accountability, supports quality housing outcomes, and enables continued growth of Queensland's social and affordable housing system.

New community homes delivered

We have partnered with the community housing sector to deliver more homes for Queenslanders with 1,023 community homes delivered during 2025–26, including:

- 17 social homes delivered at Loganholme, in partnership with Mangrove Housing, the first homes delivered under Q-CHIP.
- 75 social homes delivered at Deception Bay in partnership with the Aboriginal and Torres Strait Islander Community Health Service Brisbane.
- 30 social homes delivered at Miami, in partnership with Community Housing (Qld) Limited, supporting seniors and existing public housing tenants seeking to downsize into smaller accommodation.
- 29 social homes delivered, and a further 215 social and affordable homes in construction, in the Logan local government area, in partnership with Community Housing

(Homes for Regions) Limited, supporting seniors over 55 years currently in social housing wishing to downsize into smaller accommodation.

- 15 social homes delivered at Capalaba, in partnership with Mangrove Housing Limited, supporting vulnerable women, including women over 55 years.
- 24 social homes delivered and a further 24 in construction at Rasmussen, as part of a master-planned community, and delivered in partnership with First Nations community housing provider, Yumba-Meta Limited.
- 19 social and affordable homes delivered at Bundaberg, in partnership with Regional Housing Limited, supporting single women over 55 years.

More community homes underway

Projects in construction or under contract to be delivered in partnership with the community housing sector include:

- Southport Supportive Housing Project, a 23-storey residential tower, delivering 213 social and affordable homes with onsite support for people experiencing or at risk of homelessness, to be operated by community housing provider Mission Australia Housing with support services from UnitingCare Queensland.
- 147 new social and affordable homes in construction at Nerang, Newtown and Walkervale on faith-based land in partnership with St Vincent de Paul Society Queensland and St Vincent de Paul Society Queensland Housing.

- 185 new social and affordable homes at Toowoomba to be built in partnership with Mission Australia Housing Limited and MAHQ Toowoomba Limited.
- 63 new social homes at Birtinya in partnership with BlueCHP for seniors and people with disability.
- 47-unit affordable housing development at Mango Hill for women over 55 years, delivered in partnership with community housing provider Y-Care and designed to a Gold level accessibility under the Social Housing Design Guideline, to meet accessibility needs for seniors and Queenslanders with disabilities.
- 47 social homes in Beenleigh partnership with Churches of Christ Housing Services Limited.

Improving our homes

In 2025–26, 14,632 social homes received 16,895 upgrades to improve safety, accessibility and liveability. Works included replacement of elements at end of life, such as kitchens, bathrooms, laundries and floor coverings, and external upgrades to roofing, fencing and pathways. Modifications to improve accessibility and functionality of the property for people with disability were also delivered.

The Thermal Comfort Program assisted 9,094 social housing households to reduce energy consumption and costs through measures including ceiling fans, ceiling insulation, installation of energy efficient hot water systems, cooling systems along with solar power systems to crisis accommodation properties.

Table 1: Number of social, community and affordable homes delivered

	2021-22	2022-23	2023-24	2024-25	2025-26
Social and community homes ¹	410	863	1,383	1,375	1,711
Affordable homes	0	0	0	116	533
Total social, community and affordable homes delivered	410	863	1,383	1,491	2,244

1. Social and community homes delivered since 1 July 2023 contribute towards the 53,500 social and community homes target.

Delivering support where it is needed most

We are delivering the Southport Supportive Housing Project to help address acute housing pressures on the Gold Coast and provide long-term housing solutions for people facing housing insecurity, including people at risk of, or experiencing homelessness. The project seeks to leverage the knowledge, expertise and capability of community housing providers, specialist support services, and government to create stable housing outcomes for vulnerable Queenslanders.

Located in the Southport Priority Development Area, next to the Southport South station, the development will deliver 213 social and affordable homes, including studio, one-bedroom and two-bedroom apartments. Residents may include people experiencing homelessness, women who have experienced domestic and family violence, older women and others in need of safe and secure housing.

The project adopts a supportive housing model – a type of housing that provides security of tenure, underpinned by a tenancy agreement, as a foundation for the delivery of coordinated, wraparound support for vulnerable people who may otherwise be unable to sustain a tenancy and community connection.

The operating model for Southport was informed by consultation with the community housing sector and people with lived experience of homelessness. By bringing housing and support together in one location, the Southport Supportive Housing Project aims to improve health and wellbeing, strengthen social connections, and help residents maintain stable tenancies. Support services may include psychosocial support, domestic and family violence assistance, case management and employment support.

The 23-storey development includes features to support accessibility, safety and community connection, including accessible dwellings, communal and green spaces, proximity to public transport, dedicated bicycle parking, onsite security, concierge services and 24/7 crisis support arrangements.

The design has been informed by trauma-informed principles and crime prevention, through environmental design practices to support the safety of residents, staff and the surrounding community.

A key strength of the project is its collaborative service delivery model. Under this model, Mission Australia Housing will provide property and tenancy management, while UnitingCare Queensland will deliver onsite support services and case management.

Construction commenced in 2025 and is progressing well. In June 2026, major structural works were advancing, with tenancing expected from late 2027. The project is contributing to local employment during the construction phase, with further employment opportunities once operations commence.

The project highlights our commitment to increasing housing supply, supporting vulnerable Queenslanders and delivering place-based solutions. By combining housing with integrated support services, the project will help residents build stable futures while strengthening the broader Gold Coast community.

We launched the Queensland Community Housing Energy Upgrades program, as part of the \$116 million Social Housing Energy Performance Initiative. Jointly funded by the Australian and Queensland governments, the program provides rebates to eligible community housing providers to install energy efficiency and thermal comfort upgrades. In 2025–26, upgrades to 334 community housing dwellings were approved.

Closing the gap for First Nations peoples

Delivering new and improved homes in Aboriginal and Torres Strait Islander communities

In 2025–26, in partnership with First Nations Councils, more housing was delivered for First Nations peoples in Aboriginal and Torres Strait Islander local government areas by:

- Delivering 31 new homes, 14 extensions and 20 new land lots for social housing, in partnership with Aboriginal and Torres Strait Islander councils in Cherbourg, Kowanyama, Mornington Island, Napranum, Northern Peninsula Area, Palm Island, Torres Strait Islands, Wujal Wujal and Yarrabah.
- Continuing delivery of 339 new homes, 63 extensions and 257 new land lots for social housing, with Aboriginal and Torres Strait Islander councils in Aurukun, Cherbourg, Doomadgee, Lockhart River, Mapoon, Mornington Island, Napranum, Palm Island, Woorabinda and Yarrabah.
- Commencing delivery of 81 new homes, three extensions and 129 new land lots for social housing, in partnership with Aboriginal and Torres Strait Islander councils in Cherbourg, Hope Vale, Napranum, Northern Peninsula Area, Pormpuraaw, Torres Strait Islands, Woorabinda, Wujal Wujal and Yarrabah.
- Establishing a pipeline of future housing projects, including new homes, extensions and land lots.

- The Queensland First Nations Housing and Homelessness Partnership (QFNHHP) was established, in March 2025, as a formal body to provide strategic oversight and guidance to support the implementation of First Nations-led housing commitments in Queensland. In 2025–26, the QFNHHP met in July and November, and an out-of-session meeting was also held in September to facilitate QFNHHP's engagement and advice on First Nations housing priorities.

Expanding home ownership for First Nations peoples

In 2025–26, the department continued to expand home ownership opportunities for First Nations peoples.

We partnered with Palm Island Aboriginal Shire Council to co-design the Palm Island Rent-to-Buy Home Ownership scheme. The scheme provides a new pathway for residents to purchase their social housing property through a rent-to-buy agreement with the council over a 10-year period. Applications for the scheme, which will be launched in July 2026, will be initially available to support up to 10 households.

The department also collaborated with local community organisations to deliver nine home ownership information sessions, across seven communities, and continued to provide information and support on pathways to home ownership for First Nations peoples.

Supporting the home ownership journey for First Nations peoples

We are delivering more pathways to home ownership for First Nations peoples living in urban, regional and remote Queensland. We recognise home ownership plays an important role in housing security, financial independence, intergenerational wealth and community wellbeing.

A key focus is providing flexible pathways into home ownership to meet the needs of different communities and individuals. These include:

- the Palm Island Rent-to-Buy Home Ownership Scheme and exploration of similar community-driven initiatives in collaboration with First Nations councils
- supporting First Nations public housing tenants in navigating the department's Sales to Tenants program
- delivering education and support programs to demonstrate the viable pathways to home ownership, explaining how to prepare for and sustain home ownership, and providing financial literacy support to help prospective homeowners prepare for the responsibilities of home ownership.

Integral to this work, is empowering people with the information, guidance and skills needed to become successful homeowners. Through First Nations Home Ownership Information Sessions, which are delivered in partnership with Indigenous Business Australia and local community organisations, participants can learn about the benefits, responsibilities and costs of owning a home.

These sessions have been delivered across Far North Queensland, Central Queensland and Toowoomba, providing opportunities for people to ask questions, share concerns and connect with experts who can support their home ownership aspirations. One-on-one support is also available to help individuals understand the options available and the steps required to get started.

In remote communities, we are working with First Nations councils and trustees to create opportunities for people living in social housing to purchase a home within their community.

A significant achievement this year has been the development of the Palm Island Rent-to-Buy Home Ownership Scheme. Developed through a partnership between the Queensland Government and the Palm Island Aboriginal Shire Council, the initiative is the first of its kind in Queensland, was shaped through extensive community consultation and co-design, and is scheduled to launch in early July 2026.

The scheme will provide an alternative pathway for eligible social housing tenants on Palm Island to purchase the home they currently live in through a rent-to-buy arrangement with the Palm Island Aboriginal Shire Council.

The Palm Island initiative demonstrates how place-based solutions, developed in partnership with communities, can help unlock home ownership opportunities where traditional pathways have been difficult to access. Together with the broader suite of First Nations home ownership initiatives, it represents an important step towards creating more opportunities for First Nations Queenslanders to own a home and build stronger futures for generations to come.

Strengthened management of the social housing system

Managing the social housing register

The department renewed its focus on the effective management of the Social Housing Register to ensure assistance is directed to Queenslanders with the greatest need.

Supported by strengthened tenancy and register management practices, and the ongoing growth in the supply of social housing, the Register has continued to trend downwards with 24,866 applications listed as active as of 30 June 2026 compared to 29,415 as of 30 June 2025 – a reduction of 15.5% over 12 months.

Recommencing rent and tenancy reviews

From 1 July 2025, a strengthened tenancy management approach was implemented for public housing tenancies, including regular rent and tenancy reviews to confirm ongoing eligibility, ensure tenants are appropriately housed and paying the correct rent, and support access to public housing for Queenslanders most in need.

In 2025–26, a total of 50,413 rent reviews were initiated statewide. Through the rent review process 1,629 households were identified as potentially no longer eligible for social housing due to high income (1,486 households) or property ownership (143 households) and require a tenancy review.

Taking action on antisocial behaviour

The department also implemented a new Antisocial Behaviour Policy to support safe and sustainable social housing communities. The policy clearly outlines expectations of tenant behaviour and provides a consistent framework for the department to investigate and respond to allegations of antisocial behaviour. Under the policy, tenants are issued two warnings before action may be taken following a third substantiated incident, except for

‘dangerous/severe’ behaviours and activities where immediate action is taken.

Between 1 July 2025 and 30 June 2026, 122 households were evicted from public housing tenancies due to antisocial behaviour, and 911 tenancies were issued with breach notices for disruptive behaviour.

Attracting investment to support the housing market

In 2025–26, we focused on creating a fair and stable housing market by providing clear, consistent legislation and regulation to attract investment and support renters and manufactured home owners by:

- Creating the Residential Tenancies and Rooming Accommodation Regulation 2025, following a sunset review of the previous regulation and modernising the framework for managing tenancy arrangements in Queensland, including the rights and responsibilities of parties and the content and operation of rental agreements.
- Improving pre-contractual disclosure and sales processes, through approved forms for site agreements, sale agreements, home owner information documents and making the Manufactured Homes (Residential Parks) Amendment Regulation 2025 to prescribe the methods, which can be used to increase site rents and the information requirements for site and sale agreements and disclosure documents.
- Implementing new maintenance and capital replacement plan requirements for residential parks, through the Manufactured Homes (Residential Parks) Amendment Regulation 2026, and publishing a template to support park owners meet their obligations.
- Convening two residential park stakeholder roundtables, in November 2025 and February 2026, to provide an opportunity for consumer and industry representatives to input into

residential park reforms and to identify implementation and other emerging industry issues.

Regulated accommodation industries

The department continued to be an effective and proactive regulator and steward of regulated housing and accommodation industries throughout the year by:

- Strengthening regulatory oversight of residential services, through targeted compliance activities, risk-based inspections and ongoing engagement with providers to support the safety, wellbeing and rights of residents.
- Developing a regulatory framework for Manufactured Homes (Residential Parks), supported by fair and transparent practices between park owners and homeowners through education and compliance activities.
- Enhancing consumer confidence in the retirement villages sector, through monitoring, complaints resolution, guidance materials and stakeholder engagement.
- Delivering fair, transparent and timely reviewable decision-making processes, ensuring regulatory decisions were robust, consistent and responsive, with clear pathways for reconsideration where required.
- Supporting the performance of the community housing sector, by registering and monitoring providers, completing compliance returns within the financial year, promoting good governance and financial sustainability, and facilitating sector capability uplift.
- Improving regulatory practice through data-driven insights and continuous improvement, enabling the proactive identification of emerging risks and targeted interventions across regulated sectors.

Services for vulnerable Queenslanders

We continued to deliver homelessness responses and provide flexible housing pathways to help more Queenslanders move from crisis to stability. In 2025–26, the department:

- Locked in three-year contracts, through to 2029, for general homelessness responses to provide service continuity for Specialist Homelessness Services, which includes the 20% uplift funding supporting 91 organisations to deliver 225 Specialist Homelessness Services.
- During the first nine months, supported more than 46,617 Queenslanders, through Specialist Homelessness Services, providing crisis accommodation, supported accommodation, outreach to rough sleepers, mobile support, case management and centre-based services for people experiencing or at risk of homelessness.
- Continued delivery of the Immediate Housing Response, assisting 7,519 people with short-term accommodation and case management support.
- Expanded outreach, through the Housing Outreach and Mobile Engagement team, engaging 4,783 people experiencing homelessness and connecting them with housing and support services.
- Progressed delivery of new supported accommodation sites across Queensland, including a commitment to deliver 37 new sites providing around 740 additional places. These sites will reduce reliance on hotel and motel accommodation and provide more stable, purpose-built housing options with integrated support.
- Partnered with the Gold Coast Hospital and Health Service and Wesley Mission Queensland to establish a specialist homelessness service on the Gold Coast for young families experiencing or at risk of homelessness. The service provides housing assistance within a hospital.

Homes for young Queenslanders

Throughout the year, we delivered a range of services to support young Queenslanders to find housing, including:

- Expanding the youth foyer network across the state to support more vulnerable young people, aged 16–25, with a safe and secure place to live. Living in a 24/7 supported housing environment, young people are helped to engage in education, training and employment and transition to independent living. This includes commencing work to deliver youth foyers in Toowoomba, Rockhampton, Brisbane, the Sunshine Coast, and Ipswich; continuing work on youth foyers in Cairns, Hervey Bay and Moreton Bay, delivering expanded supported accommodation options for young people experiencing or at risk of homelessness.
- Continuing to support young families and young pregnant women, aged 16 to 25, living in social housing, through the Supported Tenancies for Young Parents program. The program targets those experiencing housing challenges or at risk of homelessness and has expanded to Logan, Moreton Bay and Townsville. It focuses on supporting stable housing outcomes, building essential parenting and life skills, and preventing homelessness through proactive early intervention and support.

Inclusive housing for Queenslanders with disability

Our work is underpinned by the four *Housing principles for inclusive communities of Rights, Choice, Control and Inclusion*, which are available on the department's website.

During 2025–26, the department delivered a range of initiatives to improve housing outcomes for Queenslanders with disability, including:

- Supporting the Expert Disability Housing Advisory Panel (EDHAP), which provides advice to the Minister on improving housing

outcomes for people with disability. The panel met four times during 2025–26.

- Launching the My Housing Options Toolkit in October 2025. Queenslanders with Disability Network was engaged to deliver the initiative, which includes a workbook, guide and supporting resources to assist people with disability to explore and plan their housing choices, while recognising the potential availability, affordability and eligibility challenges.
- Launching the Small Changes, Big Difference renting and home modifications campaign on 1 May 2026. The campaign helps people with disability understand how home modifications can be requested and installed in private rental properties and supports property owners to adopt best practice when assisting tenants with disability. Queenslanders with Disability Network, in partnership with the Real Estate Institute of Queensland and the department, developed a series of videos addressing common misconceptions about installing home modifications in rental properties.
- Establishing Home Access in February 2026, a Brisbane-based housing connection service operated by UnitingCare Queensland. The service helps people with disability to explore suitable housing options, develop personalised housing pathway plans, and connect with appropriate supports and services to achieve their housing goals. It also builds workforce capability through professional development, training and mentoring for staff across government, institutional settings, and community organisations.

Supporting access to the private rental market

In 2025–26, we assisted over 68,300 households to access and sustain housing in the private rental market through a range of products and services. This included providing:

- Bond Loan Products (including Bond Loan Plus and Bridging Bond Loans) to 16,502 households
- Rental Grants to 3,943 households
- RentConnect services to 9,645 households
- Rental Security Subsidies to 4,848 households
- Flexible Assistance to 583 households
- Helping Hand Headleases assisting 34 new households
- Home Assist Secure to 30,263 households
- Helping Seniors Secure their Homes to 2,565 households
- 97,220 households received support through the Queensland Statewide Tenant Advice and Referral Service Program, which assists Queenslanders to understand their rights and responsibilities as a tenant.

Championing Queensland's interests to maximise federal funding

We continued to advocate for increased Australian Government investment in housing and homelessness through sustained

intergovernmental engagement and strategic partnerships. This advocacy contributed to securing \$114 million through the National Housing Infrastructure Facility Crisis and Transitional Accommodation Program, supporting new and upgraded accommodation for young people and victim-survivors across multiple regions including Toowoomba, Rockhampton and Brisbane.

We also worked closely with community housing providers to strengthen applications to the Housing Australia Future Fund, positioning Queensland to secure additional social and affordable housing. Through ongoing engagement with the Australian Government, we continued to maximise federal funding opportunities and advance shared priorities to improve housing outcomes for Queenslanders.

We supported the Minister to participate in key intergovernmental forums, including the Housing and Homelessness Ministerial Council and the inaugural Joint Ministers' Meeting of housing, homelessness, planning and building and ministers.

Table 2: Clients at risk of homelessness who avoided homelessness

	2020–21	2021–22	2022–23	2023–24	2024–25 ^{1,2}
Queensland	80.2%	82.3%	79.6%	83.1%	80.4%
Australia	79.0%	80.2%	79.9%	80.9%	81.3%

Table 3: Percentage of clients who were homeless, or at risk of homelessness, needing assistance to obtain or maintain independent housing and achieved this outcome after receiving support (SDS)

	2020–21	2021–22	2022–23	2023–24	2024–25 ^{1,2}
Queensland	62.3%	60.4%	58.3%	62.4%	57.5%
Australia	63.1%	62.2%	60.9%	61.1%	59.8%

Table 4 – Greatest need allocations as a proportion of all new allocations – overall total – public housing

	2020–21	2021–22	2022–23	2023–24	2024–25^{1,2}
Queensland	98.3%	99.3%	99.7%	99.7%	100.0%
Australia	81.1%	83.0%	82.9%	87.4%	84.6%

1. Source: based on Steering Committee for the Review of Government Service Provision data, Report on Government Services 2026.
2. Results for this annual measure are sourced from the Report on Government Services, last published in January 2026, and reflect the latest available data from the 2024–25 period.

Objective 2: Unlock potential

Create future prosperity by unleashing Queensland's procurement power, bolstering the nightlife economy, and activating opportunities for young Queenslanders.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Overall client satisfaction regarding provision of engagement activities in the policy development and implementation process (SDS) ¹	≥90%	88.60%
Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program (SDS) ²	90%	99%
Percentage of successful QBuild apprentice completions within the financial year ^{3, 4}	70%	77.42%

1. The variance between the 2025–26 Target/Estimate and the 2025–26 Estimated Actual can be attributed to the transition to a new support desk system, which temporarily impacted satisfaction during the implementation phase.
2. The variance between the 2025–26 Target/Estimate and the 2025–26 Actual highlights the significant improved leadership capability outcomes reported by young people who have participated in the Queensland Youth Parliament or the Queensland Indigenous Youth Leadership Program.
3. This service standard is a new measure for 2025–26. It replaces “Percentage of successful QBuild apprentice completions” to provide a more concise measure in line with National Centre for Vocational Research calculations. The calculation method is based on actual data rather than predictive or accumulative data and defines the timing (annually) of the measure more accurately.
4. The variance between the 2025–26 Target/Estimate and the 2025–26 Actual highlights QBuild's ongoing success in supporting apprentices through to completion.

Our achievements

Unleashing Queensland's procurement power

We deliver efficient, best-in-class procurement practices across government to create exceptional outcomes, drive innovation and deliver value for money for Queenslanders. In 2025–26, we:

- Implemented the *Queensland Procurement Policy 2026*, from 1 January 2026, strengthening procurement governance, streamlining requirements, and reducing barriers for small and family businesses.
- Hosted the 2025 Procurement Ministerial Advisory Council and the 2026 Minister's Procurement Roundtable, bringing together industry and government representatives to discuss procurement reform, strategic priorities, opportunities associated with the Brisbane 2032 Olympic and Paralympic Games and initiatives to improve procurement outcomes:
- Developed an innovative tender process tailored for small, family and regional businesses.
- Published the inaugural *General Goods and Services Category Strategy*, providing a framework for category management and improved procurement outcomes.
- Launched the Preferred Supplier Panel for Marketing, Advertising and Media Services, comprising 42 suppliers, with representation from Queensland-based businesses; small, medium and family businesses; and enterprises led by Aboriginal and Torres Strait Islander peoples, culturally diverse groups and women.
- Expanded the Creative Advertising Preferred Supplier Panel from 15 to more than 40 suppliers, in December 2025, aligning with the *Queensland Procurement Policy 2026*.
- Hosted two Creative Advertising Preferred Supply Panel networking events in March 2026, connecting 38 panel suppliers with approximately 200 government customers. Supplier-led webinars also attracted more than 400 government registrations, facilitating knowledge sharing and supporting evidence-based decision-making across government.
- Launched the *Better Data, Better Decisions Strategy* to prepare Queensland's procurement systems for artificial intelligence (AI) and cutting-edge analytics. The strategy was developed through three workshops involving almost 100 participants and generating more than 1,000 ideas and pieces of feedback from across government.
- Launched Queensland's first public-facing procurement spend portal, providing greater transparency of government procurement expenditure by region and industry.
- Represented Australia on the Organisation for Economic Co-operation and Development Expert Group for Artificial Intelligence in Public Procurement.
- Published a paper on Categorisation Architecture with Predictive Reasoning and Alignment, the first AI of its kind, which enhances procurement data for government operations and earned recognition on the global stage.
- Led negotiations with the Australian Bureau of Statistics, on behalf of all states and territories, to facilitate access to data that will benefit small and family businesses.
- Launched the department's own *Procurement Plan 2025–29*, reinforcing our commitment to value-for-money, ethical sourcing and streamlined decision-making.

Supporting local businesses

Throughout 2025–26, we worked to drive economic growth and job creation by supporting local businesses through:

- Connecting 121 state government clients with more than 100,000 suppliers through the Queensland Procurement Solution marketplace, including approximately 40,000 Queensland based suppliers.

- Requiring agencies undertaking significant procurement to include a purposeful public procurement (PPP) evaluation criterion, applying a weighting to between two and four PPP outcomes. Outcomes which can be selected include local workforces and use of local suppliers in the supply chain, and support for local manufacturing.

Queensland Procurement Policy unlocks potential and delivers value

The Queensland Government with its statutory bodies and government-owned corporations procures approximately \$35 billion of goods and services each year. Our *Queensland Procurement Policy 2026* (QPP) harnesses this purchasing power to create opportunities for businesses, strengthen communities and support economic growth across the state.

Launched on 1 January 2026, the QPP established a unified approach to government purchasing, making it easier for buyers and suppliers to do business with government. By reducing complexity, improving consistency and supporting better planning across agencies, the policy makes it easier for businesses to participate in government procurement while delivering better value for money for Queenslanders.

The policy sets a clear vision for achieving positive outcomes that contribute to a strong and sustainable future for the state. Through targets and government objectives, it encourages greater participation by Queensland small- and medium-sized businesses, ensuring government spending delivers broader economic and social benefits.

The impact of the policy extends beyond purchasing decisions. By using procurement as a strategic lever, Queensland Government agencies are helping build thriving communities, stimulating economic growth and encouraging innovation across industries. This approach ensures government procurement delivers value not only through goods and services purchased, but also through the opportunities it creates for businesses, workers and local communities.

To support the implementation of the QPP, we launched the *Better Data and Better Decisions Strategy 2026–2029*, designed to harness data and AI-driven insights to improve procurement outcomes. We also delivered a new Queensland Government Procurement Spend Portal, providing suppliers and the public with greater visibility of government expenditure, and upgraded QTenders, the Queensland Government's online procurement and tendering platform, to make it easier for suppliers to identify and respond to opportunities.

Together, these initiatives have created a more transparent, efficient and accessible procurement system.

Streamlining procurement

In 2025–26, we continued to streamline procurement and make it easier for suppliers to work with government by:

- Introducing changes to the Temporary and Contracted Workers panel, in consultation with stakeholders, to simplify the engagement independent contractors (ABN/Pty Ltd workers) through the panel.
- Updating the General Goods and Services Category terms and conditions to align with the *Queensland Procurement Policy 2026* including enhancements that benefit all suppliers, particularly small, family and regional businesses.
- Consolidating and simplifying more than 700 pages of procurement policy into 52 pages of strategy and policy while maintaining accountability and transparency.
- Abolishing Best Practice Industry Conditions (BPICs) from the government's procurement policy, consistent with the Queensland Productivity Commission's final report into construction productivity, to address rising construction costs and improve productivity while maintaining worker safety.
- Operationalising the Procurement Assurance Model, from 1 January 2026, providing a fair, consistent and proportionate approach to assessing supplier conduct against the Queensland Government Supplier Code of Conduct. The model supports capability building and improvement-focused action for minor or moderate unmet commitments, while reserving stronger consequences for egregious supplier conduct.
- Launching a capability-building hub to improve supplier understanding of the Supplier Code of Conduct, strengthen procurement practices and support ethical participation in government supply chains.

- Refreshing and strengthening the Queensland Government Supplier Code of Conduct.

Bolstering Queensland's nightlife

On 17 September 2025, the Night-Life Economy Commissioner delivered the *Annual Report 2024–2025 Night-Life Economy Commissioner*, to the Honourable Sam O'Connor MP, Minister for Housing and Public Works and Minister for Youth, in fulfilment of legislative requirements. The report outlines the Commissioner's advocacy and sector engagement activities during the year.

In 2025–26, we supported Queensland's first Night-Life Economy Commissioner to undertake stakeholder engagement and develop *Moonside: the Queensland Night-Life Economy Commissioner's Report 2026*.

Moonside provides a roadmap of recommended actions to enhance the vibrancy, safety and economic sustainability of Queensland's nightlife sector. The recommendations were informed by the nightlife sector opportunities and challenges identified during the Commissioner's listening tour and expert advice of the Nightlife Economy Advisory Panel.

The government's response to *Moonside*, the *Queensland Nightlife Economy Action Plan 2026–2032*, will be released in July 2026 and outlines a roadmap to reinvigorate Queensland's nightlife.

Delivering opportunities for young Queenslanders

We created opportunities for young Queenslanders to develop leadership skills and contribute their perspectives to Queensland Government policies, programs and services, and delivered the annual Safer Schoolies Response. In 2025–26, we:

- Celebrated Queensland Youth Week 2026 with 56 events organised by young people and organisations across Queensland. Grants of up to \$10,000 were awarded to 33 young

Queenslanders to support their own community events.

- Supported the 30th YMCA Queensland Youth Parliament in 2025 and launched the 31st Queensland Youth Parliament at Parliament House during Queensland Youth Week in April 2026. Ninety-three young people were selected to represent each of Queensland's electorates, participate in the democratic process and develop leadership skills.
- Delivered the 21st Queensland Indigenous Youth Leadership Program, equipping 25 First Nations Queenslanders, aged 18–25, with leadership, mentoring and networking opportunities. The program included the Eric Deeral Indigenous Youth Parliament, empowering participants to build capacity and drive positive change in their communities and beyond.
- Engaged more than 1,400 young Queenslanders through the SpeakOUT series, ensuring their voices contributed to shaping Queensland Government policies, programs, and services.
- Hosted the inaugural Youth Engagement Policy and Program meeting in June 2026, bringing together government agencies to collaborate, explore opportunities and ensure consistent and effective youth engagement across government.
- Delivered the 2025 Safer Schoolies Response, supporting almost 14,000 school leavers (Gold Coast 12,500 attendees and Airlie Beach 1,500 attendees). The Response featured safe options to have fun and included Recharge Zones, Welfare Space, Emergency Treatment Centre, Red Frogs Accommodation Outreach and Walk Home Service, Information Hub and other safety and security measures, delivered in partnership with nine Queensland

Government agencies, seven community partners and the City of Gold Coast.

