

ANNUAL REPORT

2024-2025

Acknowledgement of Country

The Department of Housing and Public Works would like to acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and custodians of this Country. We recognise their connection to land, sea, waterways and community. We pay our respects to them, their cultures and their Elders past, present and emerging.



Embodied design created by First Nations design agency Iscariot Media.

This artwork maps the landscape both physically and conceptually, demonstrating the paths forward for communities in Queensland. Through various symbols this design is inspired by the diverse physical environments of our communities, from densely populated urban environments to smaller remote settings where communities gather. From the Torres Strait Islands to the North, the Eastern Coastal regions, the western communities and the built-up areas of South East Queensland, themes of connection, strength, movement and communication thread across the whole design and become the link between all communities. When we come together to create a stronger and more vibrant environment for our communities, we not only improve the wellbeing of all Queenslanders, but we also inspire positive change that can have far-reaching implications for generations to come.

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Letter of compliance

**DELIVERING
FOR QUEENSLAND**



**Queensland
Government**

23 September 2025

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 2024–25 and financial statements for the Department of Housing and Public Works.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2024–25 financial year. That is, it reflects the structure, operations and performance of the Department of Housing and Public Works as it now exists.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found at page 68 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

Communication objective

This annual report provides information about the Department of Housing and Public Works' financial and non-financial performance for 2024–25. 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 *2024–25 Service Delivery Statements*.

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 2024–25 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 2024–25

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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
- overseas travel
- Queensland Language Services Policy

Our department

Message from the Director-General

I am pleased to present the 2024–25 Annual Report on behalf of the Department of Housing and Public Works. The department was formed following machinery-of-government changes after the Queensland State Election in October 2024. We welcomed Youth Affairs, the Office of the Night-Life Economy Commissioner and Queensland Government Procurement, including QFleet, to the department and said farewell to our Planning and Local Government colleagues.

I am incredibly proud of the more than 4,300 dedicated, hardworking and professional staff of our department for the extraordinary work they do every day. Our staff work from 90 sites across the state, with 74% of our staff frontline or frontline support workers.

The department owns a statewide social housing portfolio of more than 63,000 homes and manages over 56,000 social homes – and that number continues to grow each day as we deliver more homes. In 2024–25, we delivered 1,484 social and affordable homes, including 514 delivered in partnership with registered community housing providers. There are thousands more homes currently in construction or under contract to be delivered across the state, with delivery expected to rise to more than 2,000 social and community homes on average each year from 30 June 2028. These homes will contribute to our target to deliver 53,500 social and community homes by 2044.

We've also increased our support for Queenslanders who are experiencing or at risk of homelessness.

This includes delivering a 20% funding uplift to our funded specialist homelessness services, which has been locked in for the next four years. These services have been working hard, supporting 40,784 people experiencing homelessness in the first nine months of 2024–25. Working alongside our specialist homelessness services are our Housing Outreach and Mobile Engagement (HOME) team¹, who have been on the ground in communities across Queensland supporting 4,481 people experiencing homelessness in 2024–25. Our housing service centres have also been supporting people in need of housing. In 2024–25, our department provided over 35,179 households with private rental market products and services to access or maintain housing in the private rental market at a total cost of \$68.6 million.

First Nations housing is at the top of our agenda, specifically home ownership for First Nations peoples. In February 2025, a new home ownership scheme for Palm Island residents was announced that will support the sale of up to 300 social homes to residents in the coming years through a rent-to-buy arrangement with the Palm Island Aboriginal Shire Council.

In 2024–25, the department has been responsible for regulating 895 providers and delivering consumer protections for approximately 110,000 Queenslanders across community housing, manufactured homes, residential services and retirement villages. This includes the registration of regulated service providers, accreditation of residential services, monitoring industry compliance, investigating consumer complaints and prosecuting non-compliant providers.

The QBuild team within our Public Works division continues to deliver its Modern Methods of Construction program. Through partnership with industry, QBuild is delivering modular social and government employee homes across Queensland. As part of this program, QBuild's Rapid Accommodation and Apprenticeship Centres are investing in the workforce of tomorrow – providing valuable manufacturing and training opportunities to apprentices who are starting their career with QBuild. QBuild also played an important role in helping Queensland recover from several natural disasters, which impacted communities across the state. With three severe weather events between January and April 2025, the Disaster Management Unit

¹ The Housing Outreach and Mobile Engagement (HOME) team was previously known as the Critical Response Team.

has been helping Queenslanders get back on their feet and rebuild. The team also oversaw four significant grant programs and an inspection program, all aimed at helping Queenslanders enhance the resilience of their properties to natural disasters.

Our Major Projects team oversaw the completion of the Wacol Youth Remand Centre on behalf of the Queensland Police Service, and continued to progress other projects on behalf of its clients, including the Lockyer Valley Correctional Centre, the Glasshouse Theatre, the replacement Beaudesert Courthouse and the Kirwan replacement Police facility. Major Projects and the Office of the Queensland Government Architect also played a key role in planning infrastructure for the Brisbane 2032 Olympic and Paralympic Games.

Our Building Policy team has been at the forefront of the government's work to lift productivity across the state's construction industry. This includes delivering Building Reg Reno reforms for the building and construction industry to make it easier to build in Queensland by cutting red tape and reducing unnecessary costs.

The Queensland Government Accommodation Office continued managing a significant building and residential portfolio, providing over one million square metres of office accommodation across more than 500 buildings and approximately 3,000 residences for government employees delivering critical frontline services in regional and remote communities.

Our Office for Youth remains committed to ensuring young Queenslanders' voices are not only heard but drive meaningful change across our state. In 2024, the team marked a milestone by celebrating 20 years of the Queensland Indigenous Youth Leadership Program – which has mentored more than 750 First Nations leaders. YMCA's Queensland Youth Parliament continues to grow as a key opportunity for civic participation among young Queenslanders with a record 471 applications in 2025 from young people. Alongside these leadership programs, the team championed Queensland Youth Week 2025, held from 6 to 12 April. In 2025, through a new grants' initiative, over \$67,000 was invested to support 15 youth-led events and activities across the state. Our Safer Schoolies team worked around the clock ensuring young people could safely celebrate the end of their school years at the 2024 Schoolies week celebrations, issuing 13,233 wristbands to school leavers at the Gold Coast Beach Hub.

The Office of Queensland's Night-Life Economy Commissioner, John "JC" Collins, has been an exciting addition to our department. Commencing in September 2024, JC has led over 130 engagement activities with stakeholders. A Night-Life Economy Advisory Panel was established this year made up of external representatives from across the nightlife economy sector. A Queensland Government Night-Life Economy Steering Committee was established with representatives from across government.

Our Procurement team leads whole-of-government procurement, leveraging the government's buying power to prioritise Queensland businesses and jobs with more than \$27 billion procured by government agencies. During 2024–25, the Procurement team linked 117 government clients with more than 70,000 suppliers. The team continues to ensure procurement practices across government achieve their desired outcomes and taxpayer's money is being respected throughout procurement activities. Our QFleet team provides vehicle leasing and strategic fleet management services for over 11,000 vehicles across the state. The *QFleet Vehicle Emissions Reduction Strategy 2025–2030* was released in March 2025, aiming to reduce tailpipe emissions from QFleet's entire fleet by 10% by 30 June 2030.

Our department has worked very hard this year and our staff should be incredibly proud of their efforts.

The department has a significant agenda ahead, delivering for the people of Queensland. The 2025–26 financial year will see the release of our new housing plan, which will underpin the work of our department for the next 20 years. Thank you to all our staff for your hard work this year and everyone involved in preparing this annual report.

Mark Cridland
Director-General

Overview

The department is dedicated to delivering a brighter future for Queenslanders through housing, building and service innovation.

We provide pathways to safe, secure, and affordable housing. The social and community housing system ensures those most in need receive appropriate housing and are supported by pathways that build and sustain independence. We are committed to improving housing affordability, reducing homelessness and assisting Queenslanders to access the private housing market.

We deliver excellence in building and design, effective industry regulatory reform and government building and accommodation, while managing one of the largest commercial and residential portfolios in Queensland to support the delivery of essential government services. Through QBuild, we provide statewide planning, building, maintenance and recovery services using local suppliers and QBuild apprentices.

Our department drives and enables evidence-based, efficient and best-in-class procurement practice across all agencies of the Queensland Government to create exceptional outcomes, drive innovation and deliver value for money for Queenslanders.

As the Queensland Government's fleet manager, QFleet is focused on reducing tailpipe emissions of the entire fleet by offering agencies a balanced choice of low-emission vehicle options and encouraging agencies to adopt sustainable fleet management policies.

We are enhancing the vibrancy and safety of Queensland's nightlife economy by advocating for businesses within the sector.

We are empowering young Queenslanders to build leadership capabilities, shape government policies, programs and services, and enjoy a safe and respectful Schoolies experience.

Our people are our strength. We foster a collaborative, inclusive and flexible workplace where staff can thrive. By prioritising wellbeing, cultural capability and leadership, we're building a workforce that delivers meaningful outcomes for Queenslanders with integrity and kindness.

About Us

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 night-life economy.
- Strengthen the construction sector.

Contribution to the Queensland Government's objectives for the community

With the change of government in October 2024, the department has focused its efforts on implementing the incoming government's objectives for the community. Of the four objectives the government is committed to delivering, the department is focussed on *A better lifestyle through a stronger economy* and *A plan for Queensland's future*.

The department's strategic direction is articulated in our *Strategic Plan 2024–28*, available on our website at www.housing.qld.gov.au. This plan outlines our objectives which will shape the department's future activities. Our *2024–25 Service Delivery Statements* (SDS) detail the specific services we provide in alignment with these objectives. Together, these documents demonstrate our department's contribution to the government's community objectives.

Queensland Government's objectives for the community	<p>The department contributes to:</p> <ul style="list-style-type: none"> • A better lifestyle through a stronger economy. • A plan for Queensland's future.
Department's objectives	<p>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.</p> <p>Unlock potential – Create future prosperity by unleashing Queensland's procurement power, bolstering the night-life economy and activating opportunities for young Queenslanders.</p> <p>Build Queensland's future – Boost Queensland's productivity through an effectively regulated construction industry and contribute to a more sustainable, low-emission future.</p> <p>Strengthen our performance – Foster a culture of integrity, wellbeing, learning and inclusion where we empower our people to deliver solutions and continuously improve.</p>
Department's SDS service areas	<p>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.</p> <p>Building and government accommodation services – Deliver professional management of government infrastructure projects, that maximises opportunities for local businesses, as well as fit-for-purpose, well utilised and sustainable government office accommodation and employee housing.</p> <p>Procurement policy and enabling services – Drive nation-leading government procurement that provides maximum value for Queenslanders. Lead whole-of-</p>

government procurement practices that leverage government's buying power to prioritise Queensland businesses and jobs and ethical supply chains.

QBuild – 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.

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.

Our operating environment

Our department is operating in a dynamic and complex environment shaped by a range of economic, social, environmental and technological factors.

Queensland's rapidly growing population is driving increased demand for housing, infrastructure and public services. In response, we are actively working to meet this demand, with a particular focus on the delivery of social and affordable homes. This is occurring amidst rising construction costs and land shortages. Additionally, we are prioritising support for people experiencing homelessness, including those impacted by domestic violence or economic hardship.

Queensland's building and construction industries continue to face significant challenges, including shortages of skilled construction workers, disruptions to material supply chains and escalating construction costs. These factors are impacting project timelines and increasing competition for resources.

Frequent weather events, such as storms, flooding, and cyclones, present ongoing challenges to our operating environment. These events place additional pressure on housing, infrastructure and public services, while also impacting construction schedules and increasing demand for disaster recovery and resilience measures.

The rapidly evolving digital landscape is presenting both opportunities and challenges, with digital transformation and cyber security concerns reshaping the way we deliver services to Queenslanders.

As a department we remain committed to addressing these challenges to deliver for Queensland.

Our opportunities

We recognise our key opportunities to deliver our 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.

Our strategic risks

We ensure we are well placed to achieve success by understanding and managing key risks that may impact our delivery. Our strategic risks are:

- 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 values

Through our values and principles, we aim to develop a diverse, flexible, compassionate and culturally safe workforce that respects one another and all those to whom we provide frontline services.

These values guide the services we deliver for Queensland:

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

Machinery-of-government changes

As a result of the machinery-of-government (MoG) changes that came into effect on 1 November 2024, the former Department of Housing, Local Government, Planning and Public Works was renamed the Department of Housing and Public Works. These changes are detailed below and are reflected in our organisational structure.

Incoming divisions or functions

The following table outlines those divisions or functions that joined the department due to machinery-of-government changes on 1 November 2024, and the related annual report/s where the financial statements can be found for the 2024–25 reporting period.

Joined the department	Date of transfer	Related annual report
Queensland Government Procurement	1 November 2024	Department of Energy and Climate Annual Report – 1 July 2024 – 1 November 2024 (Final) ¹
QFleet	1 November 2024	Department of Energy and Climate Annual Report – 1 July 2024 – 1 November 2024 (Final) ¹
Office of the Night-Life Economy Commissioner	1 November 2024	Department of Trade, Employment and Training Annual Report 2024–25 ^{2, 3}
Youth	1 November 2024	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism Annual Report 2024–25 ^{2, 3}

1. Financial statements and non-financial performance information for the period 1 July 2024–31 October 2024 can be found in the Department of Energy and Climate Annual Report – 1 July 2024 – 1 November 2024 (Final).
2. Financial statements for the period 1 July 2024 – 31 October 2024 can be found in the related annual report.
3. Non-financial performance information for the 2024–25 reporting period can be found in the Department of Housing and Public Works 2024–25 annual report.

Outgoing divisions or functions

The following table outlines those divisions or functions that left the department due to MoG changes on 1 November 2024, and the related annual reports where the non-financial performance information and financial statements can be found for the 2024–25 reporting period.

Left the department	Date of transfer	Related annual report ^{1,2}
Local Government	1 November 2024	Department of Local Government, Water and Volunteers Annual Report 2024–25
Office of the Independent Assessor	1 November 2024	Department of Local Government, Water and Volunteers Annual Report 2024–25
Planning	1 November 2024	Department of State Development, Infrastructure and Planning Annual Report 2024–25

1. Financial statements for the period 1 July 2024 – 31 October 2024 can be found in the Department of Housing and Public Works 2024–25 annual report.
2. Non-financial performance information for the 2024–25 reporting period can be found in the related annual report.

Our organisational structure

The department was established under the *Public Sector Act 2022*.

The departmental structure, as at 30 June 2025, consisted of seven areas:

Policy, Performance and First Nations:

- Strategic Policy and Intergovernmental Relations (including Youth Affairs)
- First Nations Housing and Homelessness
- Regulatory Services
- Office of the Night-Life Economy Commissioner.

Housing and Homelessness Services:

- Service Delivery
- Housing and Homelessness Programs.

Social and Affordable Housing Growth:

- Housing Development
- Social Housing Delivery Office
- Governance and Business Improvement
- Capital Strategy and Oversight.

Public Works:

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

Queensland Government Procurement:

- Policy
- Compliance
- General Goods and Services
- QFleet.

Corporate Services:

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

Office of the Director-General:

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

Our year in review

Delivered 1,484 social and affordable homes, including 514 in partnership with registered community housing providers.	Assisted 76,426 households with social housing, including 5,266 new households.	Housing service centre staff have assisted more than 185,040 people who have come through our doors this year.
Supported more than 35,179 households with private market products and services to access or maintain housing in the private rental market.	Delivered housing outcomes to 1,504 people experiencing homeless through the Housing Outreach and Mobile Engagement (HOME) team.	Developed a new landmark Master Agreement for community housing providers to unlock the delivery of more community homes across Queensland.
Co-designed a rent-to-buy home ownership scheme with Palm Island Aboriginal Shire Council and continued to work in partnership with urban, regional and remote First Nations communities to unlock home ownership pathways.	Boosted frontline specialist homelessness services by delivering a 20% funding increase to eligible service providers, which has been locked in for the next four years.	Established the Homelessness Ministerial Advisory Council to provide coordinated, evidence-based advice on reducing and preventing homelessness.
Developed strengthened tenancy management policies to provide safer and fairer access to public housing, commencing 1 July 2025.	Completed construction of over 180 homes under the Modern Methods of Construction program.	Introduced the Building Reg Reno, a staged package of reforms to boost productivity, reduce red tape and safeguard investment to make it easier to build in Queensland.
Launched the new Queensland Youth Week Community Event Grant initiative, funding 15 young Queenslanders to lead events that empowered and celebrated young people across the state.	Delivered 124 additional employee housing residences under the Government Employee Housing Capital Program.	Commenced a review of the Queensland Procurement Policy and developed a data strategy to support procurement decision-making.
Recruited 62 new apprentices to QBuild.	Delivered the \$250 million Wacol Youth Remand Centre.	Completed delivery of six QBuild depot upgrades.
Linked 117 agencies with over 70,000 suppliers through the new Queensland Procurement Solution marketplace.	Released the <i>QFleet Vehicle Emissions Reduction Strategy 2025–2030</i> .	Implemented whole-of-government utilities arrangements (electricity for small sites and metering and data services), with cost reductions of between 20% and 27%.

Our *Strategic Plan 2024–28*, refreshed and published in May 2025 following MoG changes, maps our direction during 2024–28 to deliver our strategic objectives and the Queensland Government’s objectives for the community.

Our performance is illustrated in the following pages.

Our strategic objectives

A beacon of hope for disaster affected communities

In the first quarter of 2025, Queensland faced three declared disaster events impacting communities across nearly every corner of the state. These events included the North and Far North Queensland Tropical Low, ex-Tropical Cyclone Alfred, and the South West Queensland floods – all of which caused widespread destruction and significant impacts across the state. In response, QBuild and Housing (incorporating Housing and Homelessness Services; Policy, Performance and First Nations; and Social and Affordable Housing Growth) staff mobilised rapidly for each event, redeploying from across Queensland and working alongside partner agencies to deliver comprehensive support. The teams helped communities to recover, rebuild and get back on their feet as quickly as possible. Our presence was more than operational; it symbolised hope for families facing displacement and uncertainty.

During the devastating North Queensland floods, Housing and Homelessness Services teams secured temporary accommodation for 189 adults and 112 children, providing much-needed support for communities such as Ingham. QBuild had to overcome complex logistical challenges – from navigating road closures and coordinating skilled labour, to sourcing materials and equipment and deploying disaster-ready vehicles and generators to where they were most needed. Crews assessed damage to essential infrastructure, prioritising repairs to schools, social housing and emergency services so communities could recover quickly.

To meet the scale and complexity of these disasters, QBuild activated incident control and maintenance centres that became central hubs for triaging urgent repairs, managing resources and coordinating efforts across departments. Housing teams worked in parallel to maintain safety in government-owned homes and secure emergency housing for displaced residents.

For the North and Far North Queensland Tropical Low event, 126 Housing staff were deployed to support the recovery effort. This highly visible presence in affected communities embodied reassurance and resilience – with the team providing on-the-ground assistance, listening to residents, responding to evolving needs and facilitating a smoother progression to normality.

Across all three disasters, the culture and commitment of QBuild and Housing staff was unwavering, with many leaving their own homes and families to undertake disaster response and recovery work, despite experiencing power outages themselves and, in some cases, significant damage to their personal property.

The impact of the teams' contributions was immense. Across the three events, as at 30 June 2025, 697 people had been assisted by Housing staff, 587 emergency housing assistance requests were processed, and 3,015 government-owned assets were impacted – including 819 schools and 1,641 social and First Nations peoples' homes. By this date, 203 QFleet vehicles, 271 QBuild field staff and 554 QBuild-engaged contractors had been mobilised, demonstrating the professionalism of the QBuild team and the speed at which they can spring into action to repair and rebuild.

Together, these collective efforts provided emergency accommodation for Queenslanders in need, restored critical infrastructure and housing in affected regions and helped strengthen community resilience. The support the Housing and QBuild teams provided was widely considered to be nation-leading, delivering an empowered approach to recovery. One where community members are actively involved in shaping their futures following a disaster and feel safe, secure and well supported in their efforts to get back on their feet.

Objective 1: Secure Queensland's housing foundations

Increase Queensland's housing options and harness the potential of the community housing sector to grow and deliver housing that helped people find, secure and keep a place to call home.

Our achievements

Delivering Queensland's housing pipeline

In 2024–25, we delivered 1,484 social and affordable homes, comprising 1,339 social homes and 145 affordable homes.