- In Airlie Beach, Safer Schoolies also provided a shuttle bus service to safely transport 1,016 school leaver passengers back to accommodation, after the event. This was in partnership with Red Frogs who coordinated, a walk home service and also managed a Recharge Zone with Queensland Ambulance Service.
- Delivered 176 schoolies education sessions to 22,398 Year 12 school leavers across Queensland.
- Finalist in the 2026 Queensland Volunteering Impact Award – Government, for proactive safety strategies including RFID wristbands, drug and alcohol-free entertainment and interactive expos on critical safety topics; coordination of 1,000 volunteers, contributing over 41,000 hours to support 15,000 school leavers; recruitment of volunteers from diverse backgrounds, training in equity and respect and fostering a culture of safety and inclusion; and developing successful partnerships with government agencies, community organisations and educational institutions, including TAFE Queensland and Griffith University, to enhance recruitment and engagement.

Growing Queensland's trade workforce

We lead an apprenticeship program that sets a new standard for developing skilled workers and supporting career pathways in the building and construction industry.

In 2025–26, we welcomed 79 new apprentices, the largest intake in many years, enhancing our capacity to deliver critical building, maintenance, and disaster recovery services across the state.

Table 5

Year	2022–23	2023–24	2024–25	2025–26
Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program (SDS measure)	92%	95%	99%	99%

Table 6

Year	2022–23	2023–24	2024–25 ¹	2025–26
Percentage of successful QBuild apprenticeship completions (SDS measure)	81.5%	85%	68%	77.42%

1. Prior to the 2024–25 financial year, QBuild used a predictive completion rate model calculation based on data derived from National Centre for Vocational Education Research to report completions. In 2024–25, QBuild commenced using the Actual completion rate (AR) model calculation providing a more reliable and accurate representation of the likelihood of apprentice completions.

Objective 3: Build Queensland's future

Boost Queensland's productivity through an effectively regulated construction industry and contribute to a more sustainable, low-emission future.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Percentage of government-owned employee housing with an acceptable facility condition index rating (SDS measure)	≥90%	95.20%
Percentage reduction on vehicle emissions of the QFleet fleet year on year	10% reduction by June 2030	4.16%
Energy performance – percentage of occupied government office accommodation achieving a rating greater than or equal to 5 stars under the National Australian Built Environmental Rating System (SDS measure)	80%	79%
Percentage of spend on QBuild's customers' facilities with small and medium enterprises ¹	30%	70.41%
Percentage of spend on QBuild's customers' facilities with Indigenous Councils and/or businesses ²	3%	7.27%

1. The positive variance between the 2025–26 Target and the 2025–26 Actual is due to QBuild's commitment to engaging small and medium-size business in the delivery of its projects.
2. The positive variance between the 2025–26 Target and the 2025–26 Actual is due to QBuild's commitment to engaging Indigenous business and councils in the delivery of its projects.

Our achievements

Making it easier to build in Queensland

Our department is strengthening the building regulator and fostering intergovernmental collaboration to improve performance, efficiency and effectiveness across the building and construction industry. In 2025–26, we:

- Continued delivery of the Building Reg Reno reforms, in consultation with industry, including through the *Queensland Building and Construction Commission and Other Legislation Amendment Act 2025*, to:
 - Support the Queensland Building and Construction Commission (QBCC) to become a more customer-focused and user-friendly regulator through digitised and modernised processes.
- Enhance the QBCC use of digital platforms, reducing paperwork and simplifying licence management.
- streamline the pathway for making safety notifications.
- Delivered several recommendations under the Queensland Government's response to the Queensland Productivity Commission's *Opportunities to improve productivity of the construction industry Final Report*, including the introduction of the *Queensland Procurement Policy 2026* and the permanent removal of Best Practice Industry Conditions, with further work underway.

Public Works team delivers new cultural landmark

Public Works continued to build Queensland's future, having delivered the Glasshouse Theatre at the Queensland Performing Arts Centre (QPAC) in South Bank, Brisbane.

The 1,500-seat Glasshouse Theatre, which opened its doors in March 2026, is a significant addition to Queensland's cultural landscape, transforming QPAC into the largest performing arts centre in Australia under one roof. The project required collaboration between government, industry and project partners, bringing together expertise from across multiple disciplines to deliver a contemporary performance venue while respecting the heritage-listed Queensland Cultural Centre and its Conservation Management Plan.

From its inception, the project was guided by a comprehensive design brief developed by the Office of the Queensland Government Architect, capturing both the operational requirements of clients Arts Queensland and QPAC, and the long-term vision for the precinct.

The theatre reflects Queensland's unique character through carefully considered design and materials, including the iconic curved glass façade which draws inspiration from the nearby Brisbane River. The auditorium's sustainable ironbark timber ribbons and green auditorium carpeting evoke Queensland's rainforests, and gold-toned foyer finishes reference our coastline to create a venue that is both contemporary and distinctly local.

The journey to deliver the theatre was not without challenges. Public Works successfully navigated the impacts of the COVID-19 pandemic, the 2022 Queensland floods and labour and supply shortages, demonstrating resilience, adaptability and a commitment to achieving the best outcome for the project.

The successful delivery of the Glasshouse Theatre reflects Public Works' experience managing complex building projects. By maintaining a clear focus on quality, collaboration and the project's long-term vision, the team delivered a cultural landmark that will create lasting social, cultural and economic benefits for Queensland.

- Hosted Building and Construction Industry Forums in Southport, Townsville, Toowoomba, Redlands, Chermside, Coomera, Cairns and Rockhampton. Delivered in partnership with the QBCC, the forums provided updates on Building Reg Reno reforms, the government's response to the Queensland Productivity Commission's final report and key QBCC initiatives.
- Conducted public consultation on the proposed Queensland Housing Code to inform updated design and siting standards for detached houses, with the aim of streamlining approvals and accelerating housing delivery.
- Engaged with industry stakeholders on matters relevant to the Queensland building and construction industry, through two meetings of the Building Ministerial Advisory Council.
- Established an industry working group to explore opportunities to support the adoption of modern methods of construction in Queensland.

Building for Queensland's Future

We deliver tailored property and accommodation solutions to government agencies to optimise the delivery of government services to Queenslanders. In 2025–26, we:

- Invested \$123.7 million in fit-for-purpose, safe and secure government employee housing in remote and regional communities to support the attraction and retention of key frontline workers, such as police, health workers and teachers. This included renewing and upgrading existing assets and delivering 34 modern modular homes, 51 traditional homes and 14 acquisitions across communities from the Torres Strait to western Queensland.
- Delivered the \$235.3 million Glasshouse Theatre at the Queensland Performing Arts Centre (QPAC) on behalf of Arts Queensland

and QPAC. The project features a 1,500-seat auditorium with world-class acoustics and sustainable design. Delivered in partnership with Lendlease, the project engaged more than 2,400 workers, including 180 apprentices and trainees, contributing more than one million work hours.

- Delivered the new, state-of-the-art Kirwan Police Facility on behalf of the Queensland Police. The facility provides a central location for key policing capabilities and accommodates several specialist police units.
- Progressed construction on the new 112-bed Youth Detention Centre at Woodford on behalf of the Department of Youth Justice and Victim Support. The centre includes education and training facilities, physical activity spaces, green areas and opportunities for cultural connection.
- Progressed projects on behalf of Queensland Corrective Services to increase adult prison capacity at the Arthur Gorrie and Townsville Correctional Centres.

Growing QBuild's capacity

Our department continued to enhance QBuild's value-for-money services while expanding regional capacity and capability and creating opportunities for small, medium, and First Nations businesses. We supported industry uplift through modern construction methods, design and practices, contributing to the development and growth of a highly skilled construction industry.

During 2025–26, we:

- Invested approximately \$19.3 million to enhance and expand QBuild's regional operational capacity and delivery capability through upgrades to depots and facilities across Queensland, including:
 - Far North Queensland: Bamaga, Thursday Island

- North Queensland: Ayr, Mornington Island, Townsville, Doomadgee, Palm Island
- South West Queensland: Chinchilla, Roma, Warwick, Toowoomba
- Wide Bay: Kingaroy.
- Improved depot infrastructure to provide safer, fit-for-purpose facilities, supporting our commitment to a high-quality working environment and a positive safety culture for our people.
- Strengthened QBuild’s capability to support local communities and respond to maintenance, emergency and disaster recovery activities across Queensland.
- Delivered the \$250,000 Maleny light replacement program to protect Maleny’s dark sky status by replacing lighting on state-owned buildings with environmentally friendly, energy efficient LED alternatives.
- Delivered the Quandamooka Arts and Culture Centre on Minjerribah (North Stradbroke Island) in partnership with the Quandamooka Yoolooburrabee Aboriginal Corporation, the Department of Tourism, Science, Innovation and Sport, and the local community. The centre celebrates Quandamooka culture through culturally significant design, exhibition gallery and community facilities.
- Improved safety and accessibility on the Kurilpa Bridge through new line markings that enhance mobility, reduce user conflict, and reinforce safe, shared-use behaviour.

Managing QFleet

We also improved the safety, sustainability and value of the government vehicle fleet. In 2025–26, we:

- Continued implementation of the QFleet Vehicle Emissions Reduction Strategy 2025–2030, supporting the target of reducing QFleet tailpipe emissions by 10% by 30 June 2030.
- Delivered a new QFleet customer portal, providing agencies with self-service vehicle leasing comparison and quoting capabilities.
- Continued to provide fleet management and emissions reporting to agencies through the MyQFleet online application.
- Hosted Drive Day events in Brisbane and regional Queensland, enabling QFleet customers to test electric, hybrid and four-wheel-drive vehicles to support informed fleet planning based on operational requirements.

Table 7: Percentage of maintenance spend on QBuild's customers' facilities with local zone 1 suppliers¹

Years	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Percentage of spend	81.0%	80.9%	81.5%	81.1%	80.5%	79.76%
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80%

1. Suppliers that maintain a workforce within 125 km of the location where the goods/services will be delivered in support of the *Queensland Procurement Policy 2026*.

Table 8: Energy performance – percentage of occupied government office accommodation achieving a rating greater than or equal to 5 stars under the National Australian Built Environmental Rating System

Year	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Energy performance	74%	75%	74%	72%	78%	79%

Creating strong and resilient communities

In 2025–26, the department delivered a range of grant programs to help Queenslanders improve the resilience of properties to floods and cyclones. Key outcomes are summarised in the table below.

Table 9: Resilience grant program outcomes from program commencement to 30 June 2026

Program	Purpose	Program Status
Stronger Homes Grant (SHG)	Provides grants of up to \$10,000 to eligible homeowners to implement practical solutions, including raising essential services and using flood resilient materials, to improve resilience to future flooding events. The SHG is jointly funded by the Australian and Queensland governments.	74 grants awarded to the value of \$441,652 56 grant works completed
Household Resilience Program (HRP) (Phase 4)	Provides grants of up to \$15,000 for eligible low-income owner-occupiers who live in houses built before 1984 in coastal parts of central and northern Queensland to improve the resilience of their homes against cyclones. The HRP is jointly funded by the Australian and Queensland governments.	1,514 grants awarded to the value of \$22.0 million 1,314 grant works completed
Strata Resilience Program (SRP)	Provides grants of up to \$150,000 for eligible bodies corporate in high-risk cyclone-prone areas to implement resilience strategies in strata complexes to improve cyclone resilience. The SRP is jointly funded by the Australian and Queensland governments. Applications closed on 30 June 2026.	113 grants awarded to the value of \$10.0 million 64 grant works completed
Resilient Homes Fund (RHF)	In response to the 2021–22 flood event, the RHF provided grant funding to help homeowners make their properties more resilient to future floods through resilient retrofit, home raise and rebuild programs. The RHF is jointly funded by the Australian and Queensland governments. Funding applications closed on 1 December 2025, with works required to be completed by 31 March 2027.	For the Resilient Retrofit and Home Raising programs: 2,607 grant applications were submitted by the closure date of 1 December 2025 (505 of these applications were identified as duplicates or withdrawn) 545 grants have approved resilience works in progress and must finalise their works by 31 March 2027 1,377 grants have been finalised, with a value of \$92.4 million

Through the Industry and Community Education program, we delivered a range of initiatives focused on education, community engagement and practical guidance to help Queenslanders improve flood resilience to future disasters, including:

- Published the *Design Guidance for Flood Resilient Homes* in June 2026 in collaboration with the Queensland Government Architect and the Queensland Reconstruction Authority, providing practical guidance on integrating flood resilience into residential design.
- Delivered education on flood-resilient building design and construction at events including the Brisbane Home Show and Ipswich Home and Property Show, providing more than 200 homeowners with practical information on flood-resilient building approaches.
- Engaged with homeowners, industry professionals and students to promote flood-

resilient building practices and increase awareness of their role in reducing the impacts of future flooding on Queensland Homes and communities.

- Hosted community pop-up stalls across Brisbane and Maroochydore, including at the West End Markets, to raise awareness of flood-resilient building approaches and support community flood resilience.

Responding to Queensland's disasters

The department played a pivotal role in response and recovery efforts, assisting Queensland communities to rebuild and recover from a series of severe weather events between December 2025 and March 2026. This included providing temporary emergency accommodation and alternative housing solutions.

The table below summarises the department's response to each significant disaster event as of 30 June 2026.

Table 10: Significant weather events in the 2025–26 Disaster season

Response measure	Queensland Monsoon Trough and Cyclone Koji (Dec 2025–Jan 2026)	Tropical Low 29U (Mar 2026)	Tropical Cyclone Narelle (Mar 2026)
Emergency Housing Assistance Request (EHAR) received	12	40	7
Temporary Emergency Accommodation provided through Housing	17 (11 households)	52 (21 households)	20 (7 households)
Number of Housing staff who supported recovery efforts	26	31	2
Number of QBuild government customer assets impacted	322	148	208
Number of QBuild field staff who supported recovery efforts	41	44	16
Number of contractors engaged through QBuild	128	76	23

Helping Queenslanders build back stronger

We introduced the Stronger Homes Grant to help eligible homeowners improve the resilience of their homes and reduce the impact of future natural disasters, following severe flooding across North and Far North Queensland in 2025. The program supports flood-related resilience strategies to help families and communities recover quicker and be better prepared for future disasters.

The grant program has been extended and expanded following Queensland disaster weather events in late 2025 and early 2026, including Queensland Monsoon Trough, Cyclone Koji, and Cyclone Narelle. The grant, which was originally open to 40 local government areas, was widened to cover seven additional areas due to the extreme weather events.

The grant provides eligible homeowners with up to \$10,000 to undertake approved resilience works to their flood-affected homes. These improvements include:

- Raising essential services, such as electrical switchboards, hot water systems and air conditioning units.
- Installing flood-resilient materials designed to minimise damage during future flood events.

The program reflects a shift from recovery alone to long-term home resilience to flooding. The initiative helps reduce future repair costs, minimise disruption to families and communities, and improves Queensland's preparedness for extreme weather events.

The Stronger Homes Grant has provided homeowners with practical advice and assistance to rebuild their homes with confidence. As of 30 June 2026, the program had received 184 applications, with 74 grants awarded and 56 eligible grant works completed.

The program is jointly funded by the Australian and Queensland governments through the Disaster Recovery Funding Arrangements. It forms part of a broader commitment to helping disaster-affected communities recover and adapt to future risks.

Building stronger homes today is helping Queensland communities become more resilient tomorrow.

Objective 4: Strengthen our performance

Foster a culture of integrity, wellbeing, learning and inclusion where we empower our people to deliver solutions and continuously improve.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Working for Queensland (WfQ) survey results (percentage positive)		
• Workgroup respect and psychological safety	–	82%
• Keeping you well: Leadership	–	71%
• Continuous improvement	–	68%
First Nations responses: My colleagues invite me to share my perspective as an Aboriginal and/or Torres Strait Islander person when carrying out work	–	43%
Equity and diversity data (percentage of workforce)		
• First Nations peoples	4%	4.51%
• Women in leadership	50%	52.83%
• People who speak a language other than English at home	12%	10.19%
• People with disability ¹	12%	7.49%

1. Diversity representation is typically higher in the WfQ survey data due to its anonymity compared to the Equal Employment Opportunity (EEO) Census data reported through Minimum Obligatory Human Resource Information (MOHRI). The response rate for the WfQ survey is also higher than the EEO Census response rate. In 2025, 12.96% of WfQ respondents identified as having a disability. The department continues to work towards building a more diverse workforce that reflects the Queensland community through the strategies in the Equity, diversity and inclusion plan and the Disability service plan.

Our achievements

Strategic Workforce Plan

To build our workforce capability in response to the evolving needs of customers and a complex operating environment, the department developed the *Strategic Workforce Plan 2025–28*.

Aligned with the department's *Strategic Plan 2024–28*, the plan sets out actions to prepare our workforce for future challenges, including emerging technologies, demographic change and evolving workforce expectations.

It integrates departmental objectives, values and strategies to support the strategic objective of 'Strengthen Our Performance'.

The plan is built around four priority areas:

- **Talent acquisition and management:** Enhance end-to-end attraction and retention to ensure access to the skills and capabilities we need.
- **Capability and leadership development:** Develop capability and leadership at all levels and across the employee lifecycle to build talent pipelines and retain knowledge.
- **New ways of working:** Empower a high-performing, high-functioning, well-supported workforce to deliver agile, innovative, flexible and responsive services.
- **Culture:** Foster and build a values-based culture of respect and inclusion, which embodies integrity and embraces diversity and equity.

Key 2025–26 initiatives to deliver on the Strategic Workforce Plan are provided throughout Strategic Objective 4 on the following pages.

Employee health, safety and wellbeing

A core value of our department is to provide a healthy and safe place of work where our people can perform at their best. Embracing wellbeing is central to this commitment.

Our Workplace Health, Safety and Wellbeing Strategy and Action Plan 2026–2029 sets a clear vision to prevent harm and support a safe, healthy and inclusive workplace. The strategy focuses on strengthening governance, improving risk management of physical and psychosocial hazards, enabling early intervention and driving continuous improvement.

To deliver on our commitments in 2025–26, we:

- Launched our Workplace Health, Safety and Wellbeing Strategy and Action Plan 2026–2029.
- Continued delivery of employee support programs.
- Improved our workplace health and safety (WHS) reporting to provide WHS insights for our leaders.
- Enhanced the implementation of the department's online WHS reporting system.

These initiatives were complemented by targeted programs to support employee wellbeing and safety across the department. In recognition of this work, QBuild's Far North Queensland Safety Committee was named a finalist in the National Safety Awards of Excellence for Best Safety Team. The nomination recognised innovative initiatives including the Fit for Work program, Regional Skin Check program, and improvements to personal protective equipment designed for extreme climate conditions.

Connect Mentoring strengthens workforce capability and collaboration

Investing in our people strengthens our performance and helps us deliver better outcomes for Queenslanders. In response to workforce feedback, we introduced a mentoring program for employees to strengthen capability, foster collaboration and support staff to achieve their career goals.

Designed as a key initiative under our *Strategic Workforce Plan 2025-28*, the Connect Mentoring program responds directly to professional development opportunities identified through the 2024 and 2025 Working for Queensland survey results.

The program connects staff from across the department through structured mentoring partnerships, creating opportunities for knowledge sharing, career development and cross-functional collaboration. By bringing together people with diverse skills, experiences and perspectives, it has helped foster a culture of continuous learning and professional growth.

More than 650 staff have subscribed to the program since it was introduced, with 183 mentoring partnerships completed and a further 146 pairs actively engaged. Together, participants have completed almost 600 mentoring sessions, demonstrating the strong professional relationships being formed. Through these connections, staff have expanded their networks, built skills and gained valuable career insights.

Staff feedback has been overwhelmingly positive, with 100% positive satisfaction reported across all mentoring sessions. Strong mentor participation has also been central to the program's success, with 88% of registered mentors matched with a mentee. This demonstrates a high level of commitment from staff sharing their expertise and supporting the development of their colleagues.

Together, these results show how the Connect Mentoring program is strengthening workforce capability, enhancing staff engagement and creating meaningful connections across the department. By investing in the growth and development of our people, the program is helping us deliver for Queenslanders now and into the future.

A high-performance culture

We are dedicated to fostering a high-performance culture driven by innovation, leadership and collaboration.

Our positive performance management policy supports employees to succeed by encouraging professional growth, open and constructive communication, training, recognising and valuing contributions, celebrating strong performance, and effective and timely performance management.

Through achievement and development planning, managers and employees have regular conversations about work expectations, performance, conduct, career goals and professional development.

These discussions support individual growth and create a positive, high-performing workplace.

Talent acquisition and management

The department is committed to enhancing end-to-end attraction and retention to ensure access to the skills and capabilities that the department needs.

We have a range of programs in place to recruit the right people with the right skills. In 2025–26, we:

- Welcomed 79 QBuild apprentices, the largest intake in many years, to strengthen our capacity to deliver building, maintenance and disaster recovery services across Queensland.
- Onboarded 15 graduates through the 2026 Graduate program, providing participants with exposure to diverse projects, experienced teams and the skills needed to thrive in a dynamic public sector environment.
- Supported First Nations employment through the Workforce Pathways Program by providing pathways into traineeships and employment opportunities. Since 2020, 89 trainees have participated, with strong completion rates and positive employment outcomes. Participants receive additional support, including training in interview and writing skills, to enhance job readiness. The program has also expanded its training offerings to including trade-based qualifications in building skills, supporting jobs and strengthening communities in alignment with the National Agreement on Closing the Gap.
- Hosted the Grow Strong mentoring workshop during NAIDOC Week, supporting First Nations trainees through activities focused on personal growth, resilience, leadership, goal setting, wellbeing and financial literacy. Participants built peer networks and connected with cultural resources to strengthen identity and belonging.

Learning and development

Employees have access to a wide range of learning and development opportunities that support continuous learning, capability uplift and leadership development. Professional development is facilitated through online and face-to-face training, higher duties, transfers, secondments and mentoring opportunities.

In 2025–26, we:

- Launched the Connect Mentoring program, providing opportunities for staff to learn, connect and share knowledge.
- Continued to deliver the Yarn and Grow mentoring program, which provides a culturally safe and supportive environment for professional growth, fostering meaningful connections and shared learning experiences. The initiative is a cornerstone of the department's commitment to supporting the career progression and retention of First Nations employees.

Capability and leadership development

We are committed to nurturing leadership capabilities at every level in our department.

Our leadership programs, aligned with the Queensland Government's *Leadership Competencies for Queensland*, are designed to equip leaders with the skills and confidence to excel. In 2025–26, we offered:

- Taking the Lead: A five-day program for middle managers focused on practical leadership skills.
- People Matters: A three-day program that develops confidence and practical skills in managing and leading teams.
- Leader Support Series: An online coaching program focused on peer collaboration and real-world leadership challenges.

Recognising our employees

We understand the important connection between employee recognition, engagement and retention. Our formal recognition programs include:

- Long service awards, which honour employees for their significant contributions to the Queensland public sector and recognise milestones of 15, 25, 40 and 50 years of continuous service.

- QBuild Excellence Awards, which celebrate the outstanding achievements of QBuild staff, teams and projects over the past year.

In addition to formal programs, we encourage informal recognition through sharing staff stories, public acknowledgements, thank you notes, development opportunities, and peer-to-peer recognition.

Industrial and employee relations

As of 30 June 2026, three certified agreements are in place for departmental employees:

- *QBuild Field Staff Certified Agreement 2022* (FSA11) – applicable to QBuild field staff
- *QFleet Certified Agreement 2025* – applicable to employees of QFleet
- *State Government Entities' Certified Agreement 2023* (Core Agreement) – applicable to the remaining departmental employees under the department's industrial instrument.

The department aligns with the Queensland Government's policies on contracting-out services, union encouragement and ensuring employment security.

Employees are encouraged to join a union, with union delegates and job representatives recognised for their valuable contributions, particularly during agreement negotiations.

Joint union and employer consultative committees at all levels provide a platform for collaboration with unions on certified agreements, organisational changes and other significant employee welfare matters. These include an Agency Consultative Committee, local and regional committees, and a QBuild Field Staff Consultative Committee.

To ensure workforce stability, the department limits organisational restructures and outsourcing while maximising employment security for tenured public sector employees by prioritising the conversion of temporary roles to permanent positions wherever feasible.

A culture of respect and inclusion

We are building a respectful and inclusive workforce that values diversity, cultural competence, kindness, equity and inclusion.

Our *Diversity, Equity and Inclusion Plan 2025–28* outlines actions to create a workplace where equity, respect, inclusion and cultural safety are embraced and demonstrated every day.

Our Employee Network Groups and Diversity, Equity and Inclusion (DEI) Champions have strengthened our inclusive culture through targeted campaigns, events and mentoring initiatives that amplify diverse voices, build cultural capability and encourage meaningful conversations about inclusion.

Our progress is measured through the annual equity and diversity audit and the Working for Queensland survey, which help identify workforce trends and opportunities for improvement.

Key initiatives include mandatory cultural capability and disability awareness training, mentoring for First Nations employees, participation in the Queensland Government Career Pathways Service, and ensuring reasonable workplace adjustments for employees with disability.

Information about diversity target group data can be found on pages: 66-67.

In 2025–26, we:

- Launched the department's Disability Service Plan 2025–2028, reflecting our commitment to inclusive services, upholding the human rights of people with disability, promoting choice and participation and addressing barriers people with disability may experience.
- Joined the Hidden Disabilities Sunflower program, a globally recognised initiative that supports people with hidden disabilities.
- Launched Women's and Multicultural Networks to strengthen and support gender equality and cultural diversity.

- Celebrated Disability Action Week (23–30 November), reaffirming the department's commitment to accessibility and inclusion through the theme, 'Communicate. Connect. Create', and highlighting the importance of accessible communication.
- Released the Reframing the Relationship plan, which outlines actions to strengthen our cultural capability and improve outcomes for First Nations peoples and communities.
- Celebrated NAIDOC Week 2025, honouring First Nations cultures and achievements through art workshops, cultural showcases, and community events.
- Promoted LGBTQIA+ inclusion during Pride Month through panel discussions and staff events, highlighting authenticity, allyship and inclusive leadership.
- Celebrated QBuild staff who were finalists in several categories of the Queensland National Association of Women in Construction Awards, recognising excellence and leadership by women in the construction industry. The recognition showed QBuild's ongoing commitment to increasing female participation at all workforce levels, including leadership and apprenticeships.
- Implemented a Respectful Workplaces program, including workshops for executives, managers and People and Culture staff to better prevent and respond to unacceptable workplace behaviours.

Ethical practices and the Code of Conduct

In accordance with the *Public Sector Ethics Act 1994* and the *Code of Conduct for the Queensland Public Service*, we are committed to maintaining high standards of professional conduct and ethical practices when performing official duties. This commitment is further reflected in our *Strategic Plan 2024–28*.

Our Integrity Framework provides a comprehensive and robust approach to promoting an ethical culture, transparency and

accountability across the department. It details how the department's structures, systems, practices and people work together to support accountability in service delivery.

As part of the Integrity Framework, the department provides online Public Sector Ethics Training (PSET), which covers:

- the Code of Conduct for the Queensland Public Service
- the four ethics principles set out in the *Public Sector Ethics Act 1994*
- key legislation guiding professional conduct
- employees' obligations and responsibilities.

All new employees must complete PSET as part of their induction, with an annual refresher thereafter. This ensures our workforce understands their ethical responsibilities under the *Public Sector Ethics Act 1994*.

Our policies and procedures are aligned with the *Code of Conduct for the Queensland Public Service*, the Integrity Framework and our ethical standards, principles and values. These policies and procedures guide our employees in performing their roles impartially and in an apolitical manner.

In 2025–26, we delivered a range of initiatives to strengthen prevention, awareness, and education relating to ethical behaviour, with a strong focus on integrity and ethical decision-making. This included:

- Requiring all staff to complete mandatory online training covering corrupt conduct prevention, management of conflicts of interest and procurement practices.
- Delivering targeted face-to-face training focused on corrupt conduct and fraud.
- Promoting international anti-fraud and anti-corruption initiatives.
- Implementing integrity campaigns centred on ethical behaviour and decision-making.
- Reinforcing ethical standards of conduct through strategic communications and messaging from senior leadership.

Embedding a culture of human rights

We are committed to upholding, safeguarding, and promoting human rights in all our decisions and actions in accordance with the *Human Rights Act 2019*.

In 2025–26, we continued to build a culture where human rights are central to our decision-making. This included:

- Demonstrating our commitment to human rights in our *Strategic Plan 2024–28*.
- Requiring new employees to complete an online training module on the *Human Rights Act 2019*.
- Delivering face-to-face training on human rights obligations and Human Rights Compatibility Assessments (HRCAs).
- Regularly reviewing and updating the department's human rights resources, such as templates, guides and other materials.

- Enhancing human rights considerations in processes such as the management of customer complaints.
- Providing staff with ongoing advice, guidance and support when undertaking HRCAs.

Additionally, we also have a Human Rights Continuous Improvement Network that promotes information sharing within the department.

Charter of Victims' Rights complaints

We are committed to upholding the rights of victims as set out in the *Victims' Commissioner and Sexual Violence Review Board Act 2024*.

In accordance with the Charter of Victims' Rights (the Charter) and recognising the impact that crime can have on individuals and communities, we treat victims with dignity, respect and compassion in all their interactions with the department.

In 2025–26, we did not receive any complaints under the Charter.

Human rights complaints

Table 11: Human rights complaints overview – 1 July 2025 to 30 June 2026

Source of complaints	Number
Complaints made by people external to the department (for example, customers)	242
Complaints made by people internal to the department (for example, employees)	45
Outcome of complaints	
No further action	205
Further action	30
Open as of 30 June 2026	52
How were human rights identified	
By the department	225
By complainants	62

Contemporary project management

Public Works continued to strengthen contemporary project management practices through its Centre of Excellence (CoE), driving consistent, efficient and effective project delivery across the department.