We have worked to accelerate the delivery of 53,500 social and community homes. With the formation of a new government, the milestone periods for this target were brought forward two years from 2023–2046 to 2023–2044.

As at 30 June 2025, 2,654 social homes have been delivered towards our 2044 target, with 1,151 delivered in partnership with registered community housing providers. In addition, 209 affordable homes were delivered, including 85 in partnership with a registered community housing provider.

Growing our social and community housing pipeline

There are many more projects in the pipeline, including 6,047 social and affordable homes in construction or under contract to be delivered (as at 30 June 2025), including:

- 156 new social and affordable homes for seniors across Redbank Plains, Waterford West and Miles (in partnership with Community Housing (Qld) Limited).
- 43 new social homes in Booval (in partnership with Community Housing (Qld) Limited), with 23 homes being built to gold level under the Livable Housing Design Guideline.
- 63 new social homes in Birtinya (in partnership with BlueCHP Limited), designed to gold and platinum level.
- 185 new social and affordable homes in Toowoomba (in partnership with Mission Australia Housing), including 18 homes being built to gold level and 8 homes being built to platinum level.
- 75 social homes in Deception Bay (in partnership with the Aboriginal and Torres Strait Islander Community Health Services), designed to support First Nations peoples over 55 years.
- A pipeline of community homes across South East Queensland being delivered by Brisbane Housing Company (BHC) and Queensland Investment Corporation (QIC), including 495 social and affordable homes under construction and a further 50 social and affordable homes under contract to be delivered.
- 47 affordable homes for older women at risk of homelessness, in partnership with the Y-Queensland. This will include fully accessible one-bedroom self-contained apartments and dedicated community spaces to facilitate community building and social connections with on-site support available to ensure tenants can sustain tenancies for the long-term.
- Development of Queensland's biggest ever social and affordable housing project in Woree, North Queensland, in partnership with CHQL and Tetris – consisting of 245 new social, 223 affordable and 22 specialist disability apartments, and funded by the Queensland Government, with lending through Housing Australia, the Northern Australia Infrastructure Facility and ANZ, as well as a capital grant from the National Housing Infrastructure Facility.
- Development of the Southport Supportive Housing Project – a high-rise building that will provide approximately 200 homes with on-site wrap-around services for a range of people, including households at risk of or experiencing homelessness.

Table 1: Number of social and affordable dwellings delivered

Year	2020–21	2021–22	2022–23	2023–24	2024–25
Dwelling completions	641	410	858	1,379	1,484

Closing the housing gap for First Nations communities

In 2024–25, we delivered more places to call home for First Nations peoples in remote Queensland communities by:

- Delivering new 41 new homes and two extensions in partnership with Aboriginal and Torres Strait Islander councils – eight in Hope Vale, three in Kowanyama, nine on Horn Island in the Torres Shire, 10 in Pormpuraaw, three in Wujal Wujal, seven in Yarrabah, and one in Laura.
- Commencing 328 new homes, 83 extensions and 248 new land lots to help close the housing gap.
- Partnering with the Uniting Church in Australia Property Trust to provide 8 affordable, modular homes for low-income households, including young couples and small families on Thursday Island.

Improving our homes

In 2024–25, 13,173 social homes received 14,826 upgrades. Work included internal upgrades replacing kitchens, bathrooms, laundries and floor coverings and external works such as roof, fencing and pathway replacements. Modifications to improve the functionality of the property for persons with disabilities were also undertaken as part of the upgrade program.

Through the Thermal Comfort Program, the department assisted 8,319 social housing households to reduce energy use and costs. The program is delivering a range of improvements including ceiling fans, ceiling insulation, installation of energy efficient hot water, cooling, and solar power systems to support crisis accommodation.

Supporting homebuyers

We supported Queensland homebuyers and expanded home ownership opportunities for First Nations peoples by:

- Advocating to ensure the settings for the Australian Government Help to Buy shared equity scheme better reflects current market conditions, so Queenslanders were well placed to take advantage of an estimated 2,000 allocated places when the Commonwealth scheme commences.
- Co-designing a rent-to-buy home ownership scheme with Palm Island Aboriginal Shire Council, which contributes to the election commitment to expand opportunities for home ownership in Queensland's Indigenous communities and continues to work in partnership with First Nations communities to unlock home ownership pathways.

Strengthening tenancy management

In 2024–25, we strengthened tenancy management for social housing in Queensland to realign the focus of the department to prioritise long-term stable accommodation:

- Recommencing scheduled rent reviews for public housing tenants to ensure people pay the correct rent and remain eligible for housing assistance.
- Identifying ineligible tenants and progressively transitioning them out of public housing to allow allocation to people who need it most from the housing register.
- Introducing a new Antisocial Behaviour Policy for public housing to deliver a strengthened behaviour management framework and a greater focus on timely and decisive action including formal tenancy action, expanded use of available provisions within the Residential Tenancies and Rooming Accommodation Act 2008 and improved ways to ensure tenants understand and acknowledge their tenancy obligations.

Supporting the community housing sector

During 2024–25, we worked in partnership with the community housing sector by:

- Delivering a new Community Housing Rent Policy aligning the income-based component of community housing and public housing rent settings, which went live on 1 August 2024 along with the rent calculator.
- Releasing a youth subsidy on 1 July 2024 to help registered community housing providers to facilitate more homes for young people aged 16 to 25 years on the housing register.
- Developing improved contracting practices for sustainable industry and optimal housing delivery.

Master Agreement

We developed a new Master Agreement for community housing providers.

The Master Agreement is a universal, long-term housing agreement between the department and registered community housing providers (RCHPs).

The new agreement simplifies funding arrangements into one master document, which is proposed to replace all current capital, lease and service agreements between the department and RCHPs for social housing funding administered through the *Housing Act 2003*.

Attracting investment and increasing housing supply

In 2024–25, we worked to foster a fair and stable housing market by providing clear, consistent legislation and regulation that attracts investment and supports renters and homeowners.

We commenced new rental laws to stabilise rents in the private rental market, protect renters' privacy, improve bond processes, and make fees and charges more transparent for renters. We also improved the process for making and responding to requests to attach a fixture or make structural changes to rental premises.

Regulated housing and accommodation industries

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

- Continuing to modernise the housing legislative framework to improve consumer protections in the rental market, residential parks, retirement villages and residential services, ensuring viability for investors and operators to supply housing options.
- Commencing new laws requiring residential parks to be registered before opening and all residential parks to publish comparison documents to enable consumers to be fully informed before committing to purchase.

Opening the door to home ownership on Palm Island

Since January 2025, the First Nations Home Ownership team has worked in close partnership with the Palm Island Aboriginal Shire Council to co-design the Palm Island Rent-to-Buy Home Ownership Scheme, contributing to the election commitment to expand opportunities for home ownership in Queensland's Indigenous communities.

The rent-to-buy scheme will be the first of its kind in Queensland. It will enable social housing tenants to apply to purchase the social housing home they live in, for an agreed price. Once the cost of the home is fully repaid, residents will hold a 99-year home ownership lease – meaning no further social housing rental payments and long-term stability.

The rent-to-buy scheme is driven by self-determination, local decision-making and extensive community consultation. It is a powerful example of how local government, state government and First Nations communities can work together to expand opportunities for home ownership.

At the Australian Local Government Association's Annual General Assembly in June 2025, attended by more than 1,300 mayors, Palm Island Aboriginal Shire Council won the inaugural affordable housing award category in the 2025 National Awards for Local Government for its contribution to the rent-to-buy scheme.

- Providing retirement village residents and the regulator with greater transparency of retirement village budgets and financial statements
- releasing new financial guidelines to support industry and educate retirement village residents in the implementation of the new laws
- commencing a review of the *Residential Services (Accreditation) Act 2002* to improve safeguards for residents and delivery of service by providers.
- Providing \$60.7 million to secure 2,658 private market properties for eligible social housing customers referred from the housing register and people in crisis accommodation.
- Establishing new critical response teams (known as Housing Outreach and Mobile Engagement (HOME) teams) to rapidly respond to people experiencing homelessness on the Gold Coast and in Far North Queensland. The teams collaborate with local homelessness networks and offer rapid support to find accommodation

Services for Queensland's most vulnerable

In 2024–25, we boosted homelessness responses and delivered flexible housing pathways to help more Queenslanders with accommodation and housing outcomes by:

- Establishing the Homelessness Ministerial Advisory Council to provide a structured and ongoing forum for engagement between the Queensland Government and key stakeholders in the housing and homelessness sector with a focus on the development of long-term, sustainable solutions to address homelessness in Queensland.
- Boosting funding to eligible specialist homelessness services across the state, through a 20% increase in funding; a continuation of the Immediate Housing Response (IHR) to families, individuals and couples in need of housing; and enhanced tenancy sustainment and outreach services.
- Spending \$33,330 as part of \$1.3 million over three years to support focused housing and tenancy sustainment support for participants of the Court Link program.
- Delivering 20 places of temporary supported accommodation at a new site in Woree, Cairns, targeting single adults and adult couples experiencing homelessness or at risk of homelessness, and providing the supports they need to transition to longer-term sustainable housing.
- Delivering *Queensland Supportive Housing Policy: guiding best practice and future investment* which includes detailed requirements that must be considered and addressed in the design of supportive housing developments and programs. It was co-designed with key stakeholders in the housing and homelessness sector, including frontline services, peak bodies and experts.

Table 2: Clients at risk of homelessness who avoided homelessness

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

1. Source: based on Steering Committee for the Review of Government Service Provision data, Report on Government Services 2025.
2. Results for this annual measure are sourced from the Report on Government Services, last published in January 2025, and reflect the latest available data from the 2023–24 period.

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 ^{1, 2}
Queensland	62.3%	60.4%	58.3%	62.4%
Australia	63.1%	62.2%	60.9%	61.1%

1. Source: based on Steering Committee for the Review of Government Service Provision data, Report on Government Services 2025.
2. Results for this annual measure are sourced from the Report on Government Services, last published in January 2025, and reflect the latest available data from the 2023–24 period.

Housing assistance for Queenslanders with disability

In January 2025, we established the Expert Disability Housing Advisory Panel, chaired and led by people with lived experience of disability, including First Nations peoples with disability. The panel's role includes advising the government on implementing the *Partnering for inclusive housing with Queenslanders with disability 2024–2027* plan. The plan aims to improve access to inclusive, accessible and well-designed homes for people with disability.