During 2025–26, the CoE formalised its governance framework by establishing Terms of Reference and a dedicated CoE Board to provide oversight and strategic direction. A two-year forward work plan was also developed, aligned to six strategic focus areas: business improvement, better practice and continuous improvement, data uplift, documentation enhancement, governance improvement and workforce capability uplift.

Significant progress was made in strengthening project delivery tools, systems and knowledge sharing. Key initiatives included developing an integrated CoE document register, undertaking a gap analysis to support alignment with best-practice frameworks, and improving the CoE online platform to enhance user access to project managers resources, methodologies and governance frameworks.

The CoE also expanded engagement with project delivery teams through presentations and active participation in the departmental Project Management Community of Practice, with a strong focus on regional staff. These efforts are building a more connected, capable and informed project management workforce, supporting stronger governance, risk management and capital infrastructure delivery outcomes.

Information systems and security

We continue to leverage technology and data to improve service delivery, enhance access and ensure the security and reliability of departmental information.

Information security risks are managed through a systematic and repeatable approach that integrates people, processes and technology. This includes maintaining an Information Security Management System aligned with the Queensland Government Information Security Policy (IS18:2022) and the ISO 27001 standard.

All staff are required to complete annual mandatory information security training, supporting a strong and consistent security culture across the department.

During 2025–26, the department detected and prevented numerous attempted security incidents and did not experience any material information security breaches.

In 2025–26, we:

- Enhanced monitoring, detection and response capabilities through strengthened security controls, logging and identity and access management, improving the department's ability to detect and respond to cyber threats.
- Implemented controls to restrict access to unsanctioned or high-risk cloud-based applications, reducing the risk of unauthorised data access and information leakage.
- Introduced an Artificial Intelligence Policy to support the safe and responsible adoption of emerging technologies while managing associated risks.

Recordkeeping

The department continued to strengthen its recordkeeping practices, building on established governance frameworks and advancing digital recordkeeping maturity to support compliance, accessibility and transparency.

Recordkeeping is aligned with the *Public Records Act 2023*, *Public Sector Act 2022* and the Queensland State Archives Records Governance Policy. The department's Records Management Framework, updated in 2025–26, sets out the legislative, policy and governance arrangements

that support recordkeeping across the department and is complemented by the department's Data Governance Framework.

During the year, the department continued its recordkeeping uplift program, focusing on improving consistency, strengthening governance and enhancing digital recordkeeping practices. Roles and responsibilities are clearly defined through policy and communicated to staff, supported by mandatory training, to promote a consistent, department-wide approach.

The department also continued its transition from paper-based to digital recordkeeping, improving the capture and management of records across business systems and strengthening access to information. Public records are managed in accordance with approved retention and disposal schedules and relevant legislation, supported by targeted disposal activities to address legacy holdings and improve compliance.

In 2025–26, we:

- Progressed a records transformation initiative to assess current practices, establish a maturity baseline and inform future recordkeeping improvements. Initial work has supported future planning, supporting improved compliance and a more secure, accessible and digital-first workplace following a pause in project delivery during the year.
- Delivered a targeted records disposal program to address legacy records and strengthen compliance with approved retention and disposal schedules.
- Continued to improve digital recordkeeping practices, supporting the consistent capture, management and accessibility of records across the department.

Information security attestation

The attestation process is underway and it is anticipated it will be finalised by 30 September 2026.

The assurance reporting, Information Security Management System governance documentation and policy framework will provide the required evidence for this year's annual return. This information will be endorsed by divisional heads and provided to the Director-General for attestation and progressed to the Queensland Government Chief Information Security Officer.

Human-centred design

In 2025–26, the Service Modernisation Program (SMP) continued to progress the modernisation of housing and homelessness service delivery through a Human-Centred Design (HCD) approach that places customer and staff needs at the centre of service design. The key problems and challenges being addressed by the program were identified through significant HCD activities, which provided critical insights into the real-time experiences, barriers and service delivery pressures faced by customers and frontline staff. HCD is embedded across each project within the program to ensure solutions remain informed by lived experience and aligned to evolving customer and staff needs.

From January to April 2026, more than 530 staff across First Nations Housing and Homelessness, Housing and Homelessness Services, and Corporate Services participated in discovery and design activities as part of the SMP's ongoing commitment to HCD principles underpinning the program. These activities included co-design workshops, one-on-one interviews and site visits, helping to ensure the program continues to reflect the operational realities and service challenges experienced by staff across the department.

The program is addressing key service delivery challenges, including barriers to access, increasing demand and reliance on legacy systems. Supported by enabling technology solutions aligned to the department's Target Operating Model, the SMP is replacing fragmented and highly customised systems with contemporary, integrated platforms that improve scalability, interoperability and responsiveness.

This capability-led transformation is strengthening service delivery across Housing and Homelessness Services and First Nations Housing and Homelessness, enhancing customer interactions across in-person, telephone and online channels, and supporting improved outcomes for vulnerable and remote Queenslanders.

As part of the SMP, the Telephony Modernisation Project will deliver Amazon Connect, a cloud-based telephony solution, replacing the legacy TIPIT system across four Frontline Processing teams, the Accommodation Package team, Debt and Property Services and 16 Housing Service Centres in August 2026.

This implementation represents a significant step in modernising customer service channels and improving the department's ability to deliver more responsive, scalable and integrated services. First Nations Housing and Homelessness will commence its own Phase 1, involving targeted consultation with leadership and staff to inform planning and design that supports local ways of working.

Phase 1 is expected to be completed in October 2026, delivering a cloud-based telephony solution for frontline staff. The project will then progress to Phase 2, which is planned to deliver further enhancements informed by technical learnings and staff experience feedback. The program remains responsive to evolving departmental and government priorities, ensuring it continues to deliver sustainable, fit-for-purpose solutions that meet the needs of Queenslanders.

Our performance

Service overview

The service areas for the Department of Housing and Public Works, as listed in the Service Delivery Statements (SDS) 2025–26, are:

- Housing, homelessness and youth services
- Building and government accommodation services
- Procurement policy and enabling services
- QBuild
- QFleet

We track our performance through a range of service standards, as published in the SDS.

Refer to Service Delivery Statements 2025–26 available on the Queensland Treasury website at <https://www.treasury.qld.gov.au/budget/queensland-budget>.

Housing, homelessness and youth services

Objective

Benefit Queenslanders and their communities by providing housing, homelessness and youth services that are responsive, integrated, and accessible, and enrich the lives of Queenslanders.

Service standards are provided for three service types:

- Housing
- Homelessness
- Youth

Housing, homelessness and youth services	2025–26 Target/Est.	2025–26 Actual
Service: Housing		
Effectiveness measures		
Level of overall customer satisfaction		
• Public housing This service standard is based on a biennial survey, with the most recent survey undertaken in 2025. The next survey is scheduled in 2027–28. Customer satisfaction data is sourced from the Australian Institute of Health and Welfare, National Social Housing Survey and published in the Report on Government Services. The variance between the 2025–26 Target/Estimate and 2025–26 Actual reflects customer perceptions at a point-in-time when completing the survey. A high proportion of households were estimated to be satisfied or very satisfied with the service provided across public housing and community housing. Queensland continues to have higher satisfaction levels for public housing compared to national results, while community housing satisfaction was similar to national results.	86%	75.6%
• Community housing This service standard is based on a biennial survey, with the most recent survey undertaken in 2025. The next survey is scheduled in 2027–28. Customer satisfaction data is sourced from the Australian Institute of Health and Welfare, National Social Housing Survey and published in the Report on Government Services. A high proportion of households were estimated to be satisfied or very satisfied with the service provided across public housing and community housing. Queensland continues to have higher satisfaction levels for public housing compared to national results, while community housing satisfaction was similar to national results. Results for this biennial measure are sourced from the Report on Government Services, last published in January 2026, and reflect the latest available data from the 2024–25 period.	81%	77.3%
Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need	95%	100%

Housing, homelessness and youth services	2025–26 Target/Est.	2025–26 Actual
Average wait time to allocation for assistance (months) with government-owned and managed social rental housing for clients in very high or high need The variance between the 2025–26 Target/Estimate and the 2025–26 Actual is due to the tightening of private market conditions statewide and the combination of reduced tenancy turnover and therefore fewer new allocations have contributed to an increase in the average wait time for allocation to government-owned and managed social rental housing.	12	31.7
Percentage of department-owned social rental housing dwellings in acceptable condition	95%	98.4%
Proportion of total new households assisted to access rental accommodation who moved into the private rental market	86%	86.9%
Proportion of newly constructed social dwellings supported by the Queensland Government meeting the Livable or Social Housing Design Guideline gold or platinum level. This variance reflects the department's commitment to providing accessible housing that supports ageing in place and improved accessibility, while maintaining an accelerated housing delivery pipeline.	50%	68%
Percentage of under occupied government-owned and managed social rental housing	15%	14.8%
Proportion of government-owned social rental housing stock matched to greatest demand	56%	57.4%
Efficiency measures		
Average tenancy and property management administration cost per household assisted with social rental housing The variance between the 2025–26 Target/Estimate and the 2025–26 Actual is primarily due to a higher number of households being assisted, compared to that anticipated.	\$1,635	\$1,606
Service: Homelessness		
Effectiveness measures		
Percentage of clients who were homeless or at risk of homelessness needing assistance to obtain or maintain independent housing and achieved this outcome after receiving support Results for this annual measure are sourced from the Report on Government Services, last published in January 2026, and reflect the latest available data from the 2024–25 period.	60%	57.5%
Percentage of clients at risk of homelessness who avoided homelessness after receiving support	80%	80.4%

Housing, homelessness and youth services	2025–26 Target/Est.	2025–26 Actual
Results for this annual measure are sourced from the Report on Government Services, last published in January 2026, and reflect the latest available data from the 2024–25 period.		
Efficiency measures		
Recurrent cost per client assessing homelessness services Results for this annual measure are sourced from the Report on Government Services, last published in January 2026, and reflect the latest available data from the 2024–25 period.	\$6,690	\$8,416
Service: Youth		
Effectiveness measures		
Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program The higher than estimated 2025–26 Actual result is attributable to stronger than anticipated program performance and effective delivery over the reporting period.	90%	99%

Building and government accommodation services

Objective

Support the building and construction sector to be productive and well-functioning to deliver the homes and infrastructure Queensland needs. Deliver complex government projects and provide fit-for-purpose, well-utilised and sustainable government office accommodation and employee housing.

Building and government accommodation services	2025-26 Target/Est.	2025-26 Actual
Effectiveness measures		
Return on investment:		
Commercial properties included in the office portfolio The variance between the 2025-26 Target/Estimate and the 2025-26 Actual is due to rising operating costs not being offset by increased rent revenue and increasing capital values as a result of re-evaluation.	≥6%	5%
Vacancy rate: • Office portfolio The positive variance between the 2025-26 Target/Estimate and the 2025-26 Actual is due to minimising vacancies through centralised lease management and relocating agencies with expiring leases into vacancies where possible. The variance between 2025-26 Actual and the 2025-26 Estimated Actual of 0.94%, as published in the 2026-27 Service Delivery Statements, can be attributed to actively pursuing accommodation efficiencies, optimising workplace utilisation, resulting in a short-term increase in vacancy levels. • Government employee housing The positive variance between the 2025-26 Target/Estimate and the 2025-26 Actual is due to the continued high demand from agencies for government employee homes leading to a shortage of available stock to lease in regional and remote communities. The variance between 2025-26 Actual and the 2025-26 Estimated Actual of 0.77%, as published in the 2026-27 Service Delivery Statements, can be attributed to a greater reduction of vacant homes than anticipated across the portfolio during the reporting period.	≤3.5%	1.36%
Percentage of government-owned employee housing with an acceptable facility condition index rating The positive variance between the 2025-26 Target/Estimate and the 2025-26 Actual is a result of both a lower level of maintenance liability at the end of the financial year than originally estimated and the asset renewal program, which is focused on replacing homes considered to be in poor condition.	≤4%	0.61%
Percentage of government-owned employee housing with an acceptable facility condition index rating The positive variance between the 2025-26 Target/Estimate and the 2025-26 Actual is a result of both a lower level of maintenance liability at the end of the financial year than originally estimated and the asset renewal program, which is focused on replacing homes considered to be in poor condition.	≥90%	95.20%
Energy performance – percentage of occupied government office accommodation achieving a rating greater than or equal to 5 stars under the National Australian Built Environment Rating System	80%	79%

Building and government accommodation services	2025–26 Target/Est.	2025–26 Actual
Work point density: - Average - New and refurbished fit out	13.5m² per person 12m² per person	13.2m² 11.63m²
Percentage of sub-contracts awarded to local companies The positive variance between the 2025–26 Target/Estimate and the 2025–26 Actual demonstrates the effectiveness of efforts to maximise opportunities for local businesses.	75%	92.36%
Efficiency measures		
New and refurbished office fit-out – cost per square metre The variance between 2025–26 Actual and the 2025–26 Estimated Actual of \$1,800, as published in the 2026–27 Service Delivery Statements, can be attributed to the increase in industry costs, partially offset by the implementation of cost-saving initiatives across the portfolio.	≤\$1,530 per square metre	\$1,582/m ²

Procurement policy and enabling services

Objective

Lead best-in-class procurement across government to ensure good outcomes and value for Queenslanders by making every dollar count, empowering local, small and family businesses, and creating meaningful opportunities across Queensland's diverse economic landscape.

Building and government accommodation services	2025-26 Target/Est.	2025-26 Actual
Effectiveness measures		
Overall client satisfaction regarding provision of engagement activities in the policy development and implementation process The variance between the 2025-26 Actual and the 2025-26 Estimated Actual of 91% as published in the 2026-27 Service Delivery Statements can be attributed to the transition to a new support desk system, which temporarily impacted satisfaction during the implementation phase.	≥90%	88.60%
Efficiency measures		
Operating cost per \$1,000 of managed spend on general goods and services General Good and Services report one quarter behind due to availability of SAP and Supplier data. This data will be published at www.hpw.qld.gov.au 31 December 2026.	<\$2	N/A
Total cost per hour of procurement policy government decision support, governance support and advisory services, and engagement and events	\$138.52	\$133.84

QBuild

Objective

To support Queensland regional jobs and be the trusted building experts for Queensland Government agencies by providing statewide planning, building, maintenance and recovery services that utilise local suppliers and QBuild apprentices.

QBuild	2025-26 Target/Est.	2025-26 Actual
Effectiveness measures		
Overall customer satisfaction	70%	67%
Percentage of outsourced maintenance spend on QBuild's customers' facilities with Local Zone 1 suppliers (based on physical location of contractor's workplace) In 2025-26, total maintenance expenditure increased by approximately 19% (\$193M) compared to the previous financial year (2024-25). Local maintenance expenditure has also increased by approximately 19% (\$147M). Whilst QBuild has not met its SDS target, the increase in total maintenance expenditure has also been reflected in an increase in local maintenance expenditure in 2025-26. To achieve the 80% target, local maintenance expenditure in 2025-26 needed to be \$928M (an additional \$2M from what QBuild achieved). Despite missing this target, in 2025-26, QBuild's local maintenance expenditure is the highest it has ever been.	80%	79.76%
Percentage of successful QBuild apprentice completions within the financial year This service standard is a new measure for 2025-26. It replaces "Percentage of successful QBuild apprentice completions" to provide a more concise measure in line with National Centre for Vocational Education Research calculations. The calculation method is based on actual data rather than predictive or accumulative data and defines the timing (annually) of the measure more accurately. The variance between the 2025-26 Target/Estimate and the 2025-26 Actual highlights QBuild's ongoing success in supporting apprentices through to completion.	70%	77.42%
Efficiency measures		
Total current assets over total current liabilities The positive variance between the 2025-26 Target/Estimate and 2025-26 Actual is mainly due to the increase in cash assets on 30 June 2026.	1.66:1	1.71:1
Gross profit as a percentage of revenue generated from work delivered on behalf of QBuild customers The positive variance between the 2025-26 Target/Estimate and 2025-26 Actual is mainly due to the increase in the products and services delivered and the related gross profits achieved.	6.7%	8.8%
Net profit before tax and dividends as a percentage of sales The positive variance between the 2025-26 Target/Estimate and 2025-26 Actual mainly reflects the increase in products and services delivered, and lower expenses due to a pause in business system projects.	0.6%	3.1%

QFleet

Objective

To provide a central pool of expertise in fleet management and fleet management services, to enable government and government-funded organisations to safely deliver frontline services to the community. Support Queensland to achieve its emission reduction targets by leading the Queensland Government's transition to electric vehicles.

QFleet	2025-26 Target/Est.	2025-26 Actual
Effectiveness measures		
Percentage of QFleet vehicles with 5-star ANCAP safety rating	90%	92%
Fleet vehicle utilisation compared to agreed leased parameters The variance between 2025-26 Target/Estimate and the 2025-26 Actual is due to agency vehicle usage being lower than the lease package. QFleet is working with agencies to review the terms of their lease package to align with actual use.	90%	75%
Efficiency measures		
Total current assets over total current liabilities The variance between the 2025-26 Target/Estimate and the 2025-26 Actual is mainly due to increased provisions for dividends and income tax as a result of higher operating surplus and movements in cash balances and vehicles held for sale as part of normal business operations.	4.37:1	1.68:1
Financial return as a percentage of total net assets The variance between the 2025-26 Target/Estimate and the 2025-26 Actual is mainly due to a higher operating surplus achieved than budgeted.	5.4%	11.0%
Total net debt as a percentage of total capital The variance between the 2025-26 Target/Estimate and the 2025-26 Actual is mainly due to a higher operating surplus after tax and dividend resulting in higher equity and a decrease in borrowings.	72.1%	67.5%

Workforce profile

Strategic workforce profile – 30 June 2026

Total staffing by headcount and full-time equivalent

	Headcount ¹	FTE ²
Total full-time equivalent (FTE) for the Department of Housing and Public Works ³	4,564	4,404.38

Employment status

Appointment type by FTE	Number (FTE)	Percentage of total workforce (calculated on FTE)
Permanent ⁴	3,803.05	86.35%
Temporary ⁵	545.13	12.38%
Casual ⁶	3.26	0.07%
Contract ⁷	52.94	1.20%

¹ A count of people who were employed and paid at the time of the snapshot.

² The ratio of an individual's working hours to the relevant award full-time standard hours for the work being performed.

³ Data sourced from the Minimum Obligatory Human Resource Information (MOHRI) system for the fortnight ending 30 June 2026.

⁴ An employee who is employed on a continuing basis to perform ongoing functions.

⁵ Temporary employees are employed for fixed-term engagements of specific periods of time. The circumstances for engaging temporary employees are many and include specific budget allocation for projects, replacing permanent employees who are absent from their substantive position or assistance required to meet peak workloads. Temporary employees are generally employed on the same conditions as permanent employees as prescribed by the applicable industrial instrument. Where temporary appointment type is referred to in this report, it is to be read as fixed-term temporary employment.

⁶ Casual employees are not permanent employees and normally work less than full-time hours as prescribed by the applicable industrial instrument. Casual employment attracts the payment of a loading (as prescribed by the applicable industrial instrument) in lieu of sick and recreation leave. Casual employment is characterised by its ad hoc nature with each engagement standing alone.

⁷ Includes senior executives and chief executives and equivalents contracted under the *Public Sector Act 2022* or similar provisions in other relevant Acts. Also includes employees on common law contracts.

Employment status by headcount	Number (headcount)	Percentage of total workforce (calculated on headcount)
Full-time	4,223	92.53%
Part-time ⁸	334	7.32%
Casual	7	0.15%

Occupation type

Occupation types by FTE	Number (FTE)	Percentage of total workforce (calculated on FTE)
Frontline (including key frontline roles) and frontline support roles ⁹	3,338.46	75.80%
Corporate roles ¹⁰	1,065.92	24.20%

Target group data

Gender

Gender ¹¹	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	2,281	49.98%
Man	2,191	48.01%
Non-binary	11	0.24%
Another term	2	0.04%
Not disclosed	79	1.73%

Diversity target group data

⁸ An employee who works less than full-time hours and performs those duties on a regular basis.

⁹ Frontline (including key frontline roles) and frontline support roles deliver services, programs and outcomes directly to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via government centres, telephone, online or in-field.

¹⁰ Corporate roles provide organisation-wide support to the sector so that it can deliver the Queensland Government's objectives for the community.

¹¹ Where available.

Diversity groups ¹²	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	2,281	49.98%
Aboriginal and Torres Strait Islander peoples	221	4.84%
People with disability	372	8.15%
Culturally and linguistically diverse – speak a language at home other than English ¹³	522	11.44%

Target group data for women in leadership roles

Women in leadership roles ¹⁴	Number (headcount)	Women as a percentage of total leadership cohort (calculated on headcount)
Senior officers (Classified, s122 and s155 combined)	100	52.36%
Senior executive service and chief executives (Classified, s122 and s155 combined)	41	53.95%

Early retirement, redundancy and retrenchment

No redundancy packages were paid during the period.

¹² To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers must be replaced by <5.

¹³ This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

¹⁴ Women in leadership are defined as those in classified roles or on s122 or s155 contracts. This data does not include salary equivalency.

Our governance

Good governance is at the heart of our department

Our governance

Good governance is at the core of our department's operations, ensuring we are accountable, transparent and aligned with our strategic objectives. Our governance framework provides the foundation for effective decision-making, ethical conduct and the delivery of high-quality services to Queenslanders.

The framework ensures our operations comply with legislative and accountability requirements including the:

- *Financial Accountability Act 2009*
- *Financial and Performance Management Standard 2019*
- *Public Sector Ethics Act 1994*.

It is supported by a robust system of governance committees, policies, procedures and practices that guide our work. It ensures we are principle-based, well-managed and focused on achieving outcomes for Queenslanders.

Executive Leadership Team

The Executive Leadership Team (ELT) is the department's peak governance body responsible for setting strategic direction, overseeing organisational performance, monitoring risks, and ensuring compliance with legislative and accountability requirements. The ELT also plays a key role in fostering a values-driven organisational culture.

Chair: Director-General

Members:

- Deputy Director-General, Social and Affordable Housing Growth
- Deputy Director-General, Housing and Homelessness Services
- Deputy Director-General, Policy, Performance and First Nations
- Deputy Director-General, Public Works
- Deputy Director-General, Queensland Government Procurement
- Deputy Director-General, Corporate Services.

The ELT meets regularly to provide strategic leadership, monitor progress against departmental priorities and ensure resources are effectively aligned to deliver on its commitments.

Our Executive Leadership Team as of 30 June 2026

The following profiles highlight the expertise and experience of the department's senior leaders:

Mark Cridland

Chair: Director-General

Bachelor of Commerce

Mark joined the Department of Housing as the Director-General in 2023. Mark is a highly experienced senior executive with over 30 years of proven leadership experience in large and complex government and private sector organisations.

Mark's passion and commitment to public service is driven through his view, based on real-world experience at the centre of government, that we can play a fundamental role in delivering real outcomes for Queenslanders.

Prior to this role, Mark was the Director-General in the Department of Resources (2022–2023) and the Associate Director-General of the Cabinet Office in the Department of the Premier and Cabinet (2021–2022). In this role, Mark was responsible for leading policy, intergovernmental relations, cabinet and parliamentary services, and the reform and delivery teams, and for providing high-level strategic policy advice to the Premier and Cabinet.

Mark also held the role of Deputy Director-General (Policy) in the Queensland Department of the Premier and Cabinet (2018–2021), responsible for providing strategic leadership on economic, social and environment policy and intergovernmental relations. Mark has also held senior roles in the private sector at KPMG Australia and in the senior executive service for the Queensland and New South Wales governments.

Sarah Amos

Member: Deputy Director-General, Social and Affordable Housing Growth

Bachelor of Economics, Bachelor of Arts, Graduate Certificate of International and Development Economics

Sarah is a senior executive, economist and public policy advisor with over 20 years' experience working in and for governments, particularly in Queensland.

Sarah leads the Social and Affordable Housing Growth division of the Department of Housing and Public Works, including delivery towards the Queensland Government's commitment for 53,500 social and community homes by 2044. She also oversees the management of the state's portfolio of more than 64,000 social homes.

Sarah was formerly the Head of Commercial in Queensland Treasury and was responsible for

several commercial and strategic transactions. In this role Sarah led the Build-to-Rent Pilot Project, the transfer of Queensland's Title Registry into the Queensland Future Fund and the establishment and delivery of the \$2 billion Housing Investment Fund.

Sarah's experience also includes over a decade in consulting and several years at the Department of the Prime Minister and Cabinet and the former Australian Department of Industry, Tourism and Resources in Canberra.

Matthew Nye

Member: Deputy Director-General, Housing and Homelessness Services

Bachelor of Business (Public Relations), Master of Business (Professional Accounting)

Matthew has 30 years of experience in the Queensland public service, working in housing and homelessness services, service delivery, corporate services and shared services.

Matthew is responsible for leading the development and delivery of innovative housing and homelessness services, driving transformational change to ensure person-centred human service design and delivery across Queensland. He also oversees strategic programs and reforms, embedding First Nations protocols and building the capacity of stakeholders to achieve sustainable housing outcomes.

Matthew has extensive experience and skills in business strategy, service delivery, planning and project delivery to lead organisations through transformational change.

Matthew has held several senior leadership roles, including Deputy Director-General, Corporate Services; Deputy Director-General, Strategy and Corporate Services at the former Department of Communities, Housing and Digital Economy and the Department of Communities, Disability Services and Seniors; and General Manager at Smart Service Queensland.

Danielle McAllister

Member: Deputy Director-General, Policy, Performance and First Nations

Bachelor of Arts (Drama), Bachelor of Education (Drama and English), Graduate Certificate in Public Sector Management

Danielle McAllister is an experienced public servant with senior executive leadership roles within the Queensland Government, spanning the Department of Education, the Department of the Premier and Cabinet, the Department of Resources and the Department of Housing and Public Works. With more than 25 years of frontline and public policy expertise, Danielle has consistently delivered innovative and agile solutions across complex social and economic portfolios.

In her current role as Deputy Director-General of the Policy, Performance and First Nations division, Danielle provides strategic leadership in housing, homelessness and youth policy. She oversees intergovernmental relations, data and research insights, and legislative frameworks, ensuring a cohesive and forward-thinking approach to addressing Queensland's housing challenges. Her division is also responsible for the regulation of services for over 900 providers across residential services, residential parks, retirement villages and community housing providers, where Danielle's regulatory expertise ensures best practice standards are upheld.

Danielle plays a pivotal role in advancing housing outcomes in remote and discrete Aboriginal and Torres Strait Islander communities. She works closely with local councils to drive initiatives focused on home ownership, capital delivery, tenancy management and property portfolio oversight. Her commitment to collaboration and culturally responsive approaches underpins her work in improving housing outcomes for First Nations communities.

Additionally, Danielle supports Queensland's first Night-Life Economy Commissioner and coordinates whole-of-government responses to enhance the state's nightlife economy.

Danielle's leadership is defined by her ability to navigate complex policy landscapes, deliver impactful outcomes and champion innovative solutions that address the diverse needs of Queenslanders.

Graham Atkins

Member: Deputy Director-General, Public Works

Graham brings several decades' experience in the building and construction industry and has been a valued member of the ELT since joining the department in July 2011 and taking on the role of Deputy Director-General.

In this role, Graham has led the state's primary building and construction service provider, overseeing the delivery of major projects, building maintenance and facility management services for client agencies and departments.

With offices across Queensland, including regional and remote communities, Graham has prioritised developing an agile, flexible workforce while driving a customer first culture.

Graham has worked collaboratively with industry stakeholders to drive significant legislative reforms for the building industry.

His previous senior executive roles include Deputy Director-General of the Department of Education and Training, where he led infrastructure planning and delivery.

Andrew Bennett

Member: Deputy Director-General, Queensland Government Procurement

Bachelor of Arts (CompSc), Master of Business Administration (Strategy and Innovation), Graduate Diploma of Business Administration

Andrew is an experienced senior executive specialising in whole-of-government procurement, commercial strategy and policy reform across the Queensland public sector.

He has actively sought roles in organisations that help government give back to the community and deliver meaningful outcomes for Queenslanders.

Currently, Andrew leads the Queensland Government Procurement division, which includes QFleet, the Queensland Government's fleet manager. Andrew is responsible for driving procurement reform and strengthening commercial capability across government, including the implementation and oversight of the *Queensland Procurement Policy 2026* and associated integrity, governance and supplier frameworks.

Andrew brings 30 years of experience in public sector leadership, having worked across multiple departments to improve procurement performance, enhance supplier engagement and support the delivery of government priorities. In these roles, he led large-scale procurement transformation, strengthened governance and capability, and supported agencies to deliver complex programs and services.

Andrew's early career includes leadership roles in corporate services, ICT service delivery, governance and operations with some of Queensland's largest tertiary education institutions.

Andrew is a passionate advocate for procurement reform and the profession's critical role as an enabler of service delivery and positive outcomes for Queenslanders.

Tanya Brady

Member: Deputy Director-General, Corporate Services

Bachelor of Business (Accounting)

Tanya has over 25 years' experience in the Queensland public sector, where she has successfully led high-performing teams within complex and dynamic government environments. She currently oversees the corporate functions of the department, including finance, human resources, legal, integrity services, digital and information technology, internal audit, communications and governance.

A champion of innovation, Tanya is committed to delivering corporate strategies that maximise

organisational outcomes and empower people to achieve their best.

Tanya previously served as Chief Finance Officer for both the Department of Housing and the Department of Resources, where she demonstrated her expertise in financial strategy and innovation, playing a key role in strengthening corporate services functions.

Governance committees

The department's governance committees provide advice and oversight to support the Director-General and the Executive Leadership Team in managing operations effectively. These committees ensure that services are delivered efficiently, economically and in alignment with strategic priorities.

The department operates a two-tier committee structure:

- **Tier 1** – committees provide strategic oversight and support the department's overall administration and performance.
- **Tier 2** – committees focus on specific operational areas and support the work of Tier 1 committees.

Tier 1 governance committees

Executive Leadership Team Governance Committee

Frequency: Monthly

Chaired by the Director-General, the Executive Leadership Team Governance Committee is the department's principal governing body. It oversees strategic direction, organisational performance, resource management and organisational culture.

Housing Capital Investment Committee

Frequency: Monthly

Chaired by the Deputy Director-General, Social and Affordable Housing Growth, the Housing

Capital Investment Committee (HCIC) oversees the state's social and affordable housing capital investment program. It ensures alignment with government commitments and monitors program delivery and budget performance.

Audit and Risk Committee

The Audit and Risk Committee (ARC) acts as an advisory service to the Director-General to assist in the effective discharge of the responsibilities detailed in the *Financial Accountability Act 2009*, *the Financial and Performance Management Standard 2019* and other relevant legislation and prescribed requirements. In doing so, it provides independent comment, advice and counsel to the Director-General.

The ARC influences better governance by providing insights as well as promoting accountability, integrity and transparency.

During 2025–26, the ARC:

- Reviewed and recommended approval of the department's financial statements.
- Considered the external audit plan and fees.
- Endorsed updates to the ARC Charter and the Internal Audit Charter.
- Monitored progress against Internal Audit's Strategic and 15-month Audit Plan (2025–26).
- Monitored implementation of recommendations made by the Queensland Audit Office and Internal Audit, and based on confirmation of adequate follow-up results, approved the closure of recommendations.
- Considered the effectiveness of the department's enterprise risk management framework in managing and mitigating departmental, divisional, business area and fraud risks.
- Endorsed the adequacy of governance arrangements and processes relating to the information security annual return.

The ARC met on five occasions during the year. The membership composition and remuneration are outlined below:

Name	Role	Remuneration (excluding GST)
Chris Johnson	External Chairperson	\$8,040
Karen Prentis	External member	\$8,280
Kim Hughes	External member	\$7,440

Tier 2 governance sub-committees

Finance and Resource Sub-Committee

Frequency: Bi-monthly

Chaired by the Chief Finance Officer, this committee is responsible for oversight of financial management and performance, advising on resource allocation and long-term financial sustainability of the agency.

Ultimate responsibility and oversight of the department's finances and investments rests with ELT.

People and Culture Committee

Frequency: Monthly

Chaired by the Chief Human Resources Officer, this committee supports the Director-General and ELT in fostering a positive organisational culture and implementing effective human resource strategies.

Safety and Wellbeing Sub-Committee

Frequency: Quarterly

Chaired by the Assistant Director-General of QBuild, this committee ensures effective workplace health and safety management across the department.

Digital and Information Governance Group

Frequency: Every six weeks

Chaired by the Chief Information and Digital Officer, this group supports the department's ICT objectives, information management and information security.

First Nations Governance Group

Frequency: Quarterly

Chaired by the Deputy Director-General, Policy, Performance and First Nations, this group oversees the department's performance in delivering enhanced outcomes for First Nations peoples.

Risk management and accountabilities

Risk management

The department's risk management system underpins the achievement of the department's objectives, supporting improved service delivery, accountability and informed decision-making, while contributing to the prevention of fraud and corruption and the safety and wellbeing of employees.

A consistent, structured approach is applied to identifying and managing risks within the department's risk appetite. This approach is supported by clearly defined responsibilities, robust governance arrangements and appropriate executive oversight through quarterly reporting. The system aligns with *ISO 31000:2018 (Risk Management – Guidelines)* and Queensland Treasury's *A Guide to Risk Management*.

Our enterprise risk management framework ensures risks are managed across all levels of the organisation. Risk management is integrated into strategic and operational planning, performance

monitoring and business continuity management.

During 2025–26, we:

- Refined the department's risk appetite by category to clarify acceptable risk levels and guide consistent decision making.
- Continued to sharpen the assessment of departmental strategic risks to support objectives and organisational sustainability.
- Enhanced risk monitoring and reporting to support informed decision-making and improve visibility of emerging risks.
- Supported capability uplift to build risk management maturity through targeted guidance and good practice staff meetings.

Internal audit

Internal Audit strengthens the department's ability to create, protect and sustain value by providing the Director-General, Audit and Risk Committee and executive management with independent, risk-based, and objective assurance, advice, insight and foresight.

Internal Audit supports the department's objectives by providing independent assurance on the adequacy and effectiveness of the department's governance framework, enterprise risk management framework and internal control environment.

In accordance with the Institute of Internal Auditors' *Global Internal Audit Standards* (GIAS), the Director Internal Audit is required to obtain an independent external assessment of Internal Audit's practices, governance and methodology to determine compliance with the 15 Principles and 52 Standards of the GIAS. Grant Thornton conducted this independent assessment between March and April 2026. Internal Audit achieved 'full conformance' with 50 of the 52 Standards and 'general conformance' with the remaining two standards.

During 2025–26, Internal Audit:

- Completed seven internal audit reviews.
- Self-assessed its operations and activities against the GIAS.
- Monitored implementation of open internal audit recommendations and Queensland Audit Office performance audit recommendations to ensure timely and sustainable remedial actions are implemented.
- Provided independent advice and real time assurance on key projects, initiatives and governance committees.

Overseas travel expenditure

The department did not incur any reportable overseas travel expenditure during the 2025–26 reporting period.

Our financial performance

Financial summary

In accordance with the requirements of section 77(2)(b) of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming that the department’s financial internal controls are operating efficiently, effectively and economically, and comply with the *Financial and Performance Management Standard 2019*.

The following financial summary provides an overview of the department’s financial performance for the 2025–26 financial year. The audited financial statements can be found on page 80 and were considered and accepted by the department’s Audit and Risk Committee at its 27 August 2026 meeting.

Financial overview

The department recorded an operating loss after tax of \$64.3 million in 2025-26.

Table 12 summarises the financial results of the department. A more comprehensive set of financial statements covering all aspects of the department’s activities is provided in the Financial Statements section.

Table 12: Summary of financial results	2025-26	2024-25
	\$'000	\$'000
Income	4,435,419	4,750,259
Expenses	4,472,979	4,782,584
Operating result before income tax	(37,560)	(32,325)
Income tax expense	(26,744)	(26,332)
Operating result after income tax	(64,304)	(58,657)
Assets	41,420,548	34,266,884
Liabilities	3,835,949	3,264,148
Net Assets	37,584,599	31,002,736

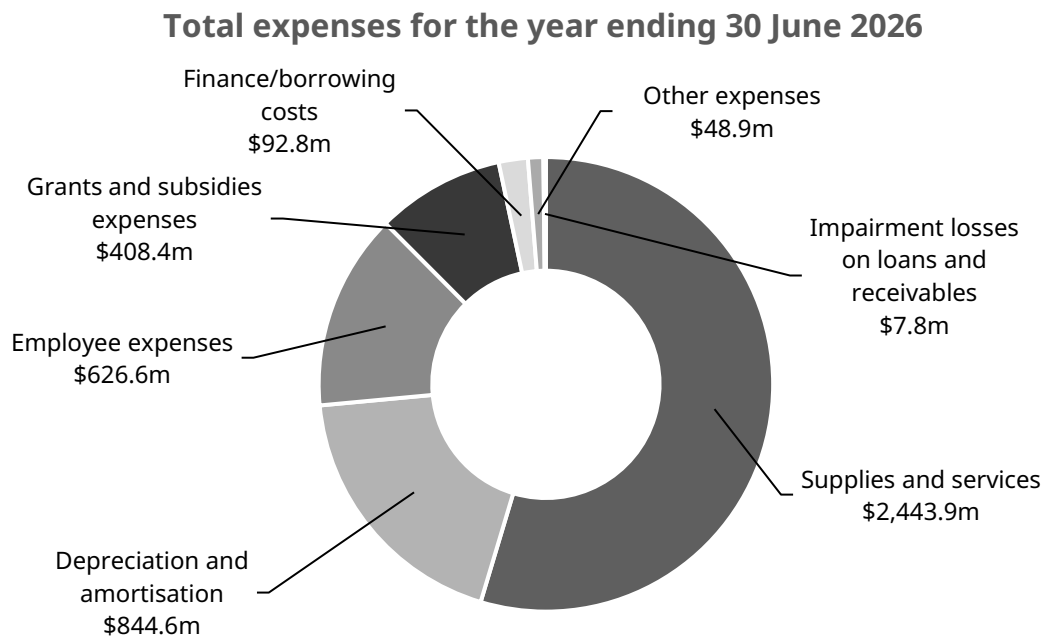
Income

The department’s total income was \$4,435.4 million, a decrease of \$314.8 million from the prior year. The decrease was primarily driven by lower appropriation revenue, reflecting funding recognised as equity injections for service concession assets in 2025-26. User charges and fees (\$2,628.7 million) and

appropriation revenue (\$1,595.6 million) were the department's primary income sources, accounting for more than 95% of total income. Remaining income comprised grants and other contributions (\$81.9 million), other revenue (\$73.4 million) and gains on disposals/remeasurement of assets (\$55.8 million).

Expenses

The department's expenses were \$4,473.0 million, a decrease of \$309.6 million from the prior year. The decrease primarily reflected funding arrangements reclassified from grants and subsidies expense to equity injections associated with service concession assets. Supplies and services were the department's largest expense category at \$2,443.9 million, followed by depreciation and amortisation (\$844.6 million), employee expenses (\$626.6 million) and grants and subsidies expenses (\$408.4 million). The remaining expenses, comprising finance and borrowing costs, impairment losses on loans and receivables and other expenses totalled \$149.4 million.



m = million

Financial position

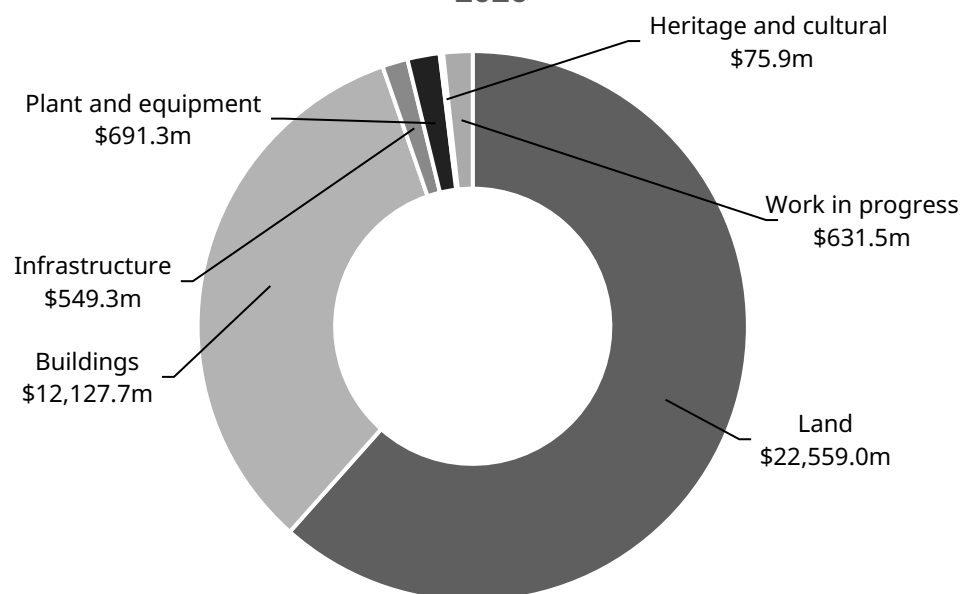
At 30 June 2026, the department reported total assets of \$41,420.5 million and total liabilities of \$3,835.9 million, resulting in net assets of \$37,584.6 million.

Assets

The department held assets totalling \$41,420.5 million at 30 June 2026, an increase of \$7,153.7 million from 30 June 2025. Property, plant and equipment remained the department's largest asset class increasing by \$6,407.9 million during the year. The increase was primarily driven by a revaluation increment of \$5,647.4 million arising from the 2025–26 revaluation of the department's property portfolio. Land (\$22,559.0 million) and buildings (\$12,127.7 million) represented 94.7% of the department's \$36,634.6 million property, plant and equipment portfolio, and were the primary contributors to the revaluation increase.

Table 13: Summary of the department's assets	2025-26	
	%	\$'000
Property, plant and equipment	88%	36,634,622
Right-of-use assets	6%	2,285,180
All other assets not listed	3%	1,280,406
Loans and receivables	2%	637,973
Cash and cash equivalents	1%	582,367
Total assets		41,420,548

Property, plant and equipment breakdown as at 30 June 2026

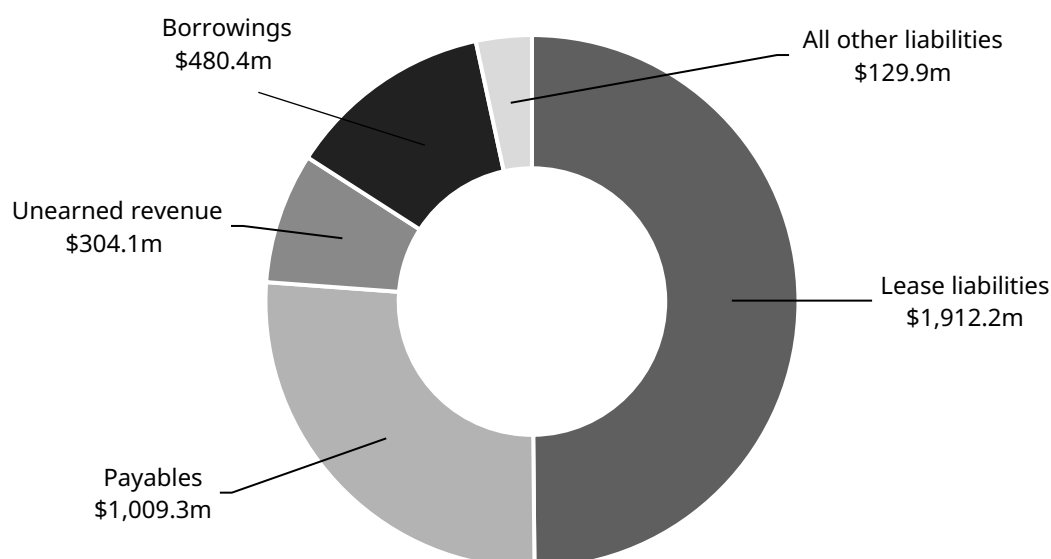


m = million

Liabilities

The department reported total liabilities of \$3,835.9 million at 30 June 2026. Lease liabilities remained the department's largest liability category, totalling \$1,912.2 million. Payables primarily reflected an appropriation adjustment transferred from appropriation to equity, together with timing differences in program delivery and trade creditor balances. Unearned revenue primarily reflected the recognition of non-state contribution associated with service concession arrangements.

Liabilities at 30 June 2026



m = million



**Queensland
Government**

Department of Housing and Public Works

Financial Statements

for the year ended

30 June 2026

Financial Statements table of contents

Statement of Comprehensive Income	82
Statement of Financial Position	83
Statement of Changes in Equity	84
Statement of Cash Flows (including Notes to the Statement of Cash Flows)	85
Statement of Comprehensive Income by Major Departmental Services and Commercialised Business Units	87
Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units	89
Notes to the Financial Statements 2025-26.....	91
1. Basis of preparation	91
1.1 Authorisation of financial statements for issue	91
1.2 General information.....	91
1.3 Compliance with prescribed requirements.....	91
1.4 Department objectives	91
1.5 Machinery-of-government changes.....	92
1.6 Measurement.....	92
1.7 Presentation.....	93
1.8 Taxation	93
1.9 New and revised accounting standards	93
2. Statement of Comprehensive Income notes.....	94
2.1 User charges and fees	94
2.2 Appropriation revenue.....	96
2.3 Other revenue.....	96
2.4 Gains on disposal/re-measurement of assets	96
2.5 Supplies and services.....	96
2.6 Grants and subsidies expenses	97
2.7 Employee expenses.....	97
2.8 Other expenses.....	98
2.9 Depreciation and amortisation.....	98

3. Statement of Financial Position notes	99
3.1 Property, plant and equipment	100
3.2 Leases as lessee	107
3.3 Loans and receivables.....	109
3.4 Credit risk	110
3.5 Contract assets	111
3.6 Other financial assets	112
3.7 Service concession assets.....	112
3.8 Intangible assets	113
3.9 Other assets	113
3.10 Non-current assets classified as held for sale	113
3.11 Payables.....	114
3.12 Borrowings	114
3.13 Queen's Wharf deferred consideration	114
3.14 Unearned revenue.....	115
3.15 Liquidity risk	115
3.16 Appropriations recognised in equity.....	116
4. Budget to actual comparison	117
5. Other information.....	122
5.1 Key management personnel disclosures	122
5.2 Related party transactions	126
5.3 Commitments for capital expenditure.....	127
5.4 Contingencies	127
5.5 Administered activities.....	128
5.6 Agency transactions and balances.....	130
5.7 Climate risk disclosure	132
5.8 Events occurring after the reporting date.....	132
Management Certificate	133
Independent Auditor's Report.....	134

Department of Housing and Public Works
Statement of Comprehensive Income
for the year ended 30 June 2026

	Note	2026 \$'000	2025 \$'000
Income			
User charges and fees	2.1	2,628,693	2,378,728
Appropriation revenue	2.2	1,595,624	2,162,977
Grants and other contributions		81,944	84,006
Other revenue	2.3	73,377	68,200
Total revenue		4,379,638	4,693,911
Gains on disposal/remeasurement of assets	2.4	55,781	56,348
Total income		4,435,419	4,750,259
Expenses			
Supplies and services	2.5	2,443,941	2,296,345
Grants and subsidies expenses	2.6	408,376	1,021,866
Depreciation and amortisation	2.9	844,571	755,672
Employee expenses	2.7	626,649	577,569
Finance/borrowing costs		92,761	80,789
Impairment losses on loans and receivables		7,827	8,085
Other expenses	2.8	48,854	42,258
Total expenses		4,472,979	4,782,584
Operating result before income tax		(37,560)	(32,325)
Income tax (expense)	1.8	(26,744)	(26,332)
Operating result after income tax		(64,304)	(58,657)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to operating result			
Increase in asset revaluation surplus	3.1	5,647,371	3,745,377
Total other comprehensive income		5,647,371	3,745,377
Total comprehensive income		5,583,067	3,686,720

The accompanying notes form part of these financial statements.

Department of Housing and Public Works
Statement of Financial Position
as at 30 June 2026

	Note	2026 \$'000	2025 \$'000
Current assets			
Cash and cash equivalents		582,367	471,326
Loans and receivables	3.3	544,364	396,962
Contract assets	3.5	46,290	137,536
Other financial assets	3.6	7,000	7,000
Prepayments for service concession assets	3.7	170,497	48,402
Other current assets	3.9	93,426	74,565
Non-current assets classified as held for sale	3.10	7,964	2,866
Total current assets		1,451,908	1,138,657
Non-current assets			
Property, plant and equipment	3.1	36,634,622	30,226,725
Right-of-use assets	3.2	2,285,180	2,246,404
Other financial assets	3.6	332,318	287,902
Prepayments for service concession assets	3.7	177,456	108,742
Service concession assets	3.7	344,407	54,741
Loans and receivables	3.3	93,609	99,672
Intangible assets	3.8	84,596	86,292
Other non-current assets	3.9	16,452	17,749
Total non-current assets		39,968,640	33,128,227
Total assets		41,420,548	34,266,884
Current liabilities			
Lease liabilities	3.2	435,945	435,496
Payables	3.11	1,009,344	666,443
Unearned revenue	3.14	78,788	57,004
Borrowings	3.12	17,877	17,072
Provisions		7,097	1,094
Accrued employee benefits		23,964	20,940
Contract liabilities		32,255	33,271
Other current liabilities		13,419	15,820
Total current liabilities		1,618,689	1,247,140
Non-current liabilities			
Lease liabilities	3.2	1,476,257	1,456,540
Borrowings	3.12	462,522	460,399
Queen's Wharf deferred consideration	3.13	32,095	32,095
Unearned revenue	3.14	225,331	43,269
Provisions		6,224	9,739
Contract liabilities		997	824
Other non-current liabilities		13,834	14,142
Total non-current liabilities		2,217,260	2,017,008
Total liabilities		3,835,949	3,264,148
NET ASSETS		37,584,599	31,002,736
EQUITY			
Contributed equity		19,939,769	18,908,449
Asset revaluation surplus	3.1(d)	18,213,353	12,565,982
Accumulated surplus/(deficit)		(568,523)	(471,695)
Total equity		37,584,599	31,002,736

The accompanying notes form part of these financial statements.

Department of Housing and Public Works
Statement of Changes in Equity
for the year ended 30 June 2026

	Contributed equity (*) \$'000	Asset revaluation surplus (Note 3.1(d)) \$'000	Accumulated deficit \$'000	Total \$'000
Balance as at 1 July 2024	17,998,214	8,820,605	(376,247)	26,442,572
Operating result	-	-	(58,657)	(58,657)
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus (note 3.1)	-	3,745,377	-	3,745,377
Total comprehensive income for the year	-	3,745,377	(58,657)	3,686,720
Transactions with owners as owners				
- Appropriated equity injections (Note 3.16)	1,340,665	-	-	1,340,665
- Appropriated equity withdrawals (Note 3.16)	(526,197)	-	-	(526,197)
- Non-appropriated equity adjustments	300	-	-	300
- Net transfers in/(out) from/(to) other Queensland Government entities	95,467	-	-	95,467
- Dividends paid or declared	-	-	(36,791)	(36,791)
Net transactions with owners as owners	910,235	-	(36,791)	873,444
Balance as at 30 June 2025	18,908,449	12,565,982	(471,695)	31,002,736
Operating result	-	-	(64,304)	(64,304)
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus (note 3.1)	-	5,647,371	-	5,647,371
Total comprehensive income for the year	-	5,647,371	(64,304)	5,583,067
Transactions with owners as owners				
- Appropriated equity injections (Note 3.16)	1,609,560	-	-	1,609,560
- Appropriated equity withdrawals (Note 3.16)	(555,434)	-	-	(555,434)
- Non-appropriated equity adjustments	(14,537)	-	-	(14,537)
- Net transfers in/(out) from/(to) other Queensland Government entities	(8,269)	-	-	(8,269)
- Dividends paid or declared	-	-	(32,524)	(32,524)
Net transactions with owners as owners	1,031,320	-	(32,524)	998,796
Balance as at 30 June 2026	19,939,769	18,213,353	(568,523)	37,584,599

(*) Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

The accompanying notes form part of these financial statements.

Department of Housing and Public Works
Statement of Cash Flows
for the year ended 30 June 2026

	2026 \$'000	2025 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Inflows:</i>		
User charges and fees	2,678,940	2,233,223
Appropriation receipts	1,865,925	2,439,014
GST input tax credits received from the Australian Taxation Office	404,322	393,605
GST collected from customers	218,450	185,370
Grants and other contributions	83,867	90,651
Other	66,633	72,804
<i>Outflows:</i>		
Supplies and services	(2,427,856)	(2,321,463)
Grants and subsidies	(401,709)	(1,026,038)
Employee expenses	(623,381)	(575,465)
GST remitted to the Australian Taxation Office	(286,912)	(254,563)
GST paid to suppliers	(350,692)	(341,731)
Finance/borrowing costs	(92,579)	(80,678)
Taxation equivalents	(44,301)	(36,372)
Other	(40,665)	(31,919)
Net cash provided by (used in) operating activities	1,050,042	746,438
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Inflows:</i>		
Loans and advances redeemed	34,462	32,561
Sales of property, plant and equipment	21,510	18,493
Redemption of other financial assets	7,764	5,884
<i>Outflows:</i>		
Payments for property, plant and equipment	(1,043,641)	(749,825)
Payments for service concession assets	(321,239)	(116,440)
Loans and advances made	(42,755)	(37,264)
Payments for intangible assets	(1,083)	(1,815)
Net cash provided by (used in) investing activities	(1,344,982)	(848,406)
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Inflows:</i>		
Equity injections	1,465,966	1,195,191
Proceeds from borrowings	30,000	40,211
<i>Outflows:</i>		
Lease payments	(463,940)	(440,729)
Equity withdrawals	(562,183)	(539,676)
Borrowing redemptions	(27,071)	(42,880)
Dividends paid	(36,791)	(25,780)
Net cash provided by (used in) financing activities	405,981	186,337
Net increase (decrease) in cash and cash equivalents	111,041	84,369
Increase (decrease) in cash and cash equivalents from machinery-of-government changes	-	(199,351)
Cash and cash equivalents – opening balance	471,326	586,308
Cash and cash equivalents – closing balance	582,367	471,326

Accounting policy – Cash and cash equivalents

For the purposes of the statement of financial position and the statement of cash flows, cash assets include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions.

The accompanying notes form part of these financial statements.

Department of Housing and Public Works
Notes to the Statement of Cash Flows
for the year ended 30 June 2026

	2026 \$'000	2025 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating surplus/(deficit) before income tax	(37,560)	(32,325)
Less: income tax (expense)	(26,744)	(26,332)
	(64,304)	(58,657)
<i>Non-cash items:</i>		
Depreciation and amortisation expense	844,571	755,672
Motor vehicles sold through inventory	52,697	40,178
Donated assets and services expensed	4,830	412
Service concession arrangements revenue	(3,417)	(347)
Impairment losses	7,871	8,111
Loss/(gain) on disposal of non-current assets	432	(7,375)
Net write-off of assets	2,743	2,839
Net loss/(gain) on revaluation of financial assets	(54,452)	(49,682)
Capitalised finance lease interest revenue	(6,196)	(5,514)
<i>Change in assets and liabilities:</i>		
(Increase) decrease in GST input tax credits receivable	4,880	(11,892)
(Increase) decrease in loans and receivables	28,026	(85,211)
(Increase) decrease in contract assets	91,246	(40,869)
(Increase) decrease in other assets	(806)	(8,483)
Acquisition of motor vehicles held for rental	(132,346)	(126,838)
Increase (decrease) in GST payable	(7,014)	7,669
Increase (decrease) in payables	263,445	344,395
Increase (decrease) in unearned revenue	16,476	6,588
Increase (decrease) in provisions	2,461	(20,558)
Increase (decrease) in accrued employee benefits	3,024	6,556
Increase (decrease) in other liabilities	(4,125)	(10,556)
Net cash from operating activities	1,050,042	746,438

Changes in liabilities arising from financing activities

	Borrowings \$'000	Lease liabilities \$'000	Dividends payable \$'000	Total \$'000
Balance as at 1 July 2024	199,241	1,958,409	16,634	2,174,284
Cash flows:				
Cash received	40,211	-	-	40,211
Cash paid	(42,880)	(440,729)	(25,780)	(509,389)
Non-cash changes:				
Leases acquired/surrendered	-	294,850	-	294,850
Remeasurement of lease liability	-	79,506	-	79,506
Dividends declared	-	-	36,791	36,791
Net transfers from machinery-of-government changes	280,899	-	9,146	290,045
Balance as at 30 June 2025	477,471	1,892,036	36,791	2,406,298
Balance as at 1 July 2025	477,471	1,892,036	36,791	2,406,298
Cash flows:				
Cash received	30,000	-	-	30,000
Cash paid	(27,072)	(463,670)	(36,791)	(527,533)
Non-cash changes:				
Leases acquired/surrendered	-	311,240	-	311,240
Remeasurement of lease liability	-	172,596	-	172,596
Dividends declared	-	-	32,524	32,524
Balance as at 30 June 2026	480,399	1,912,202	32,524	2,425,125

For changes in liabilities relating to equity appropriations refer to Note 3.16 which details equity appropriations payable/receivable.

Department of Housing and Public Works
Statement of Comprehensive Income by Major Departmental Services and Commercialised Business Units
for the year ended 30 June 2026

	Commercialised Business Units									
	Housing, Homelessness and Youth Services		Building and Government Accommodation Services		Procurement Policy and Enabling Services		QBuild		QFleet	
	2026 \$'000	Restated 2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Income										
User charges and fees	493,591	476,233	839,288	781,814	8,026	3,778	1,818,944	1,677,285	244,393	168,293
Appropriation revenue	1,422,276	1,633,435	156,916	147,125	10,831	7,083	-	-	-	-
Grants and other contributions	8,607	14,297	70,121	70,651	-	-	2,941	1,438	-	-
Other revenue	25,282	16,759	15,548	9,530	3,003	1,476	28,935	41,124	526	334
Total revenue	1,949,756	2,140,724	1,081,873	1,009,120	21,860	12,337	1,850,820	1,719,847	244,919	168,627
Gains on disposal/remeasurement of assets	55,781	47,563	-	8,798	-	-	-	(9)	-	-
Total income	2,005,537	2,188,287	1,081,873	1,017,918	21,860	12,337	1,850,820	1,719,838	244,919	168,627
Expenses										
Supplies and services	1,359,378	1,201,695	328,395	313,173	6,325	3,868	1,512,090	1,418,963	99,968	70,570
Grants and subsidies expenses	333,638	709,027	74,808	64,303	-	-	-	30	-	-
Depreciation and amortisation	208,897	176,109	555,294	529,409	1	3	1,691	915	78,549	48,945
Employee expenses	201,162	184,469	41,342	39,931	13,599	8,377	279,181	240,411	6,303	4,424
Finance/borrowing costs	15,672	16,207	62,236	55,718	-	-	-	-	14,853	8,864
Impairment losses on loans and receivables	7,579	7,751	6	-	-	2	240	332	-	-
Other expenses	26,904	27,877	10,347	5,535	86	87	1,652	2,529	9,421	5,631
Total expenses	2,153,230	2,323,135	1,072,428	1,008,069	20,011	12,337	1,794,854	1,663,180	209,094	138,434
Operating result before income tax	(147,693)	(134,848)	9,445	9,849	1,849	-	55,966	56,658	35,825	30,193
Income tax benefit/(expense)	-	-	-	-	-	-	(15,996)	(17,274)	(10,748)	(9,058)
Operating result after income tax	(147,693)	(134,848)	9,445	9,849	1,849	-	39,970	39,384	25,077	21,135
OTHER COMPREHENSIVE INCOME										
Items that will not be reclassified to operating result										
Increase/(decrease) in asset revaluation surplus	5,423,708	3,640,669	223,663	104,708	-	-	-	-	-	-
Total other comprehensive income	5,423,708	3,640,669	223,663	104,708	-	-	-	-	-	-
Total comprehensive income	5,276,015	3,505,821	233,108	114,557	1,849	-	39,970	39,384	25,077	21,135

Refer to notes 1.4 and 1.5 for information on changes to services provided over the current and comparative reporting periods.