The panel will also advise on addressing complex and changing reforms relating to housing for people with disability.

Housing assistance for young Queenslanders

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

- Providing \$285,000 to implement a supported tenancies initiative for young parents at risk of homelessness.
- Continuing to deliver commitments under *Towards Ending Homelessness for Young Queenslanders 2022–2027* to improve housing outcomes for young people. This includes investing in existing and additional Specialist Homelessness Services (SHS) to better respond to the diverse and complex needs of young people as well as:
 - working with immediate supported accommodation providers to better respond to the diverse needs of young people
 - preventing young people exiting government services into homelessness, including by providing flexible financial housing assistance

- establishing a new Youth Hub and intervention service, provided by Brisbane Youth Service, where young people can access multiple supports across homelessness, health, mental health, drug and alcohol, domestic violence and social programs in one location
- increasing funding for 27 SHS to help eliminate historical inequity and promote parity in the funding provided across the sector
- significantly increasing funding to five SHS to increase capacity at peak times.
- Increasing the duration of the Rental Security Subsidy from 12 to 24 months, and implementing the enhanced product, which provides young people financial assistance of up to \$20,000 for up to four years.
- Delivering a 40-unit youth foyer in Townsville, providing housing and support for vulnerable young people aged 16 to 25 years.
- Providing \$3.6 million over three years, commencing in 2024–25, for the Housing and Support Link Service to support young parents and work with families to provide for their housing and support needs.

Housing assistance for senior Queenslanders

We delivered a range of services to assist senior Queenslanders to find housing including:

- Continuing funding for the Housing Older Women's Support Service, enabling a second regional spoke on the Sunshine Coast, extending face-to-face and outreach services beyond West End, Brisbane and Mackay, complemented by statewide online services.
- Continuing to fund home maintenance and minor home modification services for eligible older people and people with disability through the statewide Home Assist Secure program.

Supporting renters in the private market

During 2024–25, we supported Queenslanders to access and remain in the private housing market through a range of activities, including:

- 80 frontline RentConnect staff working with 35,179 households in need, assisting with private rental market products and services, including: 16,908 bond loans, 4,578 rental grants and 4,296 rental security subsidies to access or maintain housing in the private rental market.
- Delivering renters relief to help tackle cost-of-living challenges including, investment in additional frontline RentConnect officers to significantly enhance the department's provision of specialised, tailored and one-on-one housing assistance to people in need.
- Launching and implementing the Bridging Bond Loan product to assist eligible households to afford the up-front costs of a new bond, pending the release of a previous bond at the end of the tenancy.

Champion Queensland's interests to maximise federal funding

We maximised Australian Government housing funding for Queensland through ongoing intergovernmental engagement and advocacy, including negotiating arrangements to secure:

- \$108.8 million for Queensland projects under the Housing Support Program Stream 1 and Community Enabling Infrastructure Stream.
- The first \$25 million of \$50 million under the Housing Australia Future Fund acute housing measure for remote housing repairs, maintenance and improvements.
- \$58 million under the Social Housing Energy Performance Initiative to deliver energy efficiency and thermal comfort improvements to around 32,000 homes.
- Funding from Housing Australia under Round 1 of the Housing Australia Future Fund for the Southport Supportive Housing Project, which will provide around 200 units of social and affordable supportive housing and Carseldine Village, led by Economic Development Queensland, delivering 62 social and 90 affordable homes.
- An agreement with Housing Australia to receive Queensland's fair share of funding through Round 2 of the Housing Australia Future Fund to support the delivery of up to 1,005 social homes in Queensland.

Housing Outreach and Mobile Engagement (HOME) team has supported over 1,504 people into safe housing

During the 2024–25 financial year, the department's Housing Outreach and Mobile Engagement (HOME) team has helped more than 1,504 people experiencing homelessness find housing outcomes, providing tailored, person-centred support to those in crisis.

Established in April 2023, the team works in partnership with local councils, department-funded SHS and other service providers to engage directly with people experiencing homelessness and connect them to the housing support they need.

The HOME team provides a contemporary response to homelessness, addressing individual needs through a range of integrated housing, health, and other government and community support services.

Due to the success of the model, in August 2024, the service expanded significantly, with HOME teams now conducting regular outreach in 17 locations across the state as part of the co-responder model: Cairns, Mareeba, Tablelands, Townsville, Mackay, Rockhampton, Livingstone Shire (including Yeppoon), Fraser Coast (including Bundaberg), Gympie, Sunshine Coast, Moreton Bay, Brisbane, Logan, Ipswich, Redlands, Toowoomba and Gold Coast. This expansion extends the department's rapid, on-the-ground support to more communities and strengthens pathways to longer-term housing outcomes.

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

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

1. Source: based on Steering Committee for the Review of Government Service Provision data, Report on Government Services 2025.
2. Results for this annual measure are sourced from the Report on Government Services, last published in January 2025, and reflect the latest available data from the 2023–24 period.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Number of social and affordable homes delivered	N/A	1,484
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	22.8 months ¹
Proportion of total new households assisted to access rental accommodation who moved into the private rental market (SDS measure)	86%	87.4%
Number of people assisted by specialist homelessness services	N/A	N/A ²

Notes:

1. The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due the tightening of private market conditions statewide (including in regional and rural Queensland), seeing more people seeking housing assistance who would not normally seek assistance from government, contributing to individuals and families facing housing stress. The combination of reduced tenancy turnover and few new allocations has contributed to an increase in the average wait time for allocation to government-owned and managed social rental housing.
2. 2024-25 data not available until October 2025. The 2024-25 result will be published at www.housing.qld.gov.au by 31 December 2025. In the first nine months of 2024-25, over 40,000 people experiencing homelessness had received services.

Looking forward

In 2025–26, we will:

- Deliver Queensland's housing investment pipeline of 53,500 social and community homes by 2044, including 10,000 social and community homes on church and charity-owned land.
- Deliver a new, whole-of-government 20-year plan to secure Queensland's housing foundations so all Queenslanders have a place to call home.
- Rollout scheduled rent reviews for all public housing tenants so households pay the correct rent and remain eligible for housing assistance. This includes identifying ineligible tenants and progressively transitioning them out of public housing to ensure the system is better targeted to those most in need.
- Reintroduce a public housing market rent to ensure tenants who are no longer eligible to receive public housing, pay a fair rent while being supported to find alternative housing.
- Deliver initiatives to close the housing gap and promote housing equity for First Nations peoples across Queensland.
- Work constructively with the Australian Government and advocate on Queensland's behalf to ensure our state receives its adequate share of federal funding and that more funding is provided to support better housing and homelessness outcomes for Queenslanders.
- Deliver a stable and certain regulatory and legislative environment for the residential rental sector and regulated housing and accommodation industries that supports investor confidence to grow supply and maintain housing affordability for Queenslanders.
- Deliver vital temporary supported accommodation services, including eight new youth foyers for young Queenslanders and additional temporary supported accommodation sites providing services to vulnerable individuals, families and young people.
- Continue to implement a Master Agreement that maximises opportunities for sustainable growth in the community housing sector and optimises Queensland's housing delivery.
- Continue to deliver funding to critical Queensland homelessness services across the state, including a 20% uplift in funding for specialist homelessness services and enhanced tenancy sustainment and outreach services, and the Immediate Housing Response to meet growing housing demand, and support people experiencing homelessness to access services to secure and keep housing.

Objective 2: Unlocking potential

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

Our achievements

Unleashing Queensland's procurement power

In 2024–25, we enabled evidence-based, efficient, and best-in-class procurement practice across all Queensland Government agencies to create exceptional outcomes, drive innovation and deliver value for money for Queenslanders by:

- Hosting the first ever Minister's Procurement Roundtable, with 60 representatives from industry peak bodies, chambers of commerce, suppliers and government executives, to drive best in class procurement outcomes for Queenslanders.
- Establishing the Procurement Ministerial Advisory Council as a platform to engage with industry thought leaders on the strategic positioning of the Queensland Government's procurement direction, with two meetings held since its establishment.
- Commencing a review of the Queensland Procurement Policy, to harness government procurement to support value for Queensland, local opportunities, ease of business, innovation and practical economic, environmental and social impact.
- Supporting reduction of government emissions, including by setting greenhouse gas emissions baselines for each of the government's priority procurement categories and by increasing the proportion of government large scale electricity supplied by renewables.
- Continuing to roll out the new Queensland Procurement Solution across government to enhance supplier visibility of procurement opportunities and streamline engagement with the government, leading to reduced time and greater efficiency in the procurement process.

Supporting diverse and local business

We worked to drive economic growth and job creation by supporting local businesses by:

- Linking 117 state government clients with more than 70,000 suppliers through the marketplace of the new Queensland Procurement Solution.
- Supporting local businesses and Queensland jobs by providing government agencies with procurement resources – advice, support, frameworks, and tools – to achieve government objectives.
- Expanding opportunities for a diverse range of ethical Queensland small and medium enterprises, local businesses and social enterprises, along with Aboriginal and/or Torres Strait Islander businesses, to become government suppliers through a more adaptable approach to the structure of common use supply arrangements.
- Creating agency dashboards highlighting spend against targets and opportunities to improve expenditure against targeted diverse suppliers on a quarterly basis.
- Establishing new Professional Services and Employee Services common use supply arrangement targeting supplier diversity, resulting in an increase in the number of diverse suppliers on the arrangement
- Introducing and delivering updated procurement guidance and training to support government agencies to apply the Queensland Procurement Policy, hosting targeted networking events showcasing diverse suppliers, including webinars conducted by personal protective equipment suppliers and creative services suppliers showcases.

Streamlining procurement

In 2024–25, we made it easier for suppliers to work with government by streamlining procurement processes by:

- Temporarily suspending the application of the Best Practice Industry Conditions (BPICs) to new government-funded construction projects pending the Queensland Productivity Commission's review into construction productivity to be delivered in 2025–26 and Queensland Government's response, to boost productivity and reduce costs while not compromising on worker safety.
- Commencing development of a Data Strategy to support procurement decision-making to be implemented from 2025–26.
- Continuing to rollout the new Queensland Procurement Solution across government to enhance supplier visibility of procurement opportunities and streamline engagement with the government, leading to reduced time and greater efficiency in the procurement process.

Embedding ethical practices

Throughout 2024–25, we embedded ethical practices in government supply chains by:

- Holding government suppliers accountable to their contractual commitments, including maintaining high standards of workplace safety and delivering quality training for Queensland apprentices and trainees, through the proactive auditing of 140 suppliers on government projects.
- Conducting timely investigations into 31 suppliers on Queensland Government projects, following allegations of unethical supplier behaviour arising from non-compliant audits or complaints.

Brisbane 2032

In 2024–25, to facilitate clear, expedited, streamlined decision-making and ensure the successful delivery of the extensive procurement program for the Brisbane 2032 Olympic and Paralympic Games, the Queensland Government released the 2032 Delivery Plan. We published the forward procurement pipeline which, as an action from the Delivery Plan, will assist suppliers in gaining work for 2032.

Through implementation of the Queensland Procurement Policy, we will continue to engage with the Department of Sport, Racing and Olympic and Paralympic Games to ensure alignment of games-related procurement activities with the Queensland Government procurement approach. This will ensure evidence-based, efficient, and best-in-class procurement practice across all agencies of the Queensland Government to create exceptional outcomes, drive innovation and deliver value for money for Queenslanders in the delivery of the games.

Unleashing Queensland's night-life

We engaged with Queensland's night-life economy sector to understand the challenges it faces and began developing our first Night-Life Economy Strategy (due at the end of 2025) to support safe, vibrant precincts and strengthen night-life sector businesses. In 2024–25, we achieved this by:

- Supporting the Night-Life Economy Commissioner to undertake stakeholder consultation to gather information about issues and opportunities for the sector.
- Appointing the Night-Life Economy Advisory Panel (the Panel), comprising of representatives from across the sector to guide the Night-Life Economy Commissioner to design actions to enhance the sector. The Panel continues to discuss ways to enhance the safety and vibrancy of the state's night-life economy and consider a range of issues relevant to the success of late-night economies across Queensland, including economic and business operating conditions, regulatory settings, workforce, transport and safety.
- advocating to relevant Queensland Government departments for measures to reduce red tape for businesses in the sector.

Delivering opportunities for Queensland's young people

In 2024–25, we developed opportunities for young Queenslanders to develop leadership skills and contribute their perspectives to Queensland Government policies, programs and services and delivered an annual Safer Schoolies response by:

- Delivering Queensland Youth Week 2025, a vibrant celebration of the remarkable achievements of the state's young people, delivered in partnership with organisations across the state. With 80 events organised by young people and organisations across Queensland. For the first time, grants of up to \$5,000 were awarded to 15 young people to lead their own community events.
- Engaging more than 3,600 young Queenslanders through the Speak OUT series, incorporating their perspectives into Queensland Government policies, programs, and services.
- Supporting the delivery of the 29th Queensland Youth Parliament (QYP) and launching the 30th QYP at Parliament House in Brisbane during Youth Week in April 2025, in partnership with YMCA Brisbane and Queensland Parliamentary Services to provide this opportunity to 93 young people aged 15 to 25.
- Delivering the 20th Queensland Indigenous Youth Leadership Program, supporting young First Nations Queenslanders, aged 18–25, to come together to develop leadership skills, build confidence and agency to build capacity and drive change in their local communities and beyond. Four Community Project Grants and two Professional Development Grants were awarded to 2024 participants.
- Supporting Queensland Parliamentary Services to deliver the Eric Deeral Indigenous Youth Parliament program, to provide an opportunity for young First Nations Queenslanders to experience Parliamentary debate and learn more about Parliamentary processes.
- Jointly supervising three Master of Nutrition and Dietetic Practice placement students with Health and Wellbeing Queensland, to lead two focus groups to workshop food system solutions for improved food security in remote Aboriginal and Torres Strait Islander communities in Queensland. These workshops informed the development of nutrition content for social media to support young Queenslanders to make healthier choices.

Queensland Youth Parliament: young leaders creating change now

The Queensland Youth Parliament (QYP) is more than a leadership development program – it's a platform where young Queenslanders are actively shaping their communities today. Delivered in partnership with YMCA Queensland, and supported by the Office for Youth, QYP brings together passionate young leaders aged 15–25 from across the state to represent their electorates, raise community priorities, and drive real policy conversations.

Over six months, youth members led from the front: drafting Youth Parliament Bills, consulting with peers, and debating ideas that reflect the lived experiences and aspirations of young people in their communities. They work closely with mentors and MPs from both government and opposition, gaining insights into the legislative process and building the confidence to engage meaningfully in civic life.

The 2025 program was launched in April with an energising event at Parliament House, where 93 Youth Members began their journey by diving straight into committee work on topics ranging from mental health and regional equity to education reform and cultural inclusion.

QYP doesn't just prepare young people to lead in the future – it recognises that they are already leaders now. The program supports them to sharpen their skills, grow their networks, and amplify their voices. Many youth members go on to influence policy, drive community projects, or take on formal leadership roles in government and advocacy – proving that when young people are empowered and listened to, they can and do create lasting impact.

- Delivering the 2024 Gold Coast Safer Schoolies response in partnership with nine Queensland Government agencies, seven community partners and the City of Gold Coast, which included an integrated health and wellbeing space, recharge zones, walk home service and dedicated schoolies hotline.
- Creating a safe and welcoming space in the Surfers Paradise Schoolies Hub for 13,233 Year 12 graduates to celebrate safely and happily.
- Providing a safety response for school leavers celebrating in Airlie Beach, including a recharge zone and shuttle bus service for 1,608 passengers.
- Delivering 68 schoolies-themed education sessions to 7,864 Year 12 school leavers across Queensland.

Queensland. Successful candidates have subsequently worked on interesting projects that matter to the community – such as helping to build and maintain Queensland schools, social housing and police stations.

- Continuing to grow our QBuild trade-based workforce with an additional 235 trade staff, which includes 62 apprentices, creating new skilled labour for the state's building industry.
- Progressing a high-quality apprenticeship program to build a skilled workforce capable of delivering government construction and maintenance services and ensure effective responses to natural disaster responses.

Training Queensland's tradespeople

In 2024–25, we continued to lead a trades and apprenticeship program that sets a new standard for QBuild and the building industry by:

- Continuing to grow QBuild through a targeted recruitment campaign. The campaign was aimed at recruiting direct delivery and support roles, trades and apprentices across

Table 5

Year	2022–23	2023–24	2024–25 ¹
Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program	92%	95%	99%

Table 6

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

1. Prior to the 2024–25 financial year, QBuild used a predictive completion rate (PCR) model calculation based on data derived from National Centre for Vocational Education Research (NCVER) 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.

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	≥90%	91.4%
Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program	90%	99% ¹
Percentage of successful QBuild apprenticeship completions ²	60%	68%

Notes:

1. The variance between the published 2024–25 Estimated Actual (99%) and the 2024–25 Actual reflects the subjective, participant-led nature of the measure. While program improvements implemented from 2023–24 have enhanced outcomes for some cohorts, individual perceptions of leadership growth can vary year-to-year, independent of program changes.
2. In 2024–25 the calculation method is based on actual data rather than predictive or accumulative data and defines the timing (annually) of the measure more accurately. This service standard is being discontinued and replaced in 2025–26 with a new measure 'Percentage of successful QBuild apprentice completions within the financial year' that provides a more concise measure in line with National Centre for Vocational Research calculations.

Looking forward

In 2025–26, we will:

- Support evidence-based, best-in-class procurement outcomes through implementation of procurement policy to support value for Queensland, local opportunities, ease of business, openness to new ideas, and practical economic, environmental and social impact, and procurement data reforms to drive smarter, faster and fairer procurement decisions.
- Deliver a Nightlife Economy Strategy containing short, medium and long-term initiatives to enhance the vibrancy and safety of the night-life sector across Queensland.
- Advance our high-quality apprenticeship program and continue to grow our trade-base workforce, creating a skilled workforce to deliver government construction and maintenance services and effective natural disaster responses.
- Continue to activate opportunities for young Queenslanders to develop leadership skills and contribute their perspectives to Queensland Government policies, programs and services.

Objective 3: Building Queensland's future

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

Our achievements

Expanding QBuild's service delivery

In 2024–25, we improved QBuild's value for money services while expanding regional capacity and capability, creating opportunities for small, medium, and First Nations businesses.

We also worked to uplift industry through modern construction methods, design and practices, while contributing to the development and growth of a highly-skilled construction industry by:

- Investing \$69.3 million over four years to support the growth of QBuild, which included \$6 million for capital expenditure. This comprises expenditure of \$24.4 million for 2024–25. This critical investment included re-introducing funding for apprentice training and supporting the initial operating costs and investment in the Cairns and Eagle Farm QBuild Rapid Accommodation and Apprenticeship Centres.
- Strengthening QBuild's regional capacity and capability across Queensland, with the upgrade and redevelopment of QBuild's depot infrastructure, upgrading six depots in 2024–25.
- Continuing the Modern Methods of Construction Program to address Queensland's housing shortage in partnership with the Office of the Queensland Government Architect and industry suppliers, by fast-tracking the delivery of much-needed housing for essential workers and vulnerable Queenslanders.

Building for Queensland's Future

During 2024–25, we provided tailored property and accommodation solutions to government agencies, optimising the delivery of government services to Queenslanders by:

- Investing \$158.5 million in the delivery of critical government employee housing for frontline staff such as police, health workers and teachers, as well as renew and upgrade current owned assets. This includes 21 modern modular homes, 81 traditional builds and 22 acquisitions in regional and remote communities ranging from the Torres Strait to western Queensland.
- Delivering, on behalf of the Queensland Police Service, the \$250 million Wacol Youth Remand Centre project which is a critical part of the government's community safety priorities.
- Hosting the Minister's Award for Urban Design on 15 July 2024 to recognise contemporary Queensland urban design projects of the highest quality.
- Removing red tape for smaller Queensland businesses to prequalify for working as contractors on government funded building construction projects.

Major Projects team helps deliver safer communities

Public Works successfully delivered the \$250 million Wacol Youth Remand Centre in March 2025 – a key investment in Queensland's community safety priorities. Built on behalf of the Queensland Police Service, the state-of-the-art facility includes one and two-bed watchhouse holding cells and 76 beds. It features advanced security systems alongside dedicated spaces for education, rehabilitation, healthcare and vocational training.