Comparative information has been restated to reclassify \$95,502 million of corporate-related revenue and expenses from Housing, Homelessness and Youth Services to the General - not attributed column, consistent with the 2025-26 presentation. The restatement reflects an administrative change arising from the consolidation of corporate functions in 2025-26, resulting in a revised approach to the allocation and presentation of corporate-related costs. This reclassification has no impact on the department's overall operating result or financial position for 2024-25.

Department of Housing and Public Works
Statement of Comprehensive Income by Major Departmental Services and Commercialised Business Units (continued)
for the year ended 30 June 2026

	Local Government Governance Support and Administration of Funding Programs	Better Planning for Queensland	Office of the Independent Assessor	General - not attributed		Inter-service/ unit eliminations		Total department	
	2025 \$'000	2025 \$'000	2025 \$'000	2026 \$'000	Restated 2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Income									
User charges and fees	104	1,078	-	212,324	104,844	(987,873)	(834,701)	2,628,693	2,378,728
Appropriation revenue	256,084	12,758	1,223	5,601	105,269	-	-	1,595,624	2,162,977
Grants and other contributions	-	-	-	275	-	-	(2,380)	81,944	84,006
Other revenue	2,112	-	-	21	11	62	(3,146)	73,377	68,200
Total revenue	258,300	13,836	1,223	218,221	210,124	(987,811)	(840,227)	4,379,638	4,693,911
Gains on disposal/remeasurement of assets	-	-	-	-	(4)	-	-	55,781	56,348
Total income	258,300	13,836	1,223	218,221	210,120	(987,811)	(840,227)	4,435,419	4,750,259
Expenses									
Supplies and services	869	3,249	106	125,533	121,699	(987,748)	(837,847)	2,443,941	2,296,345
Grants and subsidies expenses	250,886	-	-	-	-	(70)	(2,380)	408,376	1,021,866
Depreciation and amortisation	86	-	-	139	205	-	-	844,571	755,672
Employee expenses	4,325	10,586	1,117	85,055	83,929	7	-	626,649	577,569
Finance/borrowing costs	-	-	-	-	-	-	-	92,761	80,789
Impairment losses on loans and receivables	-	-	-	2	-	-	-	7,827	8,085
Other expenses	23	1	-	444	575	-	-	48,854	42,258
Total expenses	256,189	13,836	1,223	211,173	206,408	(987,811)	(840,227)	4,472,979	4,782,584
Operating result before income tax	2,111	-	-	7,048	3,712	-	-	(37,560)	(32,325)
Income tax benefit/(expense)	-	-	-	-	-	-	-	(26,744)	(26,332)
Operating result after income tax	2,111	-	-	7,048	3,712	-	-	(64,304)	(58,657)
OTHER COMPREHENSIVE INCOME									
Items that will not be reclassified to operating result									
Increase/(decrease) in asset revaluation surplus	-	-	-	-	-	-	-	5,647,371	3,745,377
Total other comprehensive income	-	-	-	-	-	-	-	5,647,371	3,745,377
Total comprehensive income	2,111	-	-	7,048	3,712	-	-	5,583,067	3,686,720

Refer to notes 1.4 and 1.5 for information on changes to services provided over the current and comparative reporting periods.

Comparative information has been restated to reclassify \$95.502 million of corporate-related revenue and expenses from Housing, Homelessness and Youth Services to the General - not attributed column, consistent with the 2025-26 presentation. The restatement reflects an administrative change arising from the consolidation of corporate functions in 2025-26, resulting in a revised approach to the allocation and presentation of corporate-related costs. This reclassification has no impact on the department's overall operating result or financial position for 2024-25.

Department of Housing and Public Works
Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units
as at 30 June 2026

	Housing, Homelessness and Youth Services		Building and Government Accommodation Services		Procurement Policy and Enabling Services		Commercialised Business Unit QBuild	
	2026	Restated 2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets								
Cash and cash equivalents	126,678	210,324	258,500	154,527	911	3,110	156,706	79,310
Loans and receivables	419,195	196,579	624	75,830	2,481	381	156,513	147,667
Contract assets	-	-	-	-	-	-	88,182	162,054
Other financial assets	7,000	7,000	-	-	-	-	-	-
Prepayments for service concession assets	170,497	48,402	-	-	-	-	-	-
Other current assets	65,564	42,326	9,021	12,241	-	-	4,011	3,156
Non-current assets classified as held for sale	6,750	446	1,214	2,420	-	-	-	-
Total current assets	795,684	505,077	269,359	245,018	3,392	3,491	405,412	392,187
Non-current assets								
Property, plant and equipment	32,114,451	26,031,205	4,060,986	3,743,149	1	2	13,264	11,407
Right-of-use assets	881,630	836,780	1,403,550	1,409,624	-	-	-	-
Other financial assets	332,318	287,902	-	-	-	-	-	-
Prepayments for service concession assets	177,456	108,742	-	-	-	-	-	-
Service concession assets	344,407	54,741	-	-	-	-	-	-
Loans and receivables	20,796	20,074	72,813	79,598	-	-	-	-
Intangible assets	9,202	10,280	75,331	75,834	-	-	63	178
Other non-current assets	-	-	-	8,424	-	-	16,452	9,223
Total non-current assets	33,880,260	27,349,724	5,612,680	5,316,629	1	2	29,779	20,808
TOTAL ASSETS	34,675,944	27,854,801	5,882,039	5,561,647	3,393	3,493	435,191	412,995
Current liabilities								
Lease liabilities	3,330	4,386	432,615	431,110	-	-	-	-
Payables	787,756	419,325	112,904	78,323	1,088	1,342	173,213	192,648
Unearned revenue	33,657	29,569	1,476	1,476	-	-	43,655	25,959
Borrowings	17,877	17,072	-	-	-	-	-	-
Provisions	-	-	4,131	589	-	-	2,966	505
Accrued employee benefits	7,647	7,552	1,506	1,306	472	423	10,938	9,779
Contract liabilities	-	-	27,182	18,895	-	1,737	-	-
Other current liabilities	-	-	2,914	3,008	-	-	6,440	6,052
Total current liabilities	850,267	477,904	582,728	534,707	1,560	3,502	237,212	234,943
Non-current liabilities								
Lease liabilities	166,235	163,233	1,310,022	1,293,307	-	-	-	-
Borrowings	148,010	165,887	-	-	-	-	-	-
Queen's Wharf deferred consideration	-	-	32,095	32,095	-	-	-	-
Unearned revenue	206,815	23,430	18,516	19,839	-	-	-	-
Provisions	-	-	6,224	9,739	-	-	-	-
Contract liabilities	-	-	997	824	-	-	-	-
Other non-current liabilities	-	-	792	240	-	-	468	526
Total non-current liabilities	521,060	352,550	1,368,646	1,356,044	-	-	468	526
TOTAL LIABILITIES	1,371,327	830,454	1,951,374	1,890,751	1,560	3,502	237,680	235,469

Refer to notes 1.4 and 1.5 for information on changes to services provided over the reporting period.

Comparative information has been restated to reclassify \$11.403 million of corporate-related assets and liabilities from Housing, Homelessness and Youth Services to the General - not attributed column, consistent with the 2025-26 presentation. The restatement reflects an administrative change arising from the consolidation of corporate functions in 2025-26, resulting in a revised approach to the allocation and presentation of corporate-related costs. This reclassification has no impact on the department's overall operating result or financial position for 2024-25.

Department of Housing and Public Works
Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units (continued)
as at 30 June 2026

	Commercialised Business Unit		General - not attributed		Inter-service/unit eliminations		Total department	
	QFleet							
	2026	2025	2026	Restated 2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets								
Cash and cash equivalents	22,528	10,436	17,044	13,619	-	-	582,367	471,326
Loans and receivables	16,997	15,532	20,375	13,965	(71,821)	(52,992)	544,364	396,962
Contract assets	-	-	-	-	(41,892)	(24,518)	46,290	137,536
Other financial assets	-	-	-	-	-	-	7,000	7,000
Prepayments for service concession assets	-	-	-	-	-	-	170,497	48,402
Other current assets	14,456	15,609	374	1,233	-	-	93,426	74,565
Non-current assets classified as held for sale	-	-	-	-	-	-	7,964	2,866
Total current assets	53,981	41,577	37,793	28,817	(113,713)	(77,510)	1,451,908	1,138,657
Non-current assets								
Property, plant and equipment	445,281	440,733	639	229	-	-	36,634,622	30,226,725
Right-of-use assets	-	-	-	-	-	-	2,285,180	2,246,404
Other financial assets	-	-	-	-	-	-	332,318	287,902
Prepayments for service concession assets	-	-	-	-	-	-	177,456	108,742
Service concession assets	-	-	-	-	-	-	344,407	54,741
Loans and receivables	-	-	-	-	-	-	93,609	99,672
Intangible assets	-	-	-	-	-	-	84,596	86,292
Other non-current assets	-	-	-	102	-	-	16,452	17,749
Total non-current assets	445,281	440,733	639	331	-	-	39,968,640	33,128,227
TOTAL ASSETS	499,262	482,310	38,432	29,148	(113,713)	(77,510)	41,420,548	34,266,884
Current liabilities								
Lease liabilities	-	-	-	-	-	-	435,945	435,496
Payables	26,863	32,371	21,233	19,944	(113,713)	(77,510)	1,009,344	666,443
Unearned revenue	-	-	-	-	-	-	78,788	57,004
Borrowings	-	-	-	-	-	-	17,877	17,072
Provisions	-	-	-	-	-	-	7,097	1,094
Accrued employee benefits	363	215	3,038	1,665	-	-	23,964	20,940
Contract liabilities	-	6,729	5,073	5,910	-	-	32,255	33,271
Other current liabilities	4,065	6,760	-	-	-	-	13,419	15,820
Total current liabilities	31,291	46,075	29,344	27,519	(113,713)	(77,510)	1,618,689	1,247,140
Non-current liabilities								
Lease liabilities	-	-	-	-	-	-	1,476,257	1,456,540
Borrowings	314,512	294,512	-	-	-	-	462,522	460,399
Queen's Wharf deferred consideration	-	-	-	-	-	-	32,095	32,095
Unearned revenue	-	-	-	-	-	-	225,331	43,269
Provisions	-	-	-	-	-	-	6,224	9,739
Contract liabilities	-	-	-	-	-	-	997	824
Other non-current liabilities	12,574	13,376	-	-	-	-	13,834	14,142
Total non-current liabilities	327,086	307,888	-	-	-	-	2,217,260	2,017,008
TOTAL LIABILITIES	358,377	353,963	29,344	27,519	(113,713)	(77,510)	3,835,949	3,264,148

Refer to notes 1.4 and 1.5 for information on changes to services provided over the reporting period.

Comparative information has been restated to reclassify \$11.403 million of corporate-related assets and liabilities from Housing, Homelessness and Youth Services to the General - not attributed column, consistent with the 2025-26 presentation. The restatement reflects an administrative change arising from the consolidation of corporate functions in 2025-26, resulting in a revised approach to the allocation and presentation of corporate-related costs. This reclassification has no impact on the department's overall operating result or financial position for 2024-25.

Department of Housing and Public Works
Notes to the financial statements 2025-26

1 BASIS OF PREPARATION

1.1 Authorisation of financial statements for issue

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the Management Certificate.

1.2 General information

The Department of Housing and Public Works (the department) is a not-for-profit Queensland Government department established under the *Public Sector Act 2022* and controlled by the State of Queensland.

The head office and principal place of business of the department is 1 William Street, Brisbane, Queensland 4000.

1.3 Compliance with prescribed requirements

The department has prepared these general purpose financial statements in compliance with section 38 of the Financial and Performance Management Standard 2019, the Australian Accounting Standards and Interpretations applicable to not-for-profit entities, and Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025.

1.4 Department objectives

During 2025-26 the service areas within the department contributed to the following government objectives:

- Secure Queensland's housing foundations
- Unlock potential
- Build Queensland's future.

The following services were delivered by the department during 2024-25 and 2025-26. Where services were transferred in/out of the department due to the machinery-of-government changes (refer note 1.5), periods of responsibility are indicated with the relevant service description below.

Housing, Homelessness and Youth Services

Benefit Queenslanders and their communities by providing housing, homelessness and youth services that are responsive, integrated and accessible, and enrich the lives of Queenslanders.

Building and Government Accommodation Services

Support the building and construction sector to be productive and well-functioning to deliver the homes and infrastructure Queensland needs. Deliver complex government projects and provide fit-for-purpose, well-utilised and sustainable government office accommodation and employee housing.

Procurement Policy and Enabling Services (from 1 November 2024)

Lead best-in-class procurement across government to ensure good outcomes and value for Queenslanders by making every dollar count. Provide advisory services with comprehensive stakeholder support for procurement related policy implementation and data-driven processes.

QBuild (Commercialised Business Unit (CBU))

To support Queensland regional jobs and be the trusted building experts for Queensland government agencies, by providing state-wide planning, building, maintenance and recovery services that utilise local suppliers and QBuild apprentices.

QFleet (CBU) (from 1 November 2024)

To provide a central pool of expertise in fleet management and fleet management services, to enable government and government-funded organisations to safely deliver frontline services to the community. Support Queensland to achieve its emission reduction targets by leading the Queensland Government's transition to electric vehicles.

Department of Housing and Public Works
Notes to the financial statements 2025-26

1.4 Department objectives and principal activities (continued)

Local Government Governance Support and Administration of Funding Programs (1 July 2024 to 31 October 2024)

Stronger local governance in the local government system through capacity building and administration of funding programs.

Better Planning for Queensland (1 July 2024 to 31 October 2024)

Drive an effective and efficient planning system underpinned by a responsive framework and accessible and transparent planning requirements.

Office of the Independent Assessor (1 July 2024 to 31 October 2024)

Timely and efficient administration of the councillor complaints framework.

1.5 Machinery-of-government changes

(a) Public Service Departmental Arrangements Notice (No. 2) 2025

On 1 July 2025, a machinery-of-government change was announced that impacted several departments, including the Department of Housing and Public Works.

As part of this machinery-of-government change, the following functions were transferred out of the department:

- That part of the Technology and Digital Solutions Group within the department responsible for providing corporate ICT services to the Department of Customer Services, Open Data and Small and Family Business transferred out to the Department of Customer Services, Open Data and Small and Family Business.

As part of this machinery-of-government change:

- No assets or liabilities were transferred
- No changes were made to the contributed equity as disclosed in the Statement of Changes in Equity
- No budgeted appropriation revenue was reallocated from the department to the Department of Customer Services, Open Data and Small and Family Business as part of the machinery-of-government change.

(b) Public Service Departmental Arrangements Notice (No. 9) 2024

On 1 November 2024 the former Department of Housing, Local Government, Planning and Public Works was renamed to the Department of Housing and Public Works. As part of these machinery-of-government changes, the following functions were transferred in/out of the department:

- Youth transferred in from the Department of Women, Aboriginal and Torres Strait Islander Partnerships, and Multiculturalism.
- Queensland Government Procurement (including QFleet) transferred in from the abolished former Department of Energy and Climate
- Office of the Night Life Economy Commissioner transferred in from the Department of Trade, Employment and Training
- Local Government transferred out to the Department of Local Government, Water and Volunteers
- Planning transferred out to the Department of State Development, Infrastructure and Planning.

These transfers were effective from 1 November 2024, and included in the department's 2024-25 Financial Statements.

1.6 Measurement

The historical cost convention is used as the measurement basis unless otherwise stated.

Department of Housing and Public Works
Notes to the financial statements 2025-26

1.7 Presentation

Comparative information reflects the audited 2024-25 financial statements.

Assets and liabilities are classified as either 'current' or 'non-current' in the statement of financial position and associated notes. Assets are classified as current where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as current when they are due to be settled within 12 months after the reporting date, or the department does not have the right at the end of the reporting period to defer settlement to beyond 12 months. All other assets and liabilities are classified as non-current.

1.8 Taxation

The department is a state body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax, Luxury Car Tax (in respect of certain fleet vehicles) and Goods and Services Tax (GST). As such, input tax credits receivable and GST payable from/to the Australian Taxation Office are recognised.

Agreement has been reached with Queensland Treasury that the department's commercialised business units, QBuild and QFleet, are to pay an income tax equivalent, in accordance with the requirements of the National Tax Equivalents Regime. Where a commercialised business unit is subject to the tax equivalents regime, the income tax equivalent expense is calculated based on the balance sheet approach under which temporary differences are identified for each asset and liability. The tax effect of timing differences, which arise from items being brought to account in different periods for income tax and accounting purposes, is recognised as a tax asset or a tax liability. Tax assets are not brought to account unless realisation of the asset is probable. Tax assets relating to commercialised business units with tax losses are only brought to account to the extent that future profits are probable. Recovery of deferred tax assets is primarily based on projected operational results outlined in three-year forecasting budgets provided to Queensland Treasury.

Current and deferred income tax balances are presented in other assets (note 3.9) and other liabilities.

1.9 New and revised accounting standards

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the department.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows. AASB 18 will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

In October 2025, the AASB released Exposure Draft ED 338 which proposed several amendments that, if legislated, would permit relief from the majority of the presentation and disclosure requirements by not-for-profit public sector entities via an explicit accounting policy choice.

The department will further assess the expected impacts of AASB 18 in subsequent reporting periods once the AASB issues a final amending standard and Queensland Treasury has communicated its policy intentions in respect of accounting policy choices permitted by the standard.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department's activities or have no material impact on the department.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

2 STATEMENT OF COMPREHENSIVE INCOME NOTES

2.1 User charges and fees

Revenue from contracts with customers		
Building services	1,146,025	1,037,002
Commercial accommodation service*	560,978	521,592
Government employee housing accommodation service*	72,918	64,605
Fleet management services*	148,028	93,009
Vehicle sales	83,723	67,368
Other	126,271	122,046
Property rental		
Social housing	490,750	473,106
Total	2,628,693	2,378,728

*** Key judgement:** The department provides access to non-specialised, commercial accommodation and residential accommodation to other Queensland public sector entities under government-wide frameworks. The department considers these arrangements as exempt from lease accounting under AASB 16 *Leases* due to the department having substantive substitution rights over the assets used within these arrangements. Motor vehicles provided by QFleet are also exempt from lease accounting under AASB 16 due to the department holding substantive substitution rights for vehicles provided.

Revenue from contracts with customers

Revenue from contracts with customers is recognised when the department transfers control over a good or service to the customer. The following table provides information about the nature and timing of the satisfaction of performance obligations, significant payment terms, and revenue recognition for the department's major categories of user charges revenue from contracts with customers.

Type of good or service	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition policies
Building services	The department manages building, construction and maintenance activities primarily for other Queensland state government entities. Contracts can be fixed-price or variable-price. Variable prices are included in the transaction price when they relate to provisional amounts (such as final cleaning, statutory charges etc.) that are highly likely to occur. Contingent amounts are subject to a high degree of uncertainty and are therefore only included in the transaction price when it is highly probable that a significant reversal will not occur. When the department acts as an agent (refer Note 5.6(a)), the department provides project management services for capital works projects. Building services contracts typically have durations of less than 12 months and contain one performance obligation which is satisfied over time as services are rendered. Customers are invoiced either progressively or on completion depending on the complexity of the work. Consideration is payable when invoiced.	Revenue from providing building services is recognised over time during the period in which the services are provided, using either: - percentage of completion methodology: revenue is recognised based on the proportion of physical work completed - costs incurred to date: this method is used for straight-forward short term activities and recognises revenue based on costs incurred during the reporting period. Customers may pay in instalments at specific milestones or after the project is completed, which may not always align with the timing of the revenue recognition. If the value of the building services provided exceeds invoices received, a contract asset is recognised. If customer invoices exceed the value of services provided, a contract liability is recognised. Estimates of revenues, costs or progress towards completion are revised if circumstances change, with adjustments reflected in the financial results for the period.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2.1 User charges and fees (continued)

Revenue from contracts with customers (continued)

Type of good or service	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition policies
Commercial accommodation services and Government employee housing accommodation services	The department provides access to: - Commercial accommodation: contracts typically have durations of up to 10 years and include multiple performance obligations related to the provision of commercial space. - Government employee housing: contracts are generally open-ended and include multiple performance obligations related to the provision of housing. These services are provided primarily to other Queensland state government entities. For both types of services, customers simultaneously receive and consume the benefits provided during the contract period. The department invoices customers monthly in a manner that fairly represents the transfer of services. Consideration is receivable when invoiced.	Revenue is recognised monthly as the services are provided over the duration of the contract.
Fleet management services (from 1 November 2024)	Fleet management services are provided primarily to other Queensland state government entities. Fleet management contracts are typically for four years and contain multiple performance obligations relating to the vehicle being provided. Customers simultaneously receive and consume the benefits provided during the contract period. The department invoices customers monthly in a manner that fairly represents the transfer of these services. Consideration is receivable when invoiced.	Revenue is recognised monthly as the actual services are provided over the duration of the contract.

Property rental - social housing

The department provides social housing and remote Aboriginal and Torres Strait Islander housing to low-income households under operating lease agreements. Rent charges are variable and capped at 25% of total household's assessable income. Revenue from rent is recognised in the period in which it is earned.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

2.2 Appropriation revenue

Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result

Original budgeted appropriation revenue	1,883,800	2,412,996
Supplementary amounts:		
Transfers from/to other headings - variation in headings	(17,875)	-
Transfers from/to other departments - redistribution of public business	-	(106,676)
Unforeseen expenditure	-	132,694
Total appropriation receipts (cash)	1,865,925	2,439,014
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	289,558	195,723
Less: Transfer of deferred appropriation payable to other Queensland Government entities	-	(182,202)
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(559,859)	(289,558)
Appropriation revenue recognised in Statement of Comprehensive Income	1,595,624	2,162,977
Variance between original budgeted and actual appropriation revenue	(288,176)	(250,019)

Appropriations provided under the *Appropriation Act 2025* are recognised as revenue when received under AASB 1058 *Income of Not-for-Profit Entities*. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation payable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity (refer to Note 3.16).

	2026 \$'000	2025 \$'000
2.3 Other revenue		
Supplementation revenue	25,683	37,517
Insurance compensation from loss of property	12,217	12,167
Grants and service procurement refunds	6,071	3,198
Interest	7,988	8,017
Other	21,418	7,301
Total	73,377	68,200

2.4 Gains on disposal/re-measurement of assets

Net gain on financial assets at fair value through profit or loss	55,781	50,891
Net gain on disposal of assets	-	5,457
Total	55,781	56,348

2.5 Supplies and services

Cost of sales		
Building construction and maintenance services	652,229	584,226
Motor vehicles sold through inventory	53,718	41,093
Property repairs and maintenance	478,411	416,513
Outsourced service delivery - Housing and Homelessness Services	531,053	529,828
Rates to local governments*	249,386	225,414
Consultants and contractors	81,759	109,537
Other property expenses	131,590	113,944
Information, communication and technology expenses	62,302	52,596
Motor vehicle costs	29,603	22,699
Electricity and gas	23,051	22,627
Property rental	29,547	42,622
Other	121,292	135,246
Total	2,443,941	2,296,345

* Under Section 95 of the *Housing Act 2003*, the department is not required to pay general rates to local governments for certain properties. Because of this, these payments are treated as special payments and total \$79.195 million (2025 \$67.466 million). The remaining \$170.191 million (2025 \$157.948 million) of the total \$249.386 million (2025 \$225.414 million) in rates paid relates to water, sewerage, waste management, and other local government charges applicable to departmental properties.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

2.6 Grants and subsidies expenses

Housing grants*	333,612	709,027
Building and government accommodation services grants**	68,904	61,923
Local Government Governance Support and Funding Program Administration grants†	-	250,886
Other grants and subsidies	5,860	30
Total	408,376	1,021,866

* For Housing grants the department partners with registered community housing providers and other private sector partners to deliver social and affordable homes, including through the Queensland Community Housing Investment Pipeline, as well as other housing assistance and homelessness initiatives that aim to improve housing outcomes for Queenslanders. Depending on the contractual arrangements, funding may be recognised either as housing grant expense or through recognition of service concession assets under AASB 1059 Service Concession Arrangements: Grantors (refer Note 3.7). During 2025-26, the department provided \$321.239 million (2024-25: \$116.440 million) for social and affordable housing through arrangements that are recognised as service concession assets under AASB 1059 rather than as housing grants expense.

** Building and government accommodation services grants primarily relate to disaster programs for households and strata bodies to improve their resilience for future natural disasters.

† The Local Government Governance Support and Funding Program Administration service area was transferred out of the department on 1 November 2024 as part of a machinery-of-government change (refer note 1.5).

2.7 Employee expenses

2026
\$'000

2025
\$'000

Employee benefits

Wages and salaries	471,081	432,857
Annual leave levy	49,691	46,647
Employer superannuation contributions	65,505	59,483
Long service leave levy	12,604	11,587
Termination benefits	953	1,945
Other employee benefits	-	548
	599,834	553,067

Employee-related expenses

Workers' compensation premium	3,909	3,152
Other employee-related expenses	22,906	21,350
	26,815	24,502

Total

626,649

577,569

	2026	2025
Full-time equivalent employees	4,404	4,199

Wages and salaries

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at current salary rates. These liabilities are expected to be settled within 12 months of reporting date and are recognised at undiscounted amounts.

Employer superannuation contributions

Post-employment benefits for superannuation are provided through either:

- Defined Contribution (accumulation) Plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement or other conditions of employment. Contributions are expensed when they are paid or as payable following completion of the employee's service each pay period.

- Defined Benefit Plans (administered by the Government Division of the Australian Retirement Trust) - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2.7 Employee expenses (continued)

Annual leave and long service leave

Under the Queensland Government's Annual Leave and Long Service Leave central schemes, levies are payable by the department to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. These levies are expensed in the period in which they are payable. Amounts paid to employees for annual and long service leave are claimed from the scheme quarterly in arrears.

Employee-related expenses

Payroll tax and workers' compensation insurance, that are incurred as a consequence of employing staff, are recognised separately as employee-related expenses.

Key management personnel and remuneration disclosures are detailed in Note 5.1.

2.8 Other expenses

	2026 \$'000	2025 \$'000
Insurance premiums - Queensland Government Insurance Fund	23,786	22,704
Insurance premiums - other	10,937	7,188
Net loss from disposal of assets	4,340	-
Losses of buildings subject to insurance*	2,897	2,839
Queensland Audit Office - external audit fees [†]	917	958
Losses of public money	-	1
Special payments - ex-gratia payments [‡]	867	98
Other	5,110	8,470
Total	48,854	42,258

* Certain losses of public property are insured with the Queensland Government Insurance Fund (QGIF). The claims made in respect of these losses have yet to be assessed by QGIF, and the amount recoverable cannot be estimated reliably at reporting date. Upon notification by QGIF of the acceptance of a claim, revenue will be recognised for the agreed settlement amount. For each accepted claim the department is liable for the first \$10,000, being the insurance excess.

[†] Total audit fees quoted by the Queensland Audit Office relating to the 2025-26 financial statements are \$0.825 million (GST exclusive) (2025 \$0.844 million).

[‡] Special payments include ex-gratia expenditure that the department is not contractually or legally obligated to make to other parties. Special payments over \$5,000 include:

- Special payment relating to rectification works at a Rental Purchase Plan property
- Ex-gratia payment to reimburse a lessor for costs incurred following damage to a leased property
- Compensation payment relating to a damages claim.
- Settlement payment relating to a commercial lease for a premises previously occupied by a Queensland state government entity.

Additional special payments of \$79.195 million (2025 \$67.466 million) for rates are required to be disclosed within Supplies and services and are not included in the line item described as Special payments - ex-gratia payments above. Refer to Note 2.5 for further information.