The project was completed in just over 12 months and came in under budget, drawing on innovative modular construction techniques including precast concrete and prefabricated detention cells. Its success reflects the expertise and professionalism within Public Works and their close collaboration across the department and with key stakeholders. The centre will make a significant contribution to enhancing community safety and help prepare people to live more productive lives.

- Improving the use of standardised contracts that make it easier (more uniform) for local construction business to work on government funded building construction projects.
 - Streamlining the coordination across departments who routinely undertake major government building construction projects and major maintenance programs to improve the flow of work into the Queensland marketplace.
 - Enhancing the use of modern technologies like Building Information Modelling to support the more efficient delivery of essential government infrastructure.
-
- Strengthening Queensland's building and construction industry**
-
- Throughout 2024–25, we supported a more customer-focussed building regulator, delivered regulatory reforms and fostered intergovernmental collaboration to improve industry performance, efficiency and effectiveness by:
- Delivering tranches 1 and 2 of the 'Building Reg Reno' package of policy reforms to boost productivity, reduce regulatory burden, and safeguard investment to make it easier to build in Queensland. The reforms included:
 - pausing the further roll out of trust accounts to private projects below \$10 million
 - removing annual financial reporting requirements for individual SC1 and SC2 licensees, reducing red tape for approximately 50,000 licensees
 - providing additional time to meet fire protection licensing changes
 - providing a fee waiver to more plumbers undertaking fire protection work
 - extending existing time-limited exemptions regarding Professional Indemnity Insurance (PII) coverage for building certifiers and the Livable Housing and Design Standard (contained in the National Construction Code (NCC) Modern Homes standards) for certain narrow lots and certain pre-built small dwellings
 - progressing the development of the Queensland Housing Code in consultation with key stakeholders to provide consistent design and siting standards across Queensland, reducing red tape for the construction industry and new homeowners and simplifying planning and building approval processes
 - forming the Building Ministerial Advisory Council to provide a two-way forum enabling the Minister to engage with, and listen to, key industry stakeholders about matters relevant to the building and construction industry.

- Progressing tranche 3 of the Building Reg Reno reforms through the introduction of the *Queensland Building and Construction Commission (QBCC) and Other Legislation Amendment Bill 2025*.
- Establishing the Building Ministerial Advisory Council as a platform to engage with industry stakeholders about matters relevant to the Queensland building and construction industry, with two meetings held since its establishment.

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

Years	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Percentage of spend	82.3%	81.0%	80.9%	81.5%	81.1%	80.5%
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%

1. Suppliers that maintain a workforce within 125 km of the location where the goods/services will be delivered as per the Queensland Government Procurement Policy.

Sustainable solutions for government

In 2024–25, we delivered sustainable building solutions for government facilities, as well as improving the safety, sustainability and value of the government vehicle fleet, by:

- Continuing the delivery of the Electric Vehicle Infrastructure Charging Program to ensure government buildings are EV ready. This includes the installation of 744 EV chargers, including 80 publicly accessible chargers.
- Continuing to transition eligible QFleet passenger and SUV vehicles to zero emission vehicles (ZEVs) as leases expired and supporting broader community transition by increasing the availability of quality second-hand, end of lease ZEVs available to the used car market each year for purchase via public auction.
- Introducing a new *QFleet Vehicle Emissions Reduction Strategy 2025–2030* with the aim to reduce the tailpipe emission of the entire QFleet fleet by 10% by 30 June 2030.
- Delivering a new QFleet customer portal, enabling agencies with self-service capability for vehicle leasing comparison and quoting.

Building resilient Queensland communities

In 2024–25, we worked to strengthen communities at risk by promoting sustainable and resilient building practices, improving industry knowledge, increasing resilience in homes, and incorporating disaster mitigation strategies through:

- Commencing the Stronger Homes Grant (SHG) in March 2025 in response to the North and Far North Queensland tropical low event from 29 January to 28 February 2025. The SHG provides up to \$10,000 to eligible flood-affected homeowners. This funding helps implement measures to improve flood resilience, such as raising electrical components and hot water systems, or using flood-resilient materials for repairs.

The grant is jointly funded by the Australian and Queensland governments through the Commonwealth–State Disaster Recovery Funding Arrangements.

- Delivering Phase 4 of the Household Resilience Program (HRP) with 995 grants awarded with a total value of \$14.3 million as at 30 June 2025.

The program offers grants of up to \$15,000 to help low-income homeowners implement resilience strategies such as structural roof upgrades, replacing garage doors, and hollow core doors, installing window protection, or tying down external structures.

The program received an additional \$20 million in funding from the Australian Government, as announced in June 2023, and applications opened on 15 April 2024.

Driving a cleaner fleet: QFleet launches new *Emissions Reduction Strategy 2025–2030*

QFleet launched the new *Vehicle Emissions Reduction Strategy 2025–2030* in June 2025, a strategy that redefines how the Queensland Government tackles vehicle emissions within its fleet.

The strategy commits to cutting fleet-wide tailpipe emissions by 10% by 30 June 2030 – a significant milestone in the state's journey to net zero emissions by 2050.

Delivered in collaboration with Queensland Government departments, the strategy expands the choice of low and zero-emission vehicles, including hybrids and plug-in hybrids, to support diverse operational needs and the safe delivery of essential services across the state. For the first time, all agencies will be accountable for their own fleet's emissions, supported by real-time data and progress tracking through the MyQFleet reporting portal.

The new Vehicle Emissions Reduction Strategy empowers agencies to make informed decisions about their vehicle mix, fleet optimisation and infrastructure planning – delivering flexibility, accountability and accelerating Queensland's shift to a more sustainable future.

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

Year	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Energy performance	83%	74%	75%	74%	72%	78%

- Delivering the Strata Resilience Program (SRP), with 30 grants awarded. By 30 June 2025 a total value of \$2.3 million has been delivered since inception.

The SRP is a \$60 million joint initiative by the Australian and Queensland governments and provides grants of up to \$150,000 for Bodies Corporate in high-risk cyclone-prone areas of Queensland.

The program helps implement resilience strategies such as roof upgrades, window protection, replacement of garage doors and external hollow core doors, installation of box gutter overflows and old-style louvres

- Assisting 1,512 households through the Resilient Homes Fund (RHF) with a total value of \$88.5 million as at 30 June 2025, to improve the flood resilience of their homes. Improvements include retrofitting or raising, demolishing and rebuilding or relocating the home.

The Australian and Queensland governments released the \$741 million RHF to help Queenslanders across 39 local government areas whose homes were impacted by the 2021–22 flood event

- Continuing to deliver the RHF, Industry and Community Education (ICE) program.

The ICE program engages stakeholders through resilience expos, conference exhibits, workshops, and roadshows to educate the community on flood resilience. The ICE program also engages industry and stakeholders more broadly on flood resilient building materials, design and construction.

Responding to Queensland's disasters

In 2024–25, we played a leading role in government efforts to aid communities affected by three separate disasters, by:

- Continuing to address the temporary accommodation needs of vulnerable Queenslanders as they recover from 2024–25 disaster season, including the provision of flexible and mobile housing solutions and amenities for residents in North Queensland.
- Providing temporary emergency accommodation to more than 690 people.
- Supporting response and recovery efforts, with over 545 departmental staff providing assistance.
- Utilising over 550 contractors to support repair efforts.

Significant weather events

North and Far North Queensland Tropical Low

- Received a total of 174 emergency housing assistance requests.
- Provided temporary emergency accommodation for more than 300 people.
- Supported response and recovery efforts, with 126 Housing staff providing assistance.
- Received requests from customers for QBuild to undertake Rapid Damage Assessments on 287 assets.
- A total of 87 QBuild field staff supported on the ground response and recovery efforts.
- Engaged 168 contractors to support repair efforts.

Tropical Cyclone Alfred

- Received a total of 447 emergency housing assistance requests.
- Provided temporary emergency accommodation for 278 people.
- Supported response and recovery efforts, with 129 Housing staff providing assistance.
- Received requests from customers for QBuild to undertake Rapid Damage Assessments on 1,001 assets.
- A total of 155 QBuild field staff supported on the ground response and recovery efforts.
- Engaged 352 contractors to support repair efforts.

Western Queensland surface trough and associated rainfall and flooding

- Received a total of 139 emergency housing assistance requests.
- Provided temporary emergency accommodation to 118 people.
- Supported response and recovery efforts, with 19 Housing staff providing assistance.
- Received requests from customers to undertake Rapid Damage Assessments on 43 assets.
- A total of 29 QBuild field staff supported on the ground response and recovery efforts.
- Engaged 34 contractors to support repair efforts.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Percentage of government-owned employee housing with an acceptable facility condition index rating	≥90%	98.7% ¹
Percentage reduction on vehicle emissions of the QFleet fleet year on year (commencing 2025–26 financial year) ²	10% reduction by 2030	N/A
Energy performance – percentage of occupied government office accommodation achieving a rating greater than or equal to 5 star under the National Australian Built Environmental Rating System	80%	78%
Percentage of spend on QBuild customer assets across local small, medium and First Nations businesses		
<ul style="list-style-type: none"> • The percentage of outsourced maintenance spend on QBuild's customers' facilities with Local Zone 1 suppliers (based on physical location of contractor's workplace) (SDS Measure) 	80%	80.5%
<ul style="list-style-type: none"> • The percentage of spend on QBuild's customers' facilities with small and medium enterprises (QPP Measure) 	30%	68%
<ul style="list-style-type: none"> • The percentage of spend on QBuild's customers' facilities with Indigenous Councils and/or businesses (QPP Measure) 	3%	9.6%

Notes:

1. The favourable variance between the 2024–25 Target and 2024–25 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 replacement of homes considered in poor condition. The variance between the published 2024–25 Estimated Actual (91%) and the 2024–25 Actual reflects initial assumptions that weather events would impact the delivery of the maintenance program, due to anticipated redeployment of resources to support disaster response and recovery efforts.
2. The QFleet Electric Vehicle Transition Strategy 2023–2026 target was to transition 100% of its eligible fleet passenger vehicles to zero emission vehicles by 2026, increasing the percentage of EVs in the fleet each year. As at March 2025, 65% transition rate was achieved. On 10 March 2025, this strategy was replaced by the *QFleet Vehicle Emissions Reduction Strategy 2025–2030* with a target to reduce the tailpipe emission of the entire QFleet fleet by 10% by 30 June 2030 – reducing the percentage of QFleet vehicle emissions each year. Reporting for the new strategy will commence in the 2025–26 financial year.