	2026 \$'000	2025 \$'000
2.9 Depreciation and amortisation		
Depreciation - property, plant and equipment (refer note 3.1)	372,457	309,203
Depreciation - right-of-use assets - buildings (refer note 3.2)	460,723	440,927
Depreciation - service concession assets (refer note 3.7)	5,024	735
Amortisation - intangible assets (refer note 3.8)	6,367	4,807
	844,571	755,672

Department of Housing and Public Works
Notes to the financial statements 2025-26

3 STATEMENT OF FINANCIAL POSITION NOTES

	2026 \$'000	2025 \$'000
3.1 Property, plant and equipment		
Land: at fair value	22,558,974	18,540,613
Buildings: at fair value	12,127,657	10,005,137
Infrastructure: at fair value		
Gross	809,277	812,691
Less accumulated depreciation	(259,956)	(238,942)
	549,321	573,749
Plant and equipment: at cost		
Gross	1,124,046	1,006,940
Less accumulated depreciation	(432,792)	(370,395)
	691,254	636,545
Heritage and cultural assets: at fair value		
Gross	193,553	226,825
Less accumulated depreciation	(117,666)	(159,440)
	75,887	67,385
Work in progress: at cost	631,529	403,296
Total	36,634,622	30,226,725

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.1 Property, plant and equipment (continued)

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant and equipment \$'000	Heritage and cultural assets \$'000	Work in progress \$'000	Total \$'000
<i>Property, plant and equipment reconciliation</i>							
Carrying amount at 1 July 2024	16,106,708	8,737,869	303,079	204,656	92,045	280,736	25,725,093
Transfers from other Queensland Government entities	4,206	992	-	397,374	-	-	402,572
Transfers to other Queensland Government entities	(63)	(247)	-	(114)	-	-	(424)
Additions	77,050	37,792	265,573	134,748	-	685,030	1,200,193
Transfers between classes	4,741	519,403	934	12,639	1	(537,718)	-
Transfers to inventories	-	-	-	(34,527)	-	-	(34,527)
Transfers to right-of-use assets	-	-	-	6,706	-	(24,752)	(18,046)
Disposals	(436,158)	(8,956)	-	(61)	(29,174)	-	(474,349)
Assets reclassified as held for sale	(4,570)	(5,391)	-	-	-	-	(9,961)
Net revaluation increments/(decrements) recognised in asset revaluation surplus	2,788,699	934,732	16,712	-	5,234	-	3,745,377
Depreciation	-	(211,057)	(12,549)	(84,876)	(721)	-	(309,203)
Carrying amount at 30 June 2025	18,540,613	10,005,137	573,749	636,545	67,385	403,296	30,226,725
Carrying amount at 1 July 2025	18,540,613	10,005,137	573,749	636,545	67,385	403,296	30,226,725
Transfers from other Queensland Government entities	418	1,314	-	-	-	-	1,732
Transfers to other Queensland Government entities	(10,001)	-	-	-	-	-	(10,001)
Additions	80,583	37,719	-	182,088	-	993,196	1,293,586
Transfers between classes	13,558	631,718	1,215	44,577	2,306	(693,374)	-
Transfers to inventories	-	-	-	(49,249)	-	-	(49,249)
Transfers to right-of-use assets	-	-	-	(9)	-	(68,943)	(68,952)
Disposals	(4,503)	(6,031)	-	(850)	-	(2,646)	(14,030)
Assets reclassified as held for sale	(11,984)	(8,119)	-	-	-	-	(20,103)
Net revaluation increments/(decrements) recognised in asset revaluation surplus	3,950,290	1,702,411	(12,229)	-	6,899	-	5,647,371
Depreciation	-	(236,492)	(13,414)	(121,848)	(703)	-	(372,457)
Carrying amount at 30 June 2026	22,558,974	12,127,657	549,321	691,254	75,887	631,529	36,634,622

3.1 Property, plant and equipment (continued)

(a) Additions

Property, plant and equipment acquisitions are initially recorded at cost, which includes the purchase consideration and any costs required to prepare the asset for use.

Where assets are received free of charge from another Queensland Government department (whether as a result of a machinery-of-government change or other involuntary transfer), the acquisition cost is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

Items of property, plant and equipment are recognised if their cost meets or exceeds the following thresholds:

Buildings	\$10,000
Infrastructure	\$10,000
Plant and equipment	\$5,000
Heritage and cultural assets	\$5,000
Land	\$1

Items with a lesser value are expensed in the year of acquisition. Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for the department. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

The department accounts for certain infrastructure assets and specialised buildings, including those that have more architectural features, as complex assets. Complex assets comprise separately identifiable components (or groups of components) of significant value, which require replacement at regular intervals and at different times to other components comprising the complex asset.

(b) Measurement

Land, buildings, infrastructure and heritage and cultural assets are measured at fair value. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation.

Key judgement: Management has assessed that the cost of items acquired during the year materially represents their fair value at the end of the reporting period.

Plant and equipment is measured at cost as their carrying amounts are not materially different from their fair value. Capital works in progress are measured at their acquisition cost or construction cost.

(c) Revaluation

Land, buildings, infrastructure and heritage and cultural assets are revalued on an annual basis, either by specific appraisals undertaken by an independent professional valuer or using appropriate and relevant indices.

Valuation techniques prioritise observable inputs and minimise unobservable inputs. All assets are valued at highest and best use, which is their current use unless the asset is classified as held-for-sale under AASB 5 *Non-current Assets Held for Sale and Discontinued Operations* or it becomes highly probable that the asset will be used for an alternative purpose.

All assets measured at fair value are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- level one – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- level two – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level one) that are observable, either directly or indirectly
- level three – represents fair value measurements that are substantially derived from unobservable inputs.

3.1 Property, plant and equipment (continued)

(c) Revaluation (continued)

For assets revalued using a cost valuation method (e.g. current replacement cost), accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount. This is generally referred to as the 'gross method'. For assets revalued using a market or income-based valuation approach, accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation. This is generally referred to as the 'net method'.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

When an asset is derecognised, any revaluation surplus related to that asset is retained and is not transferred to accumulated surplus, except where machinery-of-government changes (refer to Note 1.5) result in the transfer out of an entire asset class.

The department has assessed market sensitivity and fair value movements for its revalued assets classes between their respective valuation dates and 30 June 2026. Valuation dates across the department's revalued asset portfolios ranged from February 2026 to April 2026. As a result, additional fair value uplifts in the social housing asset portfolio of \$798.705 million for land and \$248.991 million for buildings were recorded to reflect market movements in the Greater Brisbane residential property market. These adjustments were based on an estimated 5.5% increase in the residential property market over the intervening period. No material intervening period fair value adjustments were identified in other revalued asset portfolios.

(i) Social housing – land and buildings

Fair value is primarily determined by establishing current market value from the sale prices of comparable properties as there are usually active and liquid residential property markets which provide sufficient applicable sales evidence. The revaluation framework for social housing assets has been developed in recognition of the large number, homogenous nature, location and density of the property portfolio.

As at 30 June 2026, the department revalued its social housing properties by dividing the state into geographical regions and homogenous groups within each region according to certain criteria (including number of bedrooms, condition, previous value, age of property, building type). Properties were sampled for specific appraisal from groups where the department owns its highest proportion of properties and where there is adequate market depth to determine fair value. In 2025-26, 32% (2024-25 33%) of properties were specifically appraised. A sample of valuations that resulted in significant movements (+ or - 20% or greater than \$0.5 million) was reviewed by the department for reasonableness against external market information.

Following the specific appraisals of the representative sample of properties, separate indices were calculated for assets within each region using the mean of the ratios of the previous year's values to the current year's values. To ensure the integrity of the valuation results used to derive the indices, the department used two independent valuers to provide specific appraisals for different properties within the sample for that region. Properties with similar characteristics were given to each valuer. The mean of the test valuations provided by the second valuation firm must be within one standard deviation (+ or -) of the mean of the valuations provided by the primary valuation firm, and the relative standard error rate $\leq 4\%$, before the indices are accepted.

The indices were subsequently applied to properties across each region not specifically appraised, in order to derive current market values. An analysis performed by the department has indicated that on average, the variance between an indexed asset value and the valuation by an independent valuer when performed on a rotational basis is not significant, and the department's indices are sound.

Every five years, the sample is increased to further test the robustness of the index calculation process, and to provide greater coverage of the property portfolio by specific appraisal.

The most significant inputs into the valuations were location, bedroom count, price per square metre (units generally), land size (detached houses generally), condition and a discount factor applied to accommodation in recognition of the cost of obtaining strata title to sell. A strata title is a system of multiple ownership of a building or collection of buildings. Each owner owns a portion, which is usually an apartment or townhouse but every owner shares ownership of any common property (e.g. foyers, driveways) if it is indicated on the title.

Under the fair value hierarchy there are two inputs categorised as unobservable – the condition of the property and the discount applied to some multi-unit properties without strata title on individual units.

3.1 Property, plant and equipment (continued)

(c) Revaluation (continued)

(i) Social housing – land and buildings (continued)

The condition rating of the properties is supplied to the valuers as part of the valuation kit. The condition rating of the properties does not result in a significant adjustment to the valuations as the department's renewal policy requires properties to be maintained to a satisfactory standard, with property condition assessed at least once every three years by internal inspection.

The discounts applied to some multi-unit residential properties where there is no strata title for individual units results in adjustments to the level two inputs that are significant to the fair value measurement, and those buildings become subject to level three hierarchy disclosures. Where single title (i.e. not strata title) exists over multi-unit properties, an adjustment is made to reflect the required costs for strata title.

Key assumptions: The following assumptions were made in the valuation of social housing properties:

- Asset valuations were conducted on the basis of highest and best use, with the presumption that current use aligned with the highest and best use of the assets.
- Valuers have assumed that the data provided by the department is current and a true reflection of the characteristics of each property, e.g. number of bedrooms and property size.
- Valuers have assumed that all properties are in sound condition with no essential repairs required, or have assumed that the condition of the interior is consistent with the exterior of the building.
- Where recent sales for comparable properties were limited, valuers have assessed market value with reference to older sales in the area, sales in comparable areas or have applied an income approach.

(ii) Commercial properties – land and buildings

As at 30 June 2026, commercial properties were either:

- specifically appraised by independent valuers
- indexed using Rawlinsons Brisbane Construction Cost Index or a tailored index provided by a quantity surveyor
- indexed using a location-specific market index provided by an independent valuer.

These properties are specifically appraised on a rolling basis every two to four years, using a combination of market, income and cost-based approaches. Specific appraisals are conducted annually in volatile property market conditions.

Valuation methods include direct comparison, capitalisation or discounted cash flow approaches or a combination of approaches depending on the size of the property and the available market evidence.

In localities with adequate market activity, valuations are based on recent sales evidence of comparable properties. However, in areas with limited market activity, or for specialised assets like convention centres, fair value is determined using the current replacement cost method.

Key inputs for valuation methods include sale prices, square metre of land or building area, capitalisation rates, rent rates, discount rates, operating expense rates per square metre and lease terms. These measures are influenced by market supply and demand dynamics. Valuers also consider building characteristics (e.g., size, grade and condition), and factors such as functional, physical and economic obsolescence.

Land values were assessed by the valuers having regard to market evidence of recent and relevant land sales. Valuers consider factors such as location, size, shape, elevation, accessibility, zoning and development potential. They also account for physical, legal and statutory constraints, such as heritage listings, easements, flooding and environmental constraints.

(iii) Government employee houses – land and buildings

The fair value of Queensland Government employee houses is determined by establishing market value, primarily using the direct comparison method of valuation, or indexation. There are usually active and liquid residential property markets which provide sufficient applicable sales evidence. Where there is no active and liquid market for assets, fair value is determined using the current replacement cost method.

These properties are specifically appraised by independent valuers once every five years, with the most recent specific appraisals being conducted in 2025–26. Properties not specifically appraised in a given year are indexed. These indices are location-specific and are developed by qualified valuers based on representative property valuations across various regions in Queensland.

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.1 Property, plant and equipment (continued)

(c) Revaluation of property (continued)

(iv) Infrastructure

The department's key infrastructure assets include Roma Street Parkland improvements, the Goodwill, Kurilpa and Neville Bonner Bridges and the Queen's Wharf Public Realm. The fair value of these infrastructure assets is assessed using current replacement cost as there is no active market to provide comparable sales evidence.

Infrastructure assets are specifically appraised by independent experts at least once every four years. The Neville Bonner Bridge was specifically appraised in 2024-25, while Stage 2 of the Queen's Wharf Public Realm was specifically appraised in 2025-26. The remaining infrastructure assets were last specifically appraised in 2023-24.

Independent valuers assess infrastructure assets based on their useful life, age, condition and functionality, with quantity surveyors providing replacement cost estimates. The valuer's assumptions for the infrastructure assets include:

- the property complies with all statutory requirements relating to health, building, town planning and fire safety regulations
- a detailed structural survey would not reveal defects
- improvements are located within title boundaries and do not encroach other properties.

Assets that are not specifically appraised in any given year are indexed using tailored infrastructure indices obtained from an independent quantity surveyor.

(v) Heritage and cultural assets

Fair value for the department's heritage and cultural buildings is assessed based on market evidence for similar assets.

Where there is insufficient sales activity to derive market-based valuations, or for unique or highly specialised buildings, current replacement cost and reproduction cost methods are used. Heritage and cultural properties are specifically appraised every four years, with the most recent specific appraisal being 2025-26.

(d) Asset revaluation surplus by class

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Heritage and cultural assets \$'000	Total \$'000
Balance as at 1 July 2024	7,999,713	769,161	47,090	4,641	8,820,605
Net revaluation increments/(decrements)	2,788,699	934,732	16,712	5,234	3,745,377
Balance at 30 June 2025	10,788,412	1,703,893	63,802	9,875	12,565,982
Net revaluation increments/(decrements)	3,950,290	1,702,411	(12,229)	6,899	5,647,371
Balance at 30 June 2026	14,738,702	3,406,304	51,573	16,774	18,213,353

(e) Fair value measurement

Categorisation of fair values recognised as at 30 June

	Level 2 \$'000		Level 3 \$'000		Total \$'000	
	2026	2025	2026	2025	2026	2025
Land						
- social housing	21,608,706	17,674,871	-	-	21,608,706	17,674,871
- commercial	706,894	668,858	41,219	33,969	748,113	702,827
- government employee housing	202,155	162,915	-	-	202,155	162,915
Total land	22,517,755	18,506,644	41,219	33,969	22,558,974	18,540,613
Buildings						
- social housing	4,688,170	3,828,544	5,295,239	4,249,047	9,983,409	8,077,591
- commercial	635,615	619,844	460,507	442,235	1,096,122	1,062,079
- government employee housing	872,259	689,088	175,867	176,379	1,048,126	865,467
Total buildings	6,196,044	5,137,476	5,931,613	4,867,661	12,127,657	10,005,137
Infrastructure	-	-	549,321	573,749	549,321	573,749
Heritage and cultural assets	1,773	4,915	74,114	62,470	75,887	67,385
Total	28,715,572	23,649,035	6,596,267	5,537,849	35,311,839	29,186,884

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.1 Property, plant and equipment (continued)

(e) Fair value measurement (continued)

Level 3 significant valuation inputs

Asset class	Type of significant unobservable inputs
Land	The discount rate used to calculate a single present value of the future estimates.
Buildings	Discounts for non-strata title units. This represents the cost of obtaining strata title to sell. Cost estimates for differences in functionality, physical condition and level of customisation. Building replacement cost rates. Remaining useful lives and percentage of asset life expired. Government employee houses building condition and size.
Infrastructure	Infrastructure replacement cost rates on a per-component basis. Remaining useful lives and percentage of asset life expired.
Heritage and cultural assets	Building replacement cost rates. Remaining useful lives and percentage of asset life expired.

(f) Impairment

Property, plant and equipment measured at cost are assessed annually for indicators of impairment. If an indicator exists, the department determines the asset's recoverable amount. If the carrying amount of the asset exceeds its recoverable amount, the difference is recognised as an impairment loss.

(g) Depreciation

Land is not depreciated as it has an unlimited useful life.

Buildings, infrastructure, heritage and cultural assets and plant and equipment are depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset progressively over its estimated useful life to the department.

Separately identifiable components of complex assets are depreciated according to the useful lives of each component, as doing so results in a material impact on the depreciation expense reported.

If additional expenditure increases an asset's capacity or service potential, it is added to the asset's value, and the updated value is then depreciated over the asset's remaining useful life.

Assets under construction (work in progress) are not depreciated until they reach their service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes of property, plant and equipment.

Key estimate: For each class of asset the following depreciation rates were used:

Buildings	1%	to	5%
Infrastructure	1%	to	10%
Heritage and cultural assets	1%	to	1%
Plant and equipment	3%	to	50%

The remaining useful lives of assets are reviewed annually. If adjustments are required, the depreciation expense changes from the date of the re-assessment. Estimating useful lives requires management judgement, particularly in assessing the condition of the asset.

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.1 Property, plant and equipment (continued)

(g) Depreciation (continued)

Key judgement (social housing): A key strategic asset management principle of the department is the efficient and effective maintenance and upgrade of social housing properties to optimise the useful lives of assets.

The property condition is assessed at least once every three years by internal inspection. This results in a condition rating being assigned and informs future maintenance and upgrade activities. A property that is ready for demolition has a condition rating of one and a property that is like new has a condition rating of ten.

Management has assessed that where at least 95% of social housing buildings have a condition rating greater than eight, this supports the annual revision of the remaining useful life for social housing buildings to 50 years. Once every five years the department engages independent experts to review and confirm the continued appropriateness of this methodology. The most recent review, conducted in 2025-26, validated the approach as appropriate.

(h) Queen's Wharf Precinct

On 16 November 2015 the Queensland Government entered into contractual arrangements with the Destination Brisbane Consortium ('the Consortium') to redevelop the Queen's Wharf Precinct in the centre of Brisbane into an Integrated Resort Development ('the IRD Project'). The redevelopment area is located between the Brisbane River and George Street, and between Alice and Queen Streets ('the IRD Precinct').

The Department of Housing and Public Works owns most of the land and buildings within the IRD Precinct. A long-term lease and long-term heritage lease commenced on 29 August 2024, transferring control of specific land and heritage buildings within the site to the Consortium for 99-years. As a result, the department has derecognised these assets, and has recognised the associated cash, intangible asset and infrastructure assets received as consideration for the long-term leases.

Legal title transferred for land related to one residential tower in 2024-25. A freehold development lease remains in place for the remaining residential development land. The fair value is based on the income approach reflecting the cash consideration under the contractual arrangements.

(i) Long-term Community Housing Program

The department's Long-term Community Housing Program aims to deliver long-term rental housing that is secure, appropriate and affordable, for persons whose needs are not adequately met by other housing options. Under this program the department may provide grants of property or monetary assistance to community housing providers.

Grant funding is provided for the construction, purchase or upgrade of dwellings and community housing providers may also contribute land and funding for the dwellings. The terms and conditions of the grant funding are contained in agreements entered into between the State and the provider. Legal title to dwellings funded under this program may be held by the provider or the department.

As at 30 June 2026, the department had provided funding for 4,722 (2025 4,077) properties under this program where the legal title is held by the provider. The total includes 303 (59 at 30 June 2025) properties which are accounted for as service concession assets (refer note 3.7). For the remaining properties, as the department does not control these assets, they are not recognised as assets of the department.

(j) Property leasing

The department's property assets are predominantly held for rental to or occupancy by others by way of operating lease or other occupancy agreement, rather than for use by the department.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

3.2 Leases as lessee

(a) Right-of-use assets - buildings

Opening balance at 1 July	2,246,404	2,320,540
Additions	358,688	290,609
Depreciation charge	(460,723)	(440,927)
Disposals/derecognition	(31,731)	(53,537)
Other adjustments	172,542	129,719
Closing balance at 30 June	2,285,180	2,246,404

Right-of-use assets are recognised at cost, consisting of the initial amount of the associated lease liability:

- less any lease incentives received
- plus any capital works completed on the underlying asset
- plus any restoration costs.

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following changes in lease payments payable or in variable lease payments that depend upon an index or rate, or a change in lease term.

Right-of-use assets are depreciated over the lease term on a straight-line basis.

Revenue received from other Queensland state government entities in relation to these right-of-use assets is recognised as user charges – refer to Note 2.1.

The department has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets (less than \$10,000) and short-term leases (lease term 12 months or less). Lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

(b) Lease liabilities

2026
\$'000

2025
\$'000

Current	435,945	435,496
Non-current	1,476,257	1,456,540

Lease liabilities are initially recognised at the present value of lease payments over the lease term, less any lease incentives receivable.

Lease payments are discounted using Queensland Treasury Corporation's Fixed Rate Loan borrowing rate that best corresponds with the lease commencement month and term. Lease payments are apportioned between the finance charge and a reduction in the recognised lease liability.

Lease liabilities are remeasured in certain situations such as a change in lease payments payable or in variable lease payments that depend on an index or rate, or a change in the lease term.

A maturity analysis for lease liabilities is included in Note 3.15.

(c) Lease interest

2026
\$'000

2025
\$'000

Interest expense on lease liabilities	69,767	63,073
---------------------------------------	--------	--------

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

3.2 Leases as lessee (continued)

(d) Amounts recognised in Statement of Cash Flows

Total cash outflow for leases	551,890	526,457
-------------------------------	---------	---------

(e) The department's leasing activities

Buildings — office accommodation

As Queensland Government's central manager of government office accommodation, the Queensland Government Accommodation Office manages a portfolio of commercial accommodation leases represented by right-of-use assets (buildings).

Leases are negotiated on an individual basis and contain a wide range of different terms and conditions in order to achieve the best whole-of-government benefit. The department is exposed to potential future increases in variable lease payments based on Consumer Price Index (CPI) or market rates, which make up approximately 12.04% (2025: 12.94%) of the portfolio and these are not included in the lease liability until they take effect. When adjustments to lease payments based on CPI or market rates do take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

The lease agreements do not impose any covenants other than the security interests in the leased assets that may be held by the lessor.

Key judgements in determining the lease term

Extension options are included in the majority of office accommodation leases, however these are not included in the lease term assessed at commencement date due to the department not being reasonably certain that they will be used. In determining whether these options should be included in the lease term assessed at commencement date, the department considered its current office accommodation strategic plan and its history of exercising extension options.

The lease term is reassessed if the department becomes reasonably certain that an extension option will be exercised. The department has exercised approximately 16.17% (2025: 22.51%) of its extension options for the year ending 30 June.

Key judgements regarding lease and non-lease components

The department has not separated out non-lease components from lease components for those leases where the base rent is 'all inclusive' as the non-lease component of the base rent cannot be reliably measured.

Buildings on Deed of Grant in Trust land

The department has concessionary leases consisting of buildings on Deed of Grant in Trust land. These buildings are leased from a number of Aboriginal and Torres Strait Islander councils. The leases facilitate the construction and/or refurbishment of properties on communal land.

The leases have below-market rental terms, with lease payments indexed annually by the CPI. Lease payments for the 2025-26 financial year consisted of rent of \$1,192 (2025 \$1,161) per property and a rates equivalent component (where applicable) of \$2,980 (2025 \$2,903) per property. The department is responsible for construction, upgrades, maintenance and insurance of the properties and the use of the properties is restricted to social housing purposes. Lease terms are 40 years with renewal options of an additional 40 years. The department may terminate the leases with 3 months' notice. No leases have been terminated by the department or have reached the end of the lease term.

Department of Housing and Public Works
Notes to the financial statements 2025-26

	2026 \$'000	2025 \$'000
3.3 Loans and receivables		
Current		
<i>Contracts with customers</i>		
Trade debtors	185,307	185,295
Social housing debtors - maintenance	33,199	32,941
Less: loss allowance	(25,193)	(23,694)
	8,006	9,247
<i>Total contracts with customers</i>	193,313	194,542
Rental bond loans	53,850	48,138
Less: loss allowance	(26,827)	(25,432)
	27,023	22,706
Social housing debtors - rent	18,551	16,726
Less: loss allowance	(9,874)	(8,282)
	8,677	8,444
GST input tax credits receivable	37,339	43,552
GST payable	(31,959)	(41,935)
Net GST receivable	5,380	1,617
Annual leave reimbursements*	11,361	10,535
Long service leave reimbursements*	3,088	2,176
Housing loans	4,825	4,825
Equity adjustment receivable	286,345	150,539
Finance lease receivables	4,202	1,323
Other loans and advances	150	255
Total	544,364	396,962
Non-current		
Rental bond loans	13,283	12,035
Less: loss allowance	(6,707)	(6,358)
	6,576	5,677
Housing loans	14,220	14,397
Finance lease receivables	72,813	79,598
Total	93,609	99,672

* Refer to Note 2.7 for further information.

Loans and receivables are measured at amortised cost which approximates their fair value at reporting date. Loans and receivables are recognised at the amount due at the time of sale or service delivery, except for housing loans which reflect the monies lent, plus interest and other costs, less repayments from borrowers. Settlement of trade debtors is generally required within 30 days from invoice date. Bond loan terms range from 18 to 30 months. Original housing loan terms range from 10 to 35 years.

Finance lease receivables arise from lease arrangements where the department, as lessor, transfers substantially all risks and rewards of ownership to the lessee. They are initially recognised at the present value of lease payments, discounted using the interest rate implicit in the lease, and subsequently measured at amortised cost. Interest income from finance lease receivables is recognised in the Statement of Comprehensive Income using the effective interest method.

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.3 Loans and receivables (continued)

Movements in loss allowance

	Current			Non-current Rental bond loans
	Rental bond loans	Social housing debtors - Rent	Social housing debtors - Maintenance	
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2024	21,136	8,660	24,197	53,993
Increase in allowance recognised in operating result	6,165	132	261	6,558
Amounts written-off during the year	(1,869)	(510)	(764)	(3,143)
Balance at 30 June 2025	25,432	8,282	23,694	57,408
Balance at 1 July 2025	25,432	8,282	23,694	57,408
Increase in allowance recognised in operating result	2,810	2,119	2,151	7,080
Amounts written-off during the year	(1,415)	(527)	(652)	(2,594)
Balance at 30 June 2026	26,827	9,874	25,193	61,894

The department's impairment accounting policies for loans and receivables are outlined in Note 3.4.

3.4 Credit risk

The department is exposed to credit risk on its loans and receivables. The maximum exposure to credit risk at balance date is the gross carrying amount of these assets without taking into account collateral. The department manages credit risk by monitoring all funds owed on a timely basis.

Rental bond loans and social housing debtors

Risk management

Rental bond loans and social housing debtors are the main sources of credit risk for the department. To manage credit risk, the department encourages the use of electronic deduction methods, such as direct deductions through government agencies and financial institutions, to facilitate timely and consistent payments.

The department actively pursues outstanding debts. Where a customer with an existing debt applies for further housing assistance, the department requests that the customer either repay the debt or enter into a Deed of Repayment arrangement to settle the outstanding amount.

Loss allowance

For social housing debtors the department has applied the simplified approach in AASB 9 *Financial Instruments* and has calculated the lifetime expected credit loss on a collective basis.

For rental bond loans the department has applied, on a collective basis, the general approach for measuring the loss allowance. This involves the recognition of a lifetime expected credit loss for loans that have a significant increase in credit risk. A 12-month expected credit loss is recognised for those loans that do not have a significant increase in credit risk. Loans are considered to have a significant increase in credit risk where they have repayments that are past due.

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.4 Credit risk (continued)

Rental bond loans and social housing debtors (continued)

The department uses a provision matrix to calculate the lifetime expected credit losses for both rental bond loans and social housing debtors. This matrix is based on historical credit loss experience for groups of debtors with shared credit risk characteristics and is adjusted for current circumstances and forward-looking factors where relevant.

Loss histories associated with the various debtor groups are reviewed to determine percentage rates to be applied to calculate the expected credit loss. Social housing debts are grouped based on days past due, the nature of the debt (rent or maintenance) and the type of property (remote Indigenous housing or public housing). Bond loan debts are grouped based on days past due and whether the tenancy is current or terminated.

Write-offs

Debts are written off against the relevant allowance for impairment when there is no reasonable expectation of recovery. Indicators of this include:

- bankruptcy conditions apply
- the customer is deceased
- the tenancy is terminated and the debt is low value
- for all other amounts - the tenancy is terminated (and for bond loan customers the bond is disbursed) and multiple attempts to contact the customer and recover the debt have been unsuccessful.

The write-off of a debt does not release the customer from their obligation to repay the debt. Future action may be taken to recover the debt if the customer seeks further housing assistance. A debt may only be waived in exceptional circumstances after a full review.

All known bad debts were written-off as at 30 June.

Housing loans

Housing loans have low credit risk and accordingly no impairment allowance is recognised for these debts.

Most loans in the department's housing lending portfolio are secured by a registered first mortgage over the property. Loans under the Rental Purchase Plan scheme are secured through title to the property remaining with the department until the purchase is fully completed under the contract. For loans under the Pathways Shared Equity Program, title to the property is held jointly by the department and the borrower until the purchase is fully completed under the contract.

Housing loans generally have a low level of arrears and defaults, and a lot of the loans were provided many years ago based on much lower residential property values. The level of write-offs has been immaterial.

Other receivables

Trade debtors have low credit risk as they are predominantly with other state government agencies. Finance lease receivables are assessed as having low credit risk. These long-term lease arrangements are held with a Commonwealth Government agency, a Queensland University, an industry superannuation fund and one private organisation. No impairment allowance is recognised as there have been no material defaults on these finance leases.

3.5 Contract assets

	2026 \$'000	2025 \$'000
Current	46,290	137,536

The department recognises contract assets for work performed for customers under Building Services contracts, where the department has satisfied its performance obligations but has not yet issued an invoice to the customer. Contract assets arise when the value of the building services provided by the department exceeds the invoice issued to customers. Contract assets are transferred to receivables when the department's right to payment becomes unconditional, which usually occurs when an invoice is issued to the customer.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

3.6 Other financial assets

Current

Financial assets at fair value through profit or loss 7,000 7,000

Non-current

Financial assets at fair value through profit or loss 332,318 287,902

The department has two housing products which are classified as financial assets at fair value through profit or loss:

- Rental Purchase Plan: clients obtain a loan from the department to purchase a part share in a home and pay monthly instalments which include both a loan repayment (including interest) and a rent component.
- Pathways Shared Equity Program: clients obtain a loan from the department to purchase a share in a property they currently rent from the department and pay monthly loan repayments.