Looking forward

In 2025–26, we will:

- Progress the roll out the Building Reg Reno reforms, in consultation with industry, aimed at reducing red tape and increasing productivity, including improvements to strengthen the Queensland Home Warranty Scheme, support and modernise the Queensland Building and Construction Commission's processes, and provide certainty and stability regarding National Construction Code changes.
- Continue to facilitate the delivery of capital works projects on behalf of Queensland Government agencies such as the Glasshouse Theatre, Lockyer Valley
- Correctional Centre, the Kirwan Replacement Police Facility, the Woodford Youth Detention Centre and the Logan Reserve schools.
- Continue to invest in the delivery of fit-for-purpose, safe, and secure government employee housing, including renewing and upgrading current owned assets, as part of the government's commitment to attract and retain key frontline staff in remote locations such as police, health workers, and teachers in remote locations.
- Work directly with industry to maximise local supplier participation for small and medium business statewide.
- Ensure a safe work environment for our customers, contractors and the community.
- Continue to improve the coordination of government building construction projects and maintenance programs to improve value for money.
- Promote methodologies in government building construction projects and maintenance programs that improve cost control, encourage innovation and improve productivity.
- Deliver Modern Methods of Construction through QBuild's Rapid Accommodation and Apprenticeship Centres, in partnership with industry, to provide an alternative delivery method to assist with the fast-track delivery of much needed homes for vulnerable Queenslanders and essential government workers.
- Commence annual reporting on the *QFleet Vehicle Emissions Reduction Strategy 2025–2030* to achieve an overall reduction of QFleet leased vehicle tail-pipe emissions year-on-year.
- Deliver a light replacement program to protect and enhance Maleny's dark sky status with energy efficient, environmental, people, and star friendly, LED options.

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 achievements

Our Strategic Workforce Plan

The *Strategic Workforce Plan* is a mechanism in which many of this objective's strategies are delivered. The *Strategic Workforce Plan* has three objectives:

- our workplace
- our workforce
- our work.

The plan assesses the potential strategic risks and opportunities from the external environment and internal workforce factors that could impact our capacity to deliver future objectives. It outlines actions to ensure our workplace, workforce, and the nature of our work are prepared to meet upcoming challenges, including new technologies, demographic changes, and the evolving expectations of both citizens and our workforce.

The plan aligns with the priorities of *Our People Strategy* and connects many of the department's strategies and plans, fostering a uniform approach across all levels.

Our workplace

Through this *Strategic Workforce Plan* objective, we harness collaboration, innovation, leadership and diversity to drive engagement and outcomes. Our workplaces are supportive, flexible and psychologically safe.

Developing leaders at all levels

We are committed to building leadership capabilities at all levels by fostering high performing culture driven by innovation, strong leadership and collaboration. Our employees have access to a range of leadership development opportunities and resources designed to support their career growth.

These programs align with the Queensland public sector *Leadership competencies for Queensland*. In 2024–25, these included:

- Taking the Lead – this five-day leadership development program for middle managers

takes a coaching-based approach to learning, with all components embedded within the real-life experiences of participants.

- Learning to Lead – this 4.5-day program is designed to build critical leadership and day-to-day management skills in both current and emerging managers and supervisors.
- Leader Support Series – this online coaching program is designed to act as a supportive and collaborative space you can step into and work with a cohort of peers from across the department on the leadership challenges participants face in their environment.

Recognising our employees

We recognise the strong link between employee recognition, employee engagement and job satisfaction. We are committed to recognising and rewarding employees both informally, through sharing of internal staff stories, development opportunities, thank you notes, public acknowledgement and peer-to-peer, and formally through programs including:

- Long service awards that recognise the long-term valuable contribution by employees to the Queensland Public Sector. The department recognises employees who have completed in total 15, 25, 40 or 50 years of continuous service.
- QBuild Excellence Awards recognised the achievements of QBuild staff, teams and projects over the previous 12 months.

Employee safety, health and wellbeing

We are committed to a healthy and safe place of work and wellbeing of all employees, recognising that this is essential to them performing at their best and integral to achieving our strategic and operational objectives. This commitment drives us to:

- provide a healthy and safe work environment
- promote a respectful, healthy, safe, and inclusive workplace culture

- manage risks to health and safety to the extent that is reasonable and practical
- ensure we meet our legislative obligations under the *Work Health and Safety Act 2011*.

Key achievements during 2024–25 include:

- Upgrading the department's online work health and safety (WHS) management system to Integrum, the whole-of-government 'core and common' solution. Benefits of the new system, include:
 - a central repository for the effective management of WHS incidents, hazards and risks
 - improved user experience
 - enhanced WHS reporting and risk assurance capability.
- Delivery of six Mentally Healthy Workplaces workshops to targeted cohorts of supervisors and managers. These workshops were done in collaboration with the Office of Industrial Relations and were designed to uplift WHS knowledge and capability and support our leaders to effectively manage psychosocial hazards.
- Delivery of the department's employee support programs, including the Early Intervention Centre (EIC). The EIC program assists managers and supervisors to manage difficult or complex medical and people issues at work.
- Improving the health profile of the workforce through delivery of our skin cancer screening program. More than 1,500 of our people across the state participated in the 2024–25 program, with approximately 18% receiving referral for treatment for further examination.

Our workforce

Through this *Strategic Workforce Plan* objective, we ensure our workforce is responsive, diverse, compassionate and flexible. Our workforce works in partnership to achieve better outcomes. It is culturally capable and creates respectful workplaces.

Strategic workforce planning building future-ready workforce capabilities

To build our workforce capabilities to meet the evolving needs of customers and respond to a complex operating environment, we are actively driving workforce strategies through the integration

of strategic workforce planning with organisational planning. This ensures a future-ready and effective workforce.

The *Strategic Workforce Plan*, informed by thorough research and internal departmental consultation, workforce data analysis, *Working for Queensland* survey results, input from the People and Culture Committee, and future of work considerations, addresses current and future workforce priorities.

The aim is to achieve strategic workforce outcomes across workplaces, the workforce, and work processes, aligning with the department's Strategic Plan and endorsed by the Executive Leadership Team (ELT) and the Director-General.

A key element of this integrated approach is to attract, develop, and enable our people, focusing on building the future capabilities needed for a high performing culture.

We are committed to providing all employees with access to a comprehensive suite of learning and development opportunities including technical and business-specific skills essential for current roles and opportunities for career progression.

Professional development is facilitated through various methods including online and in-person training. Employees are supported in gaining experience through transfers at level, higher duties and secondments.

To further enhance strategic workforce planning effectiveness, the department collaborates with other agencies through a sector strategic workforce planning leadership group. Ultimately, these integrated efforts in strategic workforce planning and people development aim to create robust and adaptable workforce strategies capable of effectively addressing future challenges.

In 2024–25, we:

- Established a strategic workforce planning community of practice to facilitate collaboration, knowledge sharing and strategic alignment across divisions.
- Collaborated across divisions to conduct a comprehensive internal and external environmental scan, identifying strategic workforce risks, challenges, opportunities, and strengths at organisational and divisional levels. The insights will shape future workforce planning strategies, inform annual updates to our strategic workforce plan and ensure our people are empowered to deliver solutions and continuously improve in an evolving environment.

Industrial and employee relations

As at 30 June 2025, there are three certified agreements covering departmental employees:

- *QBuild Field Staff Certified Agreement 2022 (FSA11)* – covering QBuild field staff
- *QFleet Certified Agreement 2022* – covering employees of QFleet
- *State Government Entities' Certified Agreement 2023 (Core Agreement)* – covering the remainder of the department's industrial instrument employees.

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

We actively encourage our employees to join a union by acknowledging the contributions of union delegates and job representatives, including during the agreement-making process. We also reaffirm our commitment to joint unions and employer consultative committees at all levels and actively consult with unions about organisational changes, restructures, and other significant employee welfare matters.

Dedicated to encouraging meaningful discussion, consultative committees serve as the primary forums between the department and the relevant union/s. They address issues relating to the applicable certified agreements and broader matters impacting on the department's workforce. The department manages a network of consultative committees, including an Agency Consultative Committee supported by local and regional consultative committee/s and a QBuild Field Staff Consultative Committee.

We ensure employee stability by limiting organisational restructures and outsourcing, as well as maximising employment security for tenured public sector employees through the continued conversion of non-permanent employees to permanent positions, where feasible.

Cultural capability and equity

We are actively working to create a respectful and inclusive workforce that values diversity, cultural competence, kindness, equity, and inclusion through key initiatives: our *Equity and Diversity Plan*, the *Reframing the Relationship Plan*, and *Our People Strategy*. Progress is measured through our annual equity and diversity audit and *Working for Queensland* survey results, allowing us to analyse workforce diversity, understand diverse

experiences, track progress and identify areas for improvement.

Our dedication to inclusivity is shown through mandatory cultural capability and disability awareness training, empowering employees to better support staff, clients and communities. We actively support First Nations employees through mentoring programs and participation in the Queensland Government Career Pathways Service. Furthermore, we ensure reasonable workplace adjustments for employees with disabilities.

In 2024–25, we:

- Developed and released the *Diversity, Equity and Inclusion (DEI) Plan (2024–27)* using evidence-based and collaborative approaches to foster a workplace reflective of the communities we serve. Insights from the annual equity and diversity audit informed discussions with employees and leaders to address potential inequities and barriers to progress.
- Conducted the 2025 Equity and Diversity Audit and annual reporting to senior leaders.
- Amplified diverse voices by strengthening Employee Network Groups (ENGs). Activities included:
 - embedding biannual attendance of ENGs and DEI Champions at the People and Culture Governance Committee
 - collaborating with LGBTQIA+ and Disability and Accessibility ENGs to refine their vision and terms of reference
 - establishing a First Nations ENG to ensure First Nations perspectives guide DEI implementation.
- Enhanced DEI communications by:
 - strengthening engagement through values-based communications from leaders
 - highlighting the benefits of a diverse and inclusive workforce
 - developing a comprehensive DEI communication plan, incorporating significant dates, milestones, and increased involvement of ENGs and DEI Champions in advocacy and messaging.
- Celebrated significant DEI events such as NAIDOC Week, Multicultural Queensland Month, Brisbane Pride, Disability Action Week, IDAHOBIT, and Queensland Women's Week.