The department does not have effective control of properties under these agreements and its interest in the properties meets the definition of a financial instrument. Fair value is based on the net market value of the department's proportion of the underlying properties.

Each year a sample of shared equity properties are specifically appraised, with the remaining properties subject to a desktop valuation. These assets are a level 2 in the fair value hierarchy.

Loans provided under the loan agreements for these products are disclosed as housing loans receivable (note 3.3).

The department is exposed to market risk through its interest in Rental Purchase Plan and Pathways Shared Equity properties as the value of the department's interest in the properties is directly related to movements in the residential property market in the areas where they are located. At 30 June 2026, 92% (2025: 92%) of the value of the department's interest in these properties is concentrated in the south-east corner of Queensland.

3.7 Service concession assets

2026
\$'000

2025
\$'000

Prepayments for service concession assets

Current 170,497 48,402

Non-current 177,456 108,742

347,953 157,144

Service concession assets

Gross 350,468 55,778

Less accumulated depreciation (6,061) (1,037)

344,407 54,741

Opening balance at 1 July 54,741 16,283

Additions 294,690 39,193

Depreciation charge (5,024) (735)

Closing balance at 30 June 344,407 54,741

Service concession assets are measured at current replacement cost on initial recognition or reclassification and are subsequently measured at fair value using the same valuation methodology as outlined in Note 3.1(c)(i). The assets are depreciated on a straight-line basis over their useful lives, which are either the 40-year term of the arrangement, or 50 years for perpetual arrangements.

The department's accounting policies on fair value measurement for property, plant and equipment disclosed in Note 3.1(b) also apply to service concession assets.

Specific disclosures for the department's service concession arrangements are provided below.

Social and affordable arrangements with community housing providers

Service concession assets are properties captured under AASB 1059 *Service Concession Arrangements: Grantors*, relating to various arrangements that the department has with community housing providers (CHPs) where the CHPs provide social or affordable housing services on behalf of the department. The department controls the services that the CHPs must provide with the properties, to whom they must provide them, and at what price.

Arrangements typically involve the CHPs constructing and developing social and/or affordable housing properties, and operating and maintaining those properties for the period of the arrangement (typically 40-year terms or perpetual arrangements).

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.7 Service concession assets (continued)

AASB 1059 requires that the fair value of the service concession assets be measured at current replacement cost in accordance with the cost approach in *AASB 13 Fair Value Measurement*.

Current replacement cost reflects the cost of replacing the service capacity of the asset, which, for service concession assets, is based on the market value of acquiring a house and land with similar location and functionality. For further details on the department's valuation approach, refer to Note 3.1(c)(i).

Prepayments for service concession arrangements relate to funding provided upfront to operators for the construction of service concession assets. These prepayments are subsequently reclassified to service concession assets when the asset becomes available for use.

3.8 Intangible assets

	2026 \$'000	2025 \$'000
Maintenance rights		
Gross	82,760	79,173
Less accumulated amortisation	(7,429)	(3,339)
	75,331	75,834
Software		
Gross	87,256	86,172
Less accumulated amortisation	(77,991)	(75,714)
	9,265	10,458
Total	84,596	86,292

Maintenance rights

The department has recognised an intangible asset arising from a long-term contractual arrangement that provides enforceable rights to receive maintenance services and future economic benefits for the Queen's Wharf Public Realm (see disclosure 3.1(h)). The intangible asset was initially recognised at the present value of estimated future maintenance services over a 25-year period. The carrying amount is systematically reduced as maintenance services are received and consumed, and is adjusted for changes in assumptions and estimates and the unwinding of the discount applied in determining the present value of future maintenance services. The department assesses the asset annually for indicators of impairment. No impairment indicators were identified during the reporting period.

3.9 Other assets

	2026 \$'000	2025 \$'000
Current		
Prepayments	85,071	63,642
Inventories	8,025	10,540
Other	330	383
Total	93,426	74,565
Non-current		
Prepayments	-	102
Deferred tax assets	16,452	9,223
Other	-	8,424
Total	16,452	17,749

Prepayments mostly relate to payments for construction and improvements on properties that will be leased by the department upon completion.

	2026 \$'000	2025 \$'000
3.10 Non-current assets classified as held for sale		
Land	3,519	1,320
Buildings	4,445	1,546
Total	7,964	2,866

Non-current assets held for sale comprise property assets that management has determined are available for sale in their present condition and for which the sale is highly probable within the next 12 months. The department's portfolio management strategies ensure the alignment of cost-effective and suitable properties in locations that best meet client needs. At 30 June 2026, assets held for sale include a former government office site, certain social housing properties (including sales to existing occupants), and government employee housing properties identified for disposal.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

3.11 Payables

Current

Trade creditors	389,026	310,173
Deferred appropriation payable to Consolidated Fund	559,859	289,558
Dividends	32,524	36,791
Grants and subsidies payable	27,935	29,921
Equity adjustment payable	-	-
Total	1,009,344	666,443

3.12 Borrowings

Current

Australian Government borrowings	17,877	17,072
Total	17,877	17,072

Non-current

Queensland Treasury Corporation borrowings	314,512	294,512
Australian Government borrowings	148,010	165,887
Total	462,522	460,399

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings. They are subsequently held at amortised cost using the effective interest method. Borrowing costs are recognised as an expense.

The fair value of Queensland Treasury Corporation borrowings and Australian Government borrowings is determined by the Queensland Treasury Corporation using discounted cash flow analysis. These borrowings are classified as level 3 in the fair value hierarchy due to the use of unobservable inputs in the valuation.

The carrying amount and fair value is disclosed below:

	2026		2025	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
Queensland Treasury Corporation borrowings	314,512	313,761	294,512	298,319
Australian Government borrowings	165,887	236,298	182,959	261,421
Total	480,399	550,059	477,471	559,740

3.13 Queen's Wharf deferred consideration

2026
\$'000

2025
\$'000

Non-current	32,095	32,095
-------------	--------	--------

Destination Brisbane Consortium ('the Consortium') provided the State with cash and non-cash consideration (infrastructure assets and maintenance services) in return for the right to develop the Queen's Wharf Precinct and operate the Integrated Resort Development.

The department recognised a \$32 million liability for the upfront consideration received for freehold land related to the residential project under construction within the precinct. This liability will be derecognised once legal title to this freehold land is transferred to the Consortium. This transfer is not expected to occur until 2030.

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

3.14 Unearned revenue

Current

Rent	28,976	28,874
Supplementation revenue	43,655	25,959
Finance lease revenue	1,476	1,476
Service concession arrangements*	4,681	695
Total	78,788	57,004

Non-current

Service concession arrangements*	206,815	23,430
Finance lease revenue	18,516	19,839
Total	225,331	43,269

* Unearned revenue relating to service concession arrangements (being social and affordable housing arrangements disclosed in note 3.7) represents the non-State contribution component associated with service concession assets. The liability is initially recognised when the department recognises the related service concession asset and represents the value of contributions provided by non-State parties. The liability is recognised as revenue over the term of the arrangement as the department receives the associated service potential from the asset.

3.15 Liquidity risk

The department is exposed to liquidity risk in respect of its payables, Queensland Treasury Corporation borrowings, Australian Government borrowings and lease liabilities. The department reduces the exposure to liquidity risk by ensuring it has sufficient funds available to meet these obligations as they fall due.

As at 30 June 2026 the department had undrawn overdraft facilities of \$130 million (2025 \$30 million) with the Commonwealth Bank and undrawn working capital facilities of \$55 million (2025 \$55 million) with Queensland Treasury Corporation.

The following table summarises the department's financial liabilities and their contractual maturities, based on undiscounted cash flows at reporting date. The undiscounted cash flows will differ from the amortised cost (carrying amount) where this is based on principal loan amount outstanding or discounted cash flows.

Queensland Treasury Corporation borrowings for the motor vehicle fleet are interest only with no fixed repayment date for the principal component. For the purposes of completing the maturity analysis, the principal component of these loans has been included in the more than five-year time band with no interest payment assumed in this time band.

2026	Amortised Cost \$'000	Undiscounted cash flows			
		Contractual maturity payable in			Total \$'000
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	
Financial liabilities					
Lease liabilities	1,912,202	525,099	1,232,641	479,181	2,236,921
Queensland Treasury Corporation borrowings	314,512	15,118	60,483	314,512	390,113
Australian Government borrowings	165,887	25,272	85,808	101,652	212,732
Payables	1,009,344	1,009,344	-	-	1,009,344
Total	3,401,945	1,574,833	1,378,932	895,345	3,849,110

2025	Amortised Cost \$'000	Undiscounted cash flows			
		Contractual maturity payable in			Total \$'000
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	
Financial liabilities					
Lease liabilities	1,892,036	491,938	1,225,684	485,098	2,202,720
Queensland Treasury Corporation borrowings	294,512	13,657	54,881	294,512	363,050
Australian Government borrowings	182,959	25,213	92,770	119,961	237,944
Payables	666,443	666,443	-	-	666,443
Total	3,035,950	1,197,251	1,373,335	899,571	3,470,157

Department of Housing and Public Works
Notes to the financial statements 2025-26

3.16 Appropriations recognised in equity

	2026 \$'000	2025 \$'000
Reconciliation of payments from consolidated fund to equity adjustment		
Original budgeted equity adjustment appropriation	717,598	597,222
Supplementary amounts		
Transfers from/to other departments - redistribution of public business	-	1,171
Transfers from/to other headings	17,875	-
Unforeseen expenditure*	182,847	56,822
Equity adjustment receipts (payments)	918,320	655,215
Less: Opening balance of equity adjustment receivable	(150,539)	-
Plus: Opening balance of equity adjustment payable	-	8,701
Plus: Transfer of equity adjustment payable from other Queensland Government entities	-	13
Plus: Closing balance of equity adjustment receivable	286,345	150,539
Equity adjustment recognised in contributed equity	1,054,126	814,468
Variance between original budgeted and actual equity adjustment appropriation	336,528	217,246

* Additional equity adjustments were primarily due to additional funding for delivery of 53,500 social and community homes by 2044, the Social Housing Energy Performance Initiative, technical adjustment for service concession assets, and lower depreciation expenses. These were partly offset by timing adjustments for infrastructure upgrades for Public Works assets, and other reprioritisation of agency funding.

Department of Housing and Public Works
Notes to the financial statements 2025-26

4 BUDGET TO ACTUAL COMPARISON

		Original Budget 2026 \$'000	Actual 2026 \$'000	Variance \$'000
STATEMENT OF COMPREHENSIVE INCOME				
Income				
User charges and fees		2,657,940	2,628,693	(29,247)
Appropriation revenue	1	1,891,703	1,595,624	(296,079)
Grants and other contributions		103,388	81,944	(21,444)
Other revenue		40,796	73,377	32,581
Total revenue		4,693,827	4,379,638	(314,189)
Gains on disposal/remeasurement of assets		5,198	55,781	50,583
Total income		4,699,025	4,435,419	(263,606)
Expenses				
Supplies and services		2,487,298	2,443,941	(43,357)
Grants and subsidies expenses	2	749,841	408,376	(341,465)
Depreciation and amortisation		818,354	844,571	26,217
Employee expenses	3	663,733	626,649	(37,084)
Finance/borrowing costs		87,991	92,761	4,770
Impairment losses on loans and receivables		4,340	7,827	3,487
Other expenses		44,608	48,854	4,246
Total expenses		4,856,165	4,472,979	(383,186)
Operating result before income tax		(157,140)	(37,560)	119,580
Income tax (expense)		(8,862)	(26,744)	(17,882)
Operating result after income tax		(166,002)	(64,304)	101,698
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to operating result				
Increase in asset revaluation surplus		-	5,647,371	5,647,371
Total other comprehensive income		-	5,647,371	5,647,371
Total comprehensive income		(166,002)	5,583,067	5,749,069

Department of Housing and Public Works
Notes to the financial statements 2025-26

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

STATEMENT OF FINANCIAL POSITION	Variance notes	Original Budget 2026 \$'000	Actual 2026 \$'000	Variance \$'000
Current assets				
Cash and cash equivalents	4	190,385	582,367	391,982
Loans and receivables	5	285,252	544,364	259,112
Contract assets	6	145,213	46,290	(98,923)
Other financial assets		7,000	7,000	-
Prepayments for service concession assets	7	-	170,497	170,497
Other current assets		49,692	93,426	43,734
Non-current assets classified as held for sale		9,955	7,964	(1,991)
Total current assets		687,497	1,451,908	764,411
Non-current assets				
Property, plant and equipment	8	27,094,681	36,634,622	9,539,941
Right-of-use assets	9	2,064,662	2,285,180	220,518
Other financial assets		278,104	332,318	54,214
Prepayments for service concession assets	10	-	177,456	177,456
Service concession assets	11	-	344,407	344,407
Loans and receivables		90,539	93,609	3,070
Intangible assets		134,272	84,596	(49,676)
Other non-current assets		14,117	16,452	2,335
Total non-current assets		29,676,375	39,968,640	10,292,265
TOTAL ASSETS		30,363,872	41,420,548	11,056,676
Current liabilities				
Lease liabilities		436,952	435,945	(1,007)
Payables	12	354,672	1,009,344	654,672
Unearned revenue		65,504	78,788	13,284
Borrowings		17,877	17,877	-
Provisions		2,571	7,097	4,526
Accrued employee benefits		18,853	23,964	5,111
Contract liabilities		11,508	32,255	20,747
Other current liabilities		(1,687)	13,419	15,106
Total current liabilities		906,250	1,618,689	712,439
Non-current liabilities				
Lease liabilities	13	1,314,582	1,476,257	161,675
Borrowings		502,523	462,522	(40,001)
Queen's Wharf deferred consideration		48,142	32,095	(16,047)
Unearned revenue	14	18,516	225,331	206,815
Provisions		4,615	6,224	1,609
Contract liabilities		805	997	192
Other non-current liabilities		14,211	13,834	(377)
Total non-current liabilities		1,903,394	2,217,260	313,866
Total liabilities		2,809,644	3,835,949	1,026,305
NET ASSETS / TOTAL EQUITY		27,554,228	37,584,599	10,030,371

Department of Housing and Public Works
Notes to the financial statements 2025-26

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

STATEMENT OF CASH FLOWS	Variance notes	Original Budget 2026 \$'000	Actual 2026 \$'000	Variance \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>Inflows:</i>				
User charges and fees		2,676,605	2,678,940	2,335
Appropriation receipts		1,883,800	1,865,925	(17,875)
GST input tax credits received from Australian Taxation Office		359,797	404,322	44,525
GST collected from customers		180,240	218,450	38,210
Grants and other contributions		103,388	83,867	(19,521)
Other		73,926	66,633	(7,293)
<i>Outflows:</i>				
Supplies and services		(2,611,337)	(2,427,856)	183,481
Grants and subsidies	15	(749,841)	(401,709)	348,132
Employee expenses		(662,312)	(623,381)	38,931
GST remitted to Australian Taxation Office		(282,648)	(286,912)	(4,264)
GST paid to suppliers		(272,357)	(350,692)	(78,335)
Finance/borrowing costs		(87,642)	(92,579)	(4,937)
Taxation equivalents		(11,092)	(44,301)	(33,209)
Other		(61,461)	(40,665)	20,796
Net cash provided by (used in) operating activities		539,066	1,050,042	510,976
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Inflows:</i>				
Loans and advances redeemed		31,882	34,462	2,580
Sales of property, plant and equipment	16	119,300	21,510	(97,790)
Redemption of other financial assets		5,000	7,764	2,764
<i>Outflows:</i>				
Payments for property, plant and equipment	17	(951,632)	(1,043,641)	(92,009)
Payments for service concession assets	18	-	(321,239)	(321,239)
Loans and advances made		(83,045)	(42,755)	40,290
Payments for intangible assets		(2,800)	(1,083)	1,717
Net cash provided by (used in) investing activities		(881,295)	(1,344,982)	(463,687)
CASH FLOWS FROM FINANCING ACTIVITIES				
<i>Inflows:</i>				
Equity injections	19	1,264,543	1,465,966	201,423
Proceeds from borrowings		50,000	30,000	(20,000)
<i>Outflows:</i>				
Lease payments		(459,092)	(463,940)	(4,848)
Equity withdrawals		(546,945)	(562,183)	(15,238)
Borrowing redemptions		(17,072)	(27,071)	(9,999)
Dividends paid		(29,163)	(36,791)	(7,628)
Net cash provided by (used in) financing activities		262,271	405,981	143,710
Net increase (decrease) in cash and cash equivalents		(79,958)	111,041	190,999
Cash and cash equivalents – opening balance		270,343	471,326	200,983
Cash and cash equivalents – closing balance		190,385	582,367	391,982

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

Explanations of major variances

Major variances have been assessed as meeting both of the following criteria:

- The line item within the Statement of Comprehensive Income or the Statement of Financial Position is material (greater than 10%) compared to total income, total expenses, total assets (less property, plant and equipment) or total liabilities, as applicable. The line item within the Statement of Cash Flows is material (greater than 10%) compared to total inflows or total outflows (as applicable) for the relevant cash flow category (i.e. operating/investing/financing).
- The variance between the actual amount and the budget is greater than 10% except for payments for property, plant and equipment (Statement of Cash Flows) and employee expenses and supplies and services (Statement of Comprehensive Income) where 5% is used.

The department may include as major variances, line items not meeting the above criteria, but which are considered material due to their nature.

Statement of Comprehensive Income

- 1 *Appropriation revenue*
Appropriation revenue was \$296,079 million below budget. The variance was mainly attributable to funding arrangements of \$321,238 million that were budgeted as appropriation-funded grant payments but were subsequently recognised as equity injections associated with service concession assets.
- 2 *Grants and subsidies expenses*
The \$341.465 million decrease in grants and subsidies compared to budget reflects the classification of certain funding arrangements as service concession assets. The original budget reflected these arrangements as grant expenses.
- 3 *Employee expenses*
Employee expenses were \$37.084 million below budget, primarily reflecting lower workforce levels than originally anticipated, including recruitment challenges for trade-based employees.

Statement of Financial Position

- 4 *Cash and cash equivalents*
The increased cash balance of \$391.982 million primarily reflects timing differences in the delivery and settlement of capital works, grants, and supplies and services, as well as lower-than-expected expenditure at financial year-end. Cash assets were also higher than budget due to stronger sales volumes and customer payment performance, which reduced contract assets and trade receivables and increased cash holdings at year-end.
- 5 *Loans and receivables (Current)*
The increased current loans and receivables variance primarily reflects changes in the accounting treatment of service concession arrangements and an appropriation adjustment of \$321.238 million transferred from appropriation to equity. The appropriation adjustment gives rise to a year-end equity receivable balance that is offset by a corresponding appropriation payable balance recognised in the Statement of Financial Position. In addition, actual receivables were lower than budget due to stronger customer payment performance at year-end, reducing outstanding debtor balances.
- 6 *Contract assets*
The \$98.923 million decrease in contract assets compared to budget is primarily attributable to a higher proportion of forecast sales being completed and invoiced during the year than anticipated, resulting in a lower contract asset balance at year-end.
- 7 *Prepayments for service concession assets (Current)*
The \$170.497 million increase in prepayment service concession asset (current) compared to budget reflects the classification of certain funding arrangements as prepayments for service concession assets. The original budget reflected these arrangements as grant expenses.

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

Explanations of major variances (Continued)

Statement of Financial Position (Continued)

8 Property, plant and equipment

Property, plant and equipment was \$9,540 million above budget, primarily due to upward valuation movements recognised during the year. These movements are not included in the budget as they reflect market conditions that cannot be reliably estimated in advance, particularly given the size and diversity of the department's property portfolio.

9 Right-of-use assets

The \$220.518 million increase in right of use assets compared to budget primarily reflects timing differences relating to new lease arrangements, lease extensions and updates to existing lease values.

10 Prepayments for service concession assets (Non-current)

The \$177.456 million increase in prepayment service concession assets (non-current) compared to budget reflects the classification of certain funding arrangements as prepayments for service concession assets. The original budget reflected these arrangements as grant expenses.

11 Service concession assets

The \$344.407 million increase in service concession assets compared to budget reflects the classification of certain funding arrangements as service concession assets. The original budget reflected these arrangements as grant expenses.

12 Payables

The increased current payable variance primarily reflects an appropriation adjustment of \$321.238 million transferred from appropriation to equity. The appropriation adjustment gives rise to a year-end payable balance that is offset by a corresponding equity receivable balance recognised in the Statement of Financial Position. The remaining variance primarily reflects the timing differences in the delivery of programs across financial years.

13 Lease liabilities (Non-current)

The \$161.675 million increase in non-current lease liabilities compared to budget primarily reflects timing differences relating to new lease arrangements, lease extensions and updates to existing lease values

14 Unearned revenue (Non-current)

The \$206.815 million increase in unearned revenue compared to budget primarily relates to the recognition of the non-state contribution that the department is required to recognise when accounting for service concession assets.

Statement of Cash Flows

15 Grants and subsidies

The \$348.132 million decrease in grants and subsidies compared to budget primarily reflects the classification of certain funding arrangements as service concession assets. The original budget reflected these arrangements as grant expense payments.

16 Sales of property, plant and equipment

The \$97.790 million decrease in sales of PPE compared to budget reflects the department's strategy to preserve social housing capacity and maximise long-term social housing outcomes.

17 Payments for property, plant and equipment

The \$92.009 million increase in payments for non-financial assets is mainly due to changes in the timing of program delivery.

18 Payments for service concession assets

The \$321.238 million increase in service concession assets compared to budget reflects the classification of certain funding arrangements as service concession assets. The original budget reflected these arrangements as grant expenses.

19 Equity injections

The \$201.423 million increase in equity injections compared to budget primarily reflects the classification of certain funding arrangements as service concession assets and timing differences in the delivery of programs across the financial years.

Department of Housing and Public Works
Notes to the financial statements 2025-26

5 OTHER INFORMATION

5.1 Key management personnel disclosures

(a) Details of key management personnel (KMP)

The department's responsible Minister is identified as part of the department's KMP, consistent with guidance included in AASB 124 *Related Party Disclosures*. That Minister is the Minister for Housing and Public Works and Minister for Youth.

The following details for non-Ministerial KMP reflect those positions that had authority and responsibility for planning, directing and controlling the activities of the department during the year. Further information about these positions can be found in the body of the Annual Report under the section relating to the Executive Leadership Team.

Refer to Note 5.2 for material related party transactions with KMP.

Position	Position responsibility
Director-General	Responsible for executive leadership, overall strategic direction and the administration of the department.
Deputy Director-General, Corporate Services	Responsible for enabling a high-performing department by providing systems, advice and governance to support high-quality service delivery outcomes.
Deputy Director-General, Policy, Performance and First Nations	Responsible for driving a strategic approach to housing, homelessness and youth policy, intergovernmental relations, performance, and legislation, while also supporting Queensland's first Night-Life Economy Commissioner in advancing the state's night-life economy. The role oversees the regulation of more than 900 residential services, residential parks, retirement villages and community housing providers, applying significant regulatory leadership expertise to promote best-practice outcomes across the sector. The role also leads initiatives to improve housing outcomes in remote and discrete Aboriginal and Torres Strait Islander communities, working in partnership with local councils to progress home ownership, capital delivery, tenancy management and property portfolio outcomes.
Deputy Director-General, Social and Affordable Housing Growth	Responsible for the delivery of a coordinated and integrated social and affordable housing capital investment program across Queensland, including in partnership with the community housing sector, in support of the Queensland Government's target to deliver 53,500 social and community homes by 2044.
Deputy Director-General, Housing and Homelessness Services	Responsible for delivering holistic services and support to ensure every Queenslanders has access to a safe, secure, and affordable home that meets their needs. The role provides leadership in delivering quality housing and homelessness support services through state-wide frontline service delivery and via engagements with funded service providers.
Deputy Director-General, Public Works	Responsible for providing strategic leadership to deliver high quality outcomes under the department's capital works and building asset management programs, accommodation and employee housing programs and disaster management coordination efforts. The role is critical in developing and maintaining effective partnerships and relationships with key stakeholders and clients including interface with the building industry.
Deputy Director-General, Procurement	Responsible for providing strategic leadership to support the delivery of whole of government procurement strategies, to ensure that government purchasing contributes to the Queensland economy and jobs. The role is responsible for providing strategic leadership across the public sector in the management and delivery of an agency-led, centrally enabled procurement model that drives innovation and best practice while facilitating a consistent approach to procurement.
Chief Finance Officer	Responsible for direction of the efficient, effective and economic financial administration of the department.

5.1 Key management personnel disclosures (continued)

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of ministers. The majority of ministerial entitlements are paid by the Legislative Assembly with the remaining being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. Individual remuneration and other terms of employment (including motor vehicle entitlements) are specified in employment contracts.

Remuneration expenses for those KMP comprise the following components:

Short-term employee expenses include:

- monetary expenses - consisting of salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a KMP
- non-monetary benefits - consisting of provision of vehicle and car parking, together with fringe benefits tax applicable to the benefit.

Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

No remuneration packages for key management personnel provide for any performance or bonus payments.

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.1 Key management personnel disclosures (continued)

(c) Remuneration expenses

The following disclosures focus on the expenses incurred by the department that are attributable to non-Ministerial key management personnel positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

1 July 2025 – 30 June 2026

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total
	Monetary expenses	Non-monetary benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General	575	12	15	73	675
Deputy Director-General, Corporate Services	294	13	7	37	351
Deputy Director-General, Policy, Performance and First Nations	354	12	9	43	418
Deputy Director-General, Social and Affordable Housing Growth	343	12	9	44	408
Deputy Director-General, Housing and Homelessness Services	323	12	8	40	383
Deputy Director-General, Public Works	300	13	8	44	365
Deputy Director-General, Public Works (acting from 01/08/2025 to 21/09/2025)	47	1	1	6	55
Deputy Director-General, Procurement	274	13	7	33	327
Chief Finance Officer (acting from 10/11/2025)	168	8	4	21	201
Chief Finance Officer (acting from 01/07/2025 to 07/11/2025)	88	5	2	10	105

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.1 Key management personnel disclosures (continued)

(c) Remuneration expenses (continued)

1 July 2024 – 30 June 2025

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total
	Monetary expenses	Non-monetary benefits				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General	524	12	13	65	-	614
Deputy Director-General, Corporate Services	257	11	7	34	-	309
Deputy Director-General, Corporate Services (acting from 29/05/2025)	26	1	1	1	-	29
Deputy Director-General, Policy, Performance and First Nations	302	12	8	40	-	362
Deputy Director-General, Policy, Performance and First Nations (acting from 24/03/2025 to 29/04/2025)	33	4	1	3	-	41
Deputy Director-General, Social and Affordable Housing Growth	337	12	8	42	-	399
Deputy Director-General, Housing and Homelessness Services (to 29/06/2025)	318	12	7	40	457	834
Deputy Director-General, Housing and Homelessness Services (acting from 29/05/2025)	27	1	1	3	-	32
Deputy Director-General, Public Works	309	13	9	42	-	373
Deputy Director-General, Public Works (acting from 02/08/2024 to 13/09/2024)	41	1	1	4	-	47
Deputy Director-General, Procurement ¹	167	10	4	22	-	203
Chief Finance Officer	217	11	6	28	-	262
Chief Finance Officer (acting from 30/05/2025)	26	1	1	3	-	31
Deputy Director-General, Planning ²	100	5	3	13	-	121
Deputy Director-General, Local Government ³	105	5	3	13	-	126

Notes

1. This position transferred from the abolished Department of Energy and Climate from 1 November 2024.
2. This position transferred to the Department of State Development, Infrastructure and Planning from 1 November 2024.
3. This position transferred to the Department of Local Government, Water and Volunteers from 1 November 2024.

Where an employee has relieved continuously in a KMP position for less than one month, these costs are reported against their substantive position.

5.2 Related party transactions

(a) Transactions with people/entities related to KMP

Based upon KMP declarations, there have been no transactions with related parties that have materially affected the department's operating result or financial position.

(b) Transactions with other Queensland Government controlled entities

The Department of Housing and Public Works is controlled by the State of Queensland which is the ultimate parent and therefore a related party. Other Queensland public sector entities, over which the State has control, joint control or significant influence are also related parties of the department. Transactions/balances with related party entities that are individually or collectively significant are reported below.

As a result of the machinery-of-government changes, the department's principal activities for the period 1 July 2025 to 30 June 2026 (refer to Note 1.4) include major activities involving other Queensland Government entities such as construction and maintenance programs, office accommodation and government employee housing (and from 1 November 2024, motor vehicle fleet management). The line items below are predominantly comprised of related party transactions associated with these activities:

- Revenue from contracts with customers (excluding vehicle sales) (refer to Note 2.1)
- Trade debtors (refer to Note 3.3)
- Contract assets (refer to Note 3.5)

Other significant related party transactions/balances are identified below:

- Grants and other contributions revenue (refer to the Statement of Comprehensive Income)
- Income tax expense and associated assets/liabilities (refer to the Statement of Comprehensive Income and Note 3.9)
- Appropriation and equity funding from government (refer to Notes 2.2, 3.3, 3.11, 3.16 and 5.5)
- Insurance premiums (Queensland Government Insurance Fund) and insurance compensation from loss of property (refer to Notes 2.3 and 2.8)
- Building and government accommodation services grants (refer to Note 2.6)
- Annual and long service leave related transactions (refer to Notes 2.7 and 3.3)
- Dividends (refer to Note 3.11)
- Queensland Treasury Corporation borrowings (refer to Note 3.12 and Finance/borrowings costs in Statement of Comprehensive Income)
- Provision of security, computer facilities management, legal and service level agreement services (refer to Note 2.5)
- Transfer of administered revenue to government (refer to Note 5.5)
- Administered receivables and payables (refer to Note 5.5)
- Administered supplies and services (refer to Note 5.5).

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.3 Commitments for capital expenditure

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	Not later than one year \$'000	Later than one year and not later than five years \$'000	Later than five years \$'000	Total \$'000
2026				
Property, plant and equipment	594,490	212,626	7,805	814,921
Service concession arrangements	422,374	300,347	-	722,721
2025				
Property, plant and equipment	661,182	288,910	767	950,859

As at 30 June 2026, the department had committed \$722.721 (2025: \$369.641) million in future capital expenditure under service concession arrangements in accordance with AASB 1059 *Service Concession Arrangements: Grantors*.

5.4 Contingencies

Contingent asset

The department has a contingent asset in relation to unfair property wear and tear costs to be on-charged to social housing clients. As at 30 June 2026 assessments are yet to be completed and it is not possible to make a reliable estimate of the amount receivable.

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.5 Administered activities

		Housing, Homelessness and Youth Services		Building and Government Accommodation Services		Government Governance Support and Administration of Funding	Total department		Original budget	Budget variance
	Variance notes	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2026 \$'000
Administered revenues										
Appropriation revenue	1	40,245	40,237	123,534	94,860	25,226	163,779	160,323	81,982	81,797
Grants and other contributions		9,245	14,893	-	-	25,115	9,245	40,008	17,216	(7,971)
User charges and fees		68	116	45	36	1,217	113	1,369	114	(1)
Other revenue	2	-	-	23,000	-	-	23,000	-	-	23,000
Total administered revenues		49,558	55,246	146,579	94,896	51,558	196,137	201,700	99,312	96,825
Administered expenses										
Grants and subsidies		41,776	42,851	-	758	25,226	41,776	68,835	42,630	(854)
Supplies and services	1	9,866	11,660	123,534	94,860	-	133,400	106,520	56,568	76,832
Employee expenses		147	143	-	-	-	147	143	-	147
Transfer of administered revenue to government		58	94	45	36	26,332	103	26,462	114	(11)
Other expenses	2	145	-	23,000	-	-	23,145	-	-	23,145
Total administered expenses		51,992	54,748	146,579	95,654	51,558	198,571	201,960	99,312	99,259
							-			
Operating result		(2,434)	498	-	(758)	-	(2,434)	(260)	-	(2,434)
Administered current assets										
Cash and cash equivalents		-	-	1,667	5,399	-	1,667	5,399	-	1,667
Receivables	1	1	145	-	-	-	1	145	196	(195)
Total administered current assets		1	145	1,667	5,399	-	1,668	5,544	196	1,472
Administered current liabilities										
Payables		6,150	3,860	1,666	5,399	-	7,816	9,259	6,777	1,039
Accrued employee benefits		-	-	-	-	-	-	-	-	-
Total administered current liabilities		6,150	3,860	1,666	5,399	-	7,816	9,259	6,777	1,039
Net administered assets		(6,149)	(3,715)	1	-	-	(6,148)	(3,715)	(6,581)	433

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.5 Administered activities (continued)

The department administers, but does not control, certain resources on behalf of the Queensland Government. In doing so, it has responsibility and is accountable for administering related transactions and balances, but does not have the discretion to deploy the resources for the achievement of the department's objectives.

Administered transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as administered appropriation revenue or equity injections.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items.

(a) Budget to actual comparison - explanations of major variances

1. Appropriation revenue and supplies and services

The \$81.797 million increase in appropriation revenue and \$76.832 million increase in supplies and services is primarily attributable to funding provided to the Queensland Building and Construction Commission that was approved after the original budget. The increase in supplies and services is partially offset by the timing of expenditure incurred in response to natural disaster events.

2. Other revenue and other expenses

The variances in other income and other expenses primarily reflect the return of \$23 million of funds from the Queensland Building and Construction Commission (QBCC) relating to prior years.

	2026 \$'000	2025 \$'000
(b) Reconciliation of payments from consolidated fund to administered income		
Budgeted appropriation revenue	81,982	744,088
Transfers from/to other departments - redistribution of public business	-	(70,718)
Unforeseen expenditure*	76,749	42,108
Total administered appropriation revenue receipts (cash)	158,731	715,478
Plus: Opening balance of deferred administered appropriation payable to Consolidated Fund	5,399	-
Less: Opening balance of administered appropriation revenue receivable	-	(549,456)
Less: Net transfer of administered appropriation receivable from other Queensland Government entities	-	(300)
Plus: Closing balance of administered appropriation revenue receivable	-	-
Less: Closing balance of deferred administered appropriation payable to Consolidated Fund	(351)	(5,399)
Administered appropriation revenue	163,779	160,323

* Additional administered items were primarily due to the draw down of funds held centrally for the Queensland Building and Construction Commission's (QBCC) operations, the QBCC Digital Transformation Roadmap project and the QBuild Build to Enable program.

(c) Administered equity payments from consolidated fund

Transfers from/to other departments - redistribution of public business	-	300
Administered equity adjustment recognised in contributed equity	-	300

Department of Housing and Public Works
Notes to the financial statements 2025-26

2026
\$'000

2025
\$'000

5.5 Administered activities (continued)

(d) Grants and subsidies

Local government grants	-	25,226
Housing and homelessness services grants		
Residential Tenancies Authority	40,245	40,237
Disaster recovery	1,531	2,614
Other grants and subsidies	-	758
Total	41,776	68,835

(e) Undrawn facilities

The department has overdraft facilities totalling \$125 million (2025: \$125 million) with the Commonwealth Bank in relation to its Administered accounts. The amount undrawn as at 30 June 2026 is \$119 million (2025: \$122 million).

5.6 Agency transactions and balances

As the department performs only a custodial role in respect of agency transactions and balances, they are not recognised in the financial statements but are disclosed in these notes for the information of users.

(a) QBuild

QBuild acts as an agent on behalf of other Queensland Government agencies in relation to the procurement and project management for large capital works projects. Fees received for the provision of these services are included in Note 2.1 User charges and fees.

	2026 \$'000	2025 \$'000
Agency revenues		
Receipts for goods and services	982,965	881,659
Agency expenses		
Payments for supplies and services	982,965	881,659
Agency current assets		
Receivables	150,094	104,478
Agency current liabilities		
Bank overdraft	110,492	62,444
Payables	39,437	40,346
Other	165	1,688
Total liabilities	150,094	104,478

Department of Housing and Public Works
Notes to the financial statements 2025-26

5.6 Agency transactions and balances (continued)

(b) Major Projects Delivery

Major Projects Delivery acts as an agent on behalf of other Queensland Government agencies and non-government entities to project manage major capital works projects. Fees received for the provision of these services are included in Note 2.1 User charges and fees.

	2026 \$'000	2025 \$'000
Agency revenues		
Receipts for goods and services	527,031	438,453
Agency expenses		
Payments for supplies and services	527,031	438,453
Agency current assets		
Receivables	74,609	78,429
Agency current liabilities		
Payables	74,609	78,429

(c) Agency transactions - Department of the Environment, Tourism, Science and Innovation

From 1 January 2024 to 3 November 2025, the department acted as an agent, processing transactions on behalf of the Department of the Environment, Tourism, Science and Innovation (previously the Department of Environment, Science and Innovation) in respect of the Local Government Levy Ready Grant Program and the Flying Fox Roost Management Grant Program.

	2026 \$'000	2025 \$'000
Transfers in due to machinery-of-government changes		
<i>Agency cash assets</i>		
Balance at 1 July	1,978	3,853
Grants provided	(359)	(1,875)
Transfers out due to 2024-25 machinery-of-government changes	(1,619)	-
Balance at 30 June	-	1,978

(d) Agency transactions - machinery-of-government

From 1 November 2024 to 3 November 2025 the department acted as an agent, processing transactions on behalf of the Department of Local Government, Water and Volunteers, and the Department of State Development, Infrastructure and Planning, following machinery-of-government changes.

	2026		2025	
	Revenues \$'000	Expenses \$'000	Revenues \$'000	Expenses \$'000
Controlled				
Department of Local Government, Water and Volunteers	39	108,690	27,054	136,946
Department of State Development, Infrastructure and Planning	-	5,733	-	19,790
Total	39	114,423	27,054	156,736

	2026		2025	
	Revenues \$'000	Expenses \$'000	Revenues \$'000	Expenses \$'000
Administered				
Department of Local Government, Water and Volunteers	85,462	105,181	420,829	439,768
Total	85,462	105,181	420,829	439,768

5.7 Climate risk disclosure

Whole-of-government climate-related reporting

The State of Queensland, as the ultimate parent of the Department of Housing and Public Works, provides information and resources on climate related strategies and actions accessible at <https://www.treasury.qld.gov.au/policies-and-programs/climate/>

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>

Departmental accounting estimates and adjustments – climate-related risks

The department considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department. The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from government or Queensland Treasury.

5.8 Events occurring after the reporting date

In June 2026, the department released a new Master Agreement framework for participating community housing providers and commenced working with individual providers on the transition of existing arrangements to that framework.

At 30 June 2026, no providers had entered into a Transition Deed and no arrangements had transitioned to the Master Agreement. Accordingly, the implementation of the Master Agreement does not affect the recognition and measurement of assets, liabilities, income or expenses reported at reporting date.

The department has assessed the accounting implications of arrangements that may transition to the Master Agreement in future reporting periods. Based on that assessment, Capital Funded Property arrangements executed under (or transitioned to) the Master Agreement are expected to be accounted for as grants expenses (reported in note 2.6). As at the date of authorisation of the financial statements, the financial impact of any future transitions cannot be reliably measured, as the number of arrangements that may transition and the timing of those transitions remain subject to execution of individual Transition Deeds.

No other events have occurred after the reporting date that require additional disclosures or adjustments to these financial statements.

Department of Housing and Public Works

Management Certificate of the Department of Housing and Public Works

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act, we certify that in our opinion:

- (i) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (ii) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Housing and Public Works for the financial year ended 30 June 2026, and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the department, acknowledges responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



M. Lynch
MIPA
Acting Chief Finance Officer
Department of Housing and Public Works



M. Cridland
Director-General
Department of Housing and Public Works

28 August 2026

28 August 2026

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Housing and Public Works

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Housing and Public Works.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental services and commercialised business units as at 30 June 2026, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services and commercialised business units for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the department's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of social housing land (\$21.61 billion) and buildings (\$9.98 billion)

Refer to Note 3.1 in the financial report

Key audit matter	How my audit addressed the key audit matter
The department engaged independent valuers to perform specific appraisal valuations representing 32% of social housing properties in the current year using significant inputs such as location, bedroom count, price per square metre, land size, condition and a discount factor applied to accommodation in recognition of the cost of obtaining strata title to sell. Specific judgement was required in relation to: - the condition of the property. The condition rating of the properties was supplied to the valuer by management based on property condition assessments performed at least once every 3 years by internal inspection. Management assessed the overall condition of properties by using a rating scale of 1 (property ready for demolition) to 10 (property is as new), and assessed that at least 95% of properties had a condition rating of greater than 8 at balance date. Judgement is required for interpreting and applying this condition rating scale. Once every 5 years the department engages independent experts to provide an opinion on the continued appropriateness of this methodology, with a review undertaken in 2025–26 - the discount applied to some multi-unit properties without strata title on individual units. Where there is no comparable sales data available, strata comparison is applied with discount to non-strata units determined by the independent valuer.	My procedures included, but were not limited to: - Verifying the adequacy of management's review of the valuation process by inspecting final valuation approvals and evidence of oversight by management. For specific appraisal valuations in the current year: - reviewing evidence to confirm the competence, capability and objectivity of the independent valuers - obtaining an understanding of the appraiser's methodology (including by reviewing the terms of engagement and valuers' methodology statements) and comparing for appropriateness to common industry practice - for a sample of valuations, evaluating the relevance, completeness and accuracy of market evidence (comparable sales for similar properties) provided to support the fair value, including by benchmarking against other published market data - comparing the reasonableness of discount rates applied to properties without strata title to industry benchmarks. For indexations in the current year: - evaluating the methodology for appropriateness relative to common industry practice - assessing the appropriateness of the criteria for classifying properties by considering the common characteristics of each homogenous group, and investigating whether homogenous groups required further disaggregation where they experienced a broad range of fair value movements for specific appraisal valuations in the current year - re-performing the calculation of a sample of valuation indices applied by management for properties with common characteristics in a sample of regions

Key audit matter	How my audit addressed the key audit matter
The department updated the fair values of the remaining properties using indices it derived from the results of the specific appraisal valuations. The development of these indices required significant judgement for determining the criteria for classifying properties into homogenous groups with materially similar characteristics.	- comparing the indices applied to similar properties in similar locations that were comprehensively revalued. Auditing the condition rating system for reasonableness and appropriate application. This included: - obtaining an understanding of the quality assurance process on condition assessments to assess the occurrence and accuracy of the recorded condition ratings - observing the property condition assessment being performed by management for a sample of social housing properties and vouching the accuracy of management's recorded condition ratings - for a sample of social housing buildings, re-performing the calculation of the overall property condition rating determined by management, including verification of benchmark data (inputs such as size and bedroom count) and locality indices applied by management to supporting documentation - inspecting maintenance/upgrade costs incurred during the year and assessing management's total asset management plans to support management's judgement that properties rated greater than eight are in sound condition - assessing the likelihood that properties that have not been subject to a condition assessment in the last 3 years will have experienced a decline in their condition rating to less than 8 - re-calculating that at least 95% of the social housing properties have a condition rating of eight and above.

Valuation of commercial buildings and government employee housing (\$2.14 billion) and infrastructure assets (\$0.55 billion)

Refer to Note 3.1 in the financial report

Key audit matter	How my audit addressed the key audit matter
The fair value measurement of commercial buildings without an observable market and infrastructure assets is based on the current replacement cost method. The Department of Housing and Public Works used a combination of comprehensive revaluation and indexation methods to determine the fair value of these assets as at 30 June 2026. The comprehensive revaluations are dependent on certain key assumptions that require significant management judgement for: - identifying any components of the assets that have separately identifiable replacement costs - estimating the gross replacement cost for each asset component by developing unit rates for the modern equivalent asset - estimating the remaining useful life of each asset. The indexation method required: - judgement in determining changes in cost and design factors for each asset type since the previous indexation or comprehensive revaluation - reviewing previous assumptions and judgements used in the indexation or comprehensive revaluation to ensure ongoing validity of assumptions and judgements used. The measurement of accumulated depreciation involved significant judgements for determining condition and forecasting the remaining useful lives of the asset building components. The significant judgements required for gross replacement cost and useful lives are also significant judgements for calculating annual depreciation expense.	My procedures included, but were not limited to: - assessing the adequacy of management's review of the valuation process and results - reviewing the scope and instructions provided to the valuer - assessing the competence, capabilities and objectivity of the experts involved in developing the unit rates - assessing the appropriateness of the valuation methodology and the underlying assumptions with reference to common industry practices - evaluating the relevance and appropriateness of the indices used for changes in cost inputs by comparing to other relevant external indices - examining a sample of asset valuation movements since the last revaluation date and corroborating the changes with other available information - evaluating useful life estimates for reasonableness by: - reviewing management's annual assessment of useful lives - ensuring that no building asset still in use has reached or exceeded its useful life - where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Responsibilities of the Accountable Officer for the financial report

The Accountable Officer is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar6.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:

www.gao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.



William Cunningham
as delegate of the Auditor-General

28 August 2026
Queensland Audit Office
Brisbane

Appendices

Appendix 1 – Statutory bodies

The following statutory bodies and authorities prepare separate annual reports for the Minister for Housing and Public Works and Minister for Youth.

Name of body as described in the constituting Act	Constituting Act	Annual reporting arrangements
Board of Architects of Queensland	<i>Architects Act 2002</i>	Annual report to Parliament
Board of Professional Engineers of Queensland	<i>Professional Engineers Act 2002</i>	Annual report to Parliament
Queensland Building and Construction Commission	<i>Queensland Building and Construction Commission Act 1991</i>	Annual report to Parliament
Residential Tenancies Authority	<i>Residential Tenancies and Rooming Accommodation Act 2008</i>	Annual report to Parliament

Appendix 2 – Government bodies, boards and committees

The following bodies, boards and committees were active during 2025–26 with reporting arrangements to the department. Additional information on government bodies is available on the department's website, www.housing.qld.gov.au/news-publications/annual-report.

Brisbane Housing Company Ltd (BHC)

Act or instrument	• <i>Housing Act 2003</i> • Shareholders Agreement (First Amendment) dated 11 November 2014 • Constitution of BHC (Second Amendment) dated 25 November 2014
Functions	A not-for-profit organisation that delivers and manages affordable housing and mixed tenure developments that incorporate elements of social housing, National Rental Affordability Scheme, market for sale product, retail and commercial space. BHC provides quarterly unaudited management accounts, and an annual audited balance sheet and profit and loss account to the department.
Achievements	Key achievements for 2025–26 include: • Building completions funded through the Housing Investment Fund (HIF): – 82 social and affordable dwellings at Redcliffe – 82 social and affordable dwellings at Stones Corner – 92 social and affordable dwellings at Chermside. • Sale of the above buildings, plus a fourth building at Chermside, to a subsidiary entity, BHC Affordable Living Limited, to effect the operations of the HIF program and agreements. • Construction continues on the final three buildings under the HIF arrangement at Southport, Toowoomba and Woolloongabba. • Construction continues on the final two Partnering for Growth projects at Park Road, Yeronga and Daveson Road, Capalaba which are expected to be completed in early 2027. Commencement of construction of four buildings at Mango Hill, Coopers Plains, Springfield and Banya funded through the Housing Australia Future Fund, round 2 (HAFF2).
Financial reporting	BHC is an Australian Public Company limited by shares. In 2002, the state established BHC as a vehicle to deliver affordable accommodation in Brisbane. While BHC is established as an independent company, at arm's length to the state to ensure it retains its charitable status, the state owns two of the three shares issued in the company, with the remaining share held by Brisbane City Council. BHC must seek approval from the state to make changes to the

organisation's constitution and shareholders protocol, which restricts BHC's use of funds to its charter to deliver affordable accommodation. BHC is registered with the Australian Charities and Not-for-profits Commission as a large charity and is a Public Benevolent Institution endorsed to access the Goods and Services Tax concession, Fringe Benefits Tax exemption and Income Tax exemption. BHC is also endorsed as a Deductible Gift Recipient. BHC produces consolidated General Purpose Financial Statements as required by the <i>Corporations Act 2001</i> and the <i>Australian Charities and Not-for-profits Commission Act 2012</i>. BHC's financial accounts are exempt from audit by the Queensland Auditor-General. Instead, BHC's financial accounts are independently audited by Grant Thornton Audit Pty Ltd. In accordance with its Shareholders' Agreement, BHC must provide copies of its audited balance sheet, profit and loss account, and any other information relating to the business or financial condition of BHC to its shareholders. Each year the Queensland Treasury Corporation (QTC) is formally instructed to complete a financial viability review of BHC. QTC's findings are provided to the Minister for Housing and Public Works and the Queensland Treasurer, in accordance with the Shareholding Protocol. BHC's 30 June 2026 financial statements highlights, include: • Growth in rental income of 11.6% to \$22.4 million. • Operating performance is considered stable and supported by a large wholly owned housing portfolio and strong support from the government through government grants. • Net asset position \$578 million, largely represented by property assets. • It should be noted that current liabilities of \$241 million exceeds current assets of \$87 million. Current borrowings of \$142 million repaid at the end of 2025 was replaced by long-term debt.					
Remuneration					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee (including super)	Approved sub- committee fees if applicable (including super)	Actual fees received (including super)
Independent Chair (Appointed 2 September 2025)	Karen Howard	6 meetings out of 7	\$25,413.51	N/A	\$21,177.99
Independent Chair (Resigned 24 September 2025)	Eloise Atkinson	5 meetings out of 6	\$25,413.51	N/A	\$6,353.40

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee (including super)	Approved sub- committee fees if applicable (including super)	Actual fees received (including super)
Director	Julie Heckenberg	12 meetings out of 12	\$12,706.84	\$2,541.23	\$15,248.04
Director	Kirsty Smith	11 meetings out of 12	\$12,706.84	\$2,541.23	\$15,248.04
Director (Resigned 3 Jun 2026)	Les Jones	12 meetings out of 12	\$12,706.84	\$2,541.23	\$13,977.37
Director	Matt Leyshon	12 meetings out of 12	\$12,706.84	\$2,541.203	\$15,248.04
Director (Resigned 24 September 2026)	Geoff Woolcock	5 meetings out of 6	\$12,706.84	N/A	\$3,176.70
Director	Karla Fraser	12 meetings out of 12	\$12,706.84	N/A	\$12,706.80
Director (Resigned 17 Jun 2026)	Katie Williams	12 meetings out of 12	\$12,706.84	N/A	\$12,706.80
Director (Resigned 17 July 2025)	Stacey Ross	Attended as observer for the July, August and September meetings	\$12,706.84	N/A	\$2,117.80
Director (Appointed 24 September 2025, Resigned 10 July 2026)	Margaret Forrest	5 meetings out of 6	\$12,706.84	N/A	\$9,530.10
Director (Appointed 24 September 2025)	Juliette Wright	6 meetings out of 6	\$12,706.84	N/A	\$9,530.10
Total out of pocket expenses	\$60,272.03 of which \$9,270.00 was repaid to BHC by an ex-Director on 11 August 2026.				

Development Tribunals

Act or instrument	<i>Planning Act 2016</i>
Functions	The Development Tribunals are established under chapter 6 of the <i>Planning Act 2016</i> and provide an accessible, affordable and timely non-court-based service for Queenslanders and statutory agencies. The tribunals hear appeals relating to building, planning and plumbing-related decisions made by local governments, private certifiers and other bodies across Queensland. Each Tribunal for an appeal is comprised of between one and five members appointed by the Chief Executive, drawn from pool of 112 referees.
Achievements	In 2025–26, 64 Development Tribunal appeals were finalised.
Financial reporting	Appeal fees and member remuneration payments are accounted for in the financial statements.
Remuneration	
	Chair - Sessional/meeting fees are based upon four-hour increments of \$325 when sitting on a tribunal as chair. - Most appeals are approximately eight hours in length resulting in a fee of \$650 when sitting on a tribunal as chair. - Some complex appeals are 12 hours in length resulting in a fee of \$975 when sitting on a tribunal as chair. Member - Sessional/meeting fees are based upon four-hour increments of \$250 when sitting as a member. Most appeals are approximately eight hours in length resulting in a fee of \$500 when sitting as a member. - Some complex appeals are 12 hours in length resulting in a fee of \$750 when sitting as a member.
No. scheduled meetings/sessions	45
Total out of pocket expenses	\$503.65

Queensland First Nations Housing and Homelessness Partnership

Act or instrument	• National Agreement on Social Housing and Homelessness • The Queensland Partnership Terms of Reference (18 March 2025) • National Agreement on Closing the Gap				
Functions	Queensland First Nations Housing and Homelessness Partnership (the Partnership) is an interim body established in 2025 for a two-year period. It brings together government representatives, First Nations community members and housing experts to provide strategic direction and guide the implementation of First Nations housing and homelessness commitments, policies and services. The Partnership also: • shapes policy recommendations and investment decisions relating to First Nations housing and homelessness initiatives, with a focus on positive impact and value • informs Queensland’s participation under the Closing the Gap Housing Policy Partnership • supports the development of a First Nations outcomes and reporting framework under the <i>National Agreement on Social Housing and Homelessness</i>.				
Achievements	In 2025–26, the Queensland Partnership provided advice to government on the delivery of First Nations initiatives and ongoing priorities.				
Financial reporting	Operating and administrative costs associated with the Queensland Partnership are outlined in the financial statements of the Department of Housing and Public Works.				
Remuneration					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Co-Chair	Chief Executive Officer, Aboriginal and Torres Strait Islander Housing Queensland	3	NA	NA	NA
Co-Chair	Director-General, Department of Housing and Public Works.	0	NA	NA	NA

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
	Fiona Jose	1	\$1,000*	NA	\$500
	Mary Doctor	2	\$1,000*	NA	\$2,000
	Dr Sharon Harwood	3	\$1,000*	NA	\$2,500
	Mick Gooda	0	\$1,000*	NA	\$0
	Kieran Chilcott	2	\$1,000*	NA	\$2,000
	Julie Saunders	3	\$1,000*	NA	\$0
	Jason Field	3	\$1,000*	NA	\$2,500
	Vonda Malone	3	\$1,000*	NA	\$3,500
	Mayor Alf Lacey	3	NA	NA	NA
Government Member	Deputy Director- General, Policy, Performance, and First Nations, DHPW	3	NA	NA	NA
	General Manager, FNHH, Policy, Performance, and First Nations, DHPW	3	NA	NA	NA
No. scheduled meetings/sessions	From 1 July 2025 to 30 June 2026, the Queensland First Nations Housing and Homelessness Partnership held two meetings in July and November, and one out-of-session meeting in September.				
Total out of pocket expenses	A total of \$274.83 was claimed by panel members for out-of-pocket expenses.				

*Meeting fees for non-government members are \$500 for a half day (four hours or less) and \$1,000 for a full day (over four hours). This fee includes meeting preparation and travel time.

Queensland Urban Design and Places Panel

The Queensland Urban Design and Places Panel is a non-statutory advisory body providing expert advice to the Queensland Government on urban design, planning, architecture, landscape architecture, sustainability, other built environment issues and urban policy, in relation to major property development and urban infrastructure projects in Queensland, state government buildings and infrastructure projects.

Service Trades Council

The Service Trades Council comprises of representatives from 11 member organisations and departments. Its primary functions are to:

- contribute to the development and implementation of national policy for the plumbing and drainage trades
- provide advice to the Minister on matters relating to plumbing and drainage
- assist the Queensland Building and Construction Commission (QBCC) Commissioner to perform licensing functions by providing expert advice on complex licensing matters
- provide an internal review process for disciplinary decisions of the QBCC.

Tripartite Procurement Advisory Panel

This body did not meet in the reporting period.

Appendix 3 – Glossary

AI	Artificial Intelligence	ICT	Information and communications technology
ANCAP	Australasian New Car Assessment Program	ISO	International Organisation for Standardisation
APCC	Australasian Procurement and Construction Council	LGA	Local Government Area
ARC	Audit and Risk Committee	LGBTIQ+	Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, plus. The 'plus (+)' indicates that the letters of the acronym do not capture the entire spectrum of sexual orientations, gender identities and sex characteristics, and is not intended to be limiting or exclude certain groups.
ATSICHS Brisbane	Aboriginal and Torres Strait Islander Community Health Service Brisbane		
BHC	Brisbane Housing Company		
BPICs	Best Practice Industry Conditions		
CALD	Culturally and Linguistically Diverse		
CFA	Community Funding Agreement	MOHRI	Minimum Obligatory Human Resource Information
CoE	Centre of Excellence		
CRM	Customer Relationship Management	NABERS	National Australian Built Environment Rating System
DEI	Diversity, Equity, and Inclusion	NAIDOC	National Aborigines and Islanders Day Observance Committee
EDHAP	Expert Disability Housing Advisory Panel	NLEC	Night-Life Economy Commissioner
DHPW	Department of Housing and Public Works	PID	Public Interest Disclosure
ELT	Executive Leadership Team	QAO	Queensland Audit Office
FTE	Full-time equivalent	QIC	Queensland Investment Corporation
GIAS	Global Internal Audit Standards	Q-CHIP	Queensland Community Housing Investment Pipeline
HAFF	Housing Australia Future Fund	QPAC	Queensland Performing Arts Centre
HIF	Housing Infrastructure Fund	QPC	Queensland Productivity Commission
HCIC	Housing Capital Investment Committee	QTC	Queensland Treasury Corporation
HRCAs	Human Rights Compatibility Assessments	SDS	Service Delivery Statements
IDAHOBIT	International Day Against Homophobia, Biphobia, and Transphobia	SHEPI	Social Housing Energy Performance Initiative
IIA	Institute of Internal Auditors	SME	Small and Medium Enterprise
ICE	Industry and Community Education program	SSQ	Smart Service Queensland
		WfQ	Working for Queensland survey
		WHS	Workplace Health, and Safety

Appendix 4 – Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	5
Accessibility	Table of contents Glossary	ARRs – section 9.1	4
	Public availability	ARRs – section 9.2	2
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information licensing	QGEA – Information Licensing ARRs – section 9.5	2
General information	Introductory information	ARRs – section 10	8-17
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	12, 15
	Agency objectives and performance indicators	ARRs – section 11.2	12, 21, 32, 38, 46
	Agency service areas and service standards	ARRs – section 11.3	56-64
Financial performance	Summary of financial performance	ARRs – section 12.1	75-138
Governance – management and structure	Organisational structure	ARRs – section 13.1	11
	Executive management	ARRs – section 13.2	68-73
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Appendices 1 and 2
	Public sector ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	51-52
	Human rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	52

Summary of requirement		Basis for requirement	Annual report reference
	Queensland public service values	ARRs – section 13.6	9
Governance – risk management and accountability	Risk management	ARRs – section 14.1	73
	Audit committee	ARRs – section 14.2	72
	Internal audit	ARRs – section 14.3	73-74
	External scrutiny	ARRs – section 14.4	13-14
	Information systems and recordkeeping	ARRs – section 14.5	53-54
	Information security attestation	ARRs – section 14.6	54
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	47-51
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	67
Open Data	Statement advising publication of information	ARRs – section 16	2
	Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
	Charter of Victims' Rights	VCSVRB Act 2024 ARRs – section 31.4	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	133
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	134-138

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

QGEA *Queensland Government Enterprise Architecture*

VCSVRB *Victims' Commissioner and Sexual Violence Review Board Act 2024*