- Analysed workforce insights and identified areas for improvement through Working for Queensland survey results analysis by diversity group experience, sharing findings with ENGs and the People and Culture Committee to identify and address areas for improvement.
- Supported First Nations peoples career development through the Yarn and Grow mentoring program, pairing 18 participants with experienced mentors to build skills and share knowledge in a culturally safe environment.

Our work

This *Strategic Workforce Plan* objective ensures purposeful, outcomes-focused work that promotes a sense of fulfillment. The plan's complexity involves cross-boundary delivery and adoption of new ways of working to transform housing system deliverables.

Performance excellence

We are dedicated to fostering a high-performing culture underpinned by innovation, strong leadership and collaboration. Our positive performance management policy aims to create an environment where employees can work effectively, achieve success, find satisfaction in their roles and enhance their expertise.

Our people and culture initiatives are designed to support performance excellence by maximising employee potential by ensuring the right people with the right skills are in the right place at the right time.

Our achievement and development planning process includes formal performance and conduct conversations between managers and employees, regular and ongoing conversations about work expectations, career aspirations, professional development and performance feedback.

Ethical practices and the Code of Conduct

We are committed to high standards of professional conduct and ethical practices in everything we do, with unwavering integrity and a strong sense of accountability.

When performing official duties, our employees are required to demonstrate high ethical standards and values in accordance with the *Public Sector Ethics Act 1994* and the *Code of Conduct for the Queensland Public Service*.

To support this, we have a comprehensive and robust Integrity Framework (framework). The framework outlines how the department's structures, systems, practices, and people work together to foster an ethical culture, ensure transparency, and maintain accountability in the delivery of services.

As part of the 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.

PSET is provided to new employees as part of their induction, with a mandatory annual refresher for all staff. This ensures our employees are aware of their ethical obligations as Queensland public sector employees under the *Public Sector Ethics Act 1994*.

Our policies and procedures are aligned with the Code of Conduct for the Queensland Public Service, the 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 2024–25, we introduced a variety of initiatives aimed at promoting prevention, awareness, and education around ethical behaviour, with a strong focus on integrity and ethical decision-making.

For example, during 2024–25, we:

- introduced new mandatory online courses relating to corrupt conduct prevention, procurement practices and the management of conflicts of interest
- reviewed its integrity related policies and procedures, including those relating to workplace behaviour, corrupt conduct and conflicts of interest
- provided face-to-face training on the prevention of corrupt conduct and fraud
- actively participated in anti-fraud and corruption initiatives.

Embedding a culture of human rights

We are committed to respecting, protecting and promoting human rights in its decision-making processes and actions.

In 2024–25, we continued to embed the *Human Rights Act 2019* and build a culture where human rights are central to the department's decision-making. This included:

- demonstrating our commitment to human rights in its *Strategic Plan 2024–28*
- requiring new staff 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 materials for managers and team leaders

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

We also have a Human Rights Continuous Improvement Network, which promotes a human rights culture and shares information on human rights developments.

Charter of Victims' Rights complaints

We are committed to upholding the rights of victims as outlined 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 have ensured victims are treated with dignity, respect and compassion in all their interactions with departmental services.

In 2024–25, we did not receive any complaints under the Charter.

Human rights complaints

Table 9: Human rights complaints overview – 1 July 2024 to 30 June 2025

Number of complaints received	
Number of complaints that were made by customers and dealt with under the department's <i>Customer Complaint Management Policy and Procedure</i>	113
Number of complaints that were made and dealt with under other departmental policies, such as the <i>Corrupt Conduct Prevention Policy</i> and the <i>Public Interest Disclosure Policy</i>	27
Number of complaints that were made by the department's employees	36
Outcome of complaints	
Complaints resulted in no further action	64
Complaints resulted in further action	66
Complaints open at the time of reporting	46
How the complaints were identified	
By the department	155
By complainants	21

Information technology

In 2024–25, we focused on enhancing our digital capabilities to deliver more accessible, secure, and efficient services for Queenslanders. By streamlining systems, leveraging technology and data analytics, and improving operational efficiency, we aimed to modernise service delivery and safeguard information. In 2024–25, we:

Strengthened security

- Aligned with the *Queensland Government Information Security Policy* (IS18:2018) to safeguard sensitive information.
- Conducted regular security audits and risk assessments to address emerging threats.
- Enhanced risk management systems, with a focus on third-party risk management.
- Improved security awareness training through assessments and social engineering awareness initiatives.

Increased regional connectivity

- Deployed fixed kits providing Starlink connectivity at 16 regional, remote, and discrete community sites.
- Installed 15 vehicle Starlink kits and deployed six portable mini kits, improving connectivity for staff in remote areas.

Enhanced service design

- Advanced the Service Modernisation Program (SMP) to improve interactions with housing customers across in-person, phone, and online channels.

- Applied human-centred design to transition services to digital platforms, redesigning five services with implementation planning underway.
- Launched the Rental Security Subsidy (RSS) online form on 16 September 2024, receiving 2,805 applications as at 30 June 2025
- Introduced the Accommodation Package Rental Grant application form via the MyQLD portal on 6 December 2024, integrating MyGovID security measures and receiving 96 applications as at 30 June 2025.
- Developed an integration layer through the RSS redesign project to automate data transfer between Forms.io, Content Manager, and Client Management Systems, reducing manual handling.

Digital and ICT governance

Supported the department's governance of digital and information and communication technology (ICT) investment and direction-setting by:

- Managing digital and ICT guardrails for the department (ICT and information management policies and standards, advice, enterprise strategy and architecture).
- Maintaining the Digital Projects Dashboard – providing advice on investment decisions, emerging technology, future vision and innovation.
- Supporting digital/ICT risk and business continuity management.

Connecting remote communities

In Queensland's most remote regions, unreliable internet and mobile connectivity is a significant challenge when it comes to accessing essential housing services. It can cause delays in lodging maintenance requests, applying for assistance, or accessing support programs offered by the department. Thanks to the department's Corporate Services division, and its Service Modernisation Program (SMP), connectivity has improved significantly through the deployment and use of Starlink satellite technology.

The rollout, which includes portable, vehicle and fixed satellite kits, provides high-speed internet where mobile reception is limited or non-existent.

The Healthy Homes team in the department's Policy, Performance and First Nations division is using Starlink Mini kits in the field, enabling real-time access to housing platforms, communication tools and digital services in the remote community of Yarrabah, North Queensland. This is helping the team provide better, faster services and improve operational efficiency. The SMP continues to help the department bridge the digital divide and ensure housing support can be delivered throughout the state.

- Strengthened the department's digital capabilities by adopting artificial intelligence (AI) tools, such as QChat.
- Aligned with national and whole-of-Queensland Government frameworks for responsible AI use, ensuring ethical, transparent, and secure implementation of AI technologies.

Adopted a mobile-first strategy

- Implemented a mobile-first device replacement strategy, enabling service delivery teams to benefit from greater flexibility, agility, and improved support for remote and hybrid work environments.

Information systems and record keeping

We remain committed to modernising and leveraging technology to enhance recordkeeping practices, ensuring compliance, security, and efficiency. In 2024–25, we:

- Completed an in-place records management pilot to explore innovative approaches to managing records within their original systems, reducing duplication and improving efficiency.
- Initiated a records maturity uplift project following the pilot's success, enhancing the department's overall recordkeeping capabilities to ensure compliance, accessibility, and alignment with best practices.
- Continued to adopt electronic business processes and facilitate the exchange of electronic records, reducing paper reliance and leveraging digital functionalities offered by our platforms.
- Launched secure online forms (e.g., Rental Security Subsidy and Accommodation Package Rental Grant) through the SMP, and automated data transfers via an integration layer, improving efficiency and accessibility. Where online forms were not feasible, we expanded the adoption of digital signature capabilities to streamline approval processes.
- Distributed recordkeeping and information security responsibilities across the department, supported by expert staff and guided by the Records Management Framework, which outlines policy, operational, and governance arrangements.
- Actively moved from paper-based to digital recordkeeping by adopting electronic processes and leveraging digital platforms.
- Conducted regular audits and risk assessments to maintain the reliability and security of

recordkeeping systems, with no serious breaches reported in 2024–25.

- Ensured public records were managed by skilled staff and retained in accordance with approved retention and disposal schedules and relevant legislation.

Information security attestation

The attestation process is underway and will be finalised by 30 September 2025.

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.

Contemporary project management

The Major Projects Centre of Excellence (CoE) plays a vital role in supporting the department's commitment to modern and efficient project management.

By developing and maintaining resources aligned with the Project Management Body of Knowledge (PMBok), the CoE standardises project delivery methodologies across the department. Its comprehensive online platform provides tools such as governance models, variation management protocols, and performance-tracked frameworks, ensuring consistent and evidence-based practices for capital infrastructure projects.

Collaboration with staff and subject matter experts ensures that these practices remain adaptable to the department's evolving needs. This approach fosters a culture of continuous improvement, supporting effective project governance, variation management, and risk mitigation. The CoE's assurance frameworks, which include quantitative risk assessments and quality control metrics, provide strong oversight to minimise risks and optimise outcomes.

QBuild is embedding contemporary project management by working with Major Projects to continuously improve and enhance the tools and templates available on the CoE site for Public Works. QBuild will promote CoE best practice through a new statewide Housing and Public Works Project Management Community of Practice and has completed capability assessments across QBuild to ensure learning and development opportunities are tailored to identified skills gaps and priorities.

Our strategic plan success measures

Strategic performance indicator	Target	Actual
Working for Queensland survey results (percentage positive) ¹		
• Workgroup respect and psychological safety (WfQ) ^{1,2}	—	83%
• Keeping you well: Leadership ^{1, 2}	—	71%
• Continuous improvement ^{1, 2}	—	66%
• First Nations responses: My colleagues actively embed the perspectives of Aboriginal and Torres Strait Islander peoples in their work ²	—	52%
Equity and diversity data (percentage of workforce)		
• First Nations peoples	4%	4.05%
• Women in leadership ³	50%	52.34%
• People who speak a language other than English at home	12%	6.26%
• People with disability	12%	5.96%

Notes:

1. Data excludes the former Department of Housing, Local Government, Planning and Public Works divisions of Planning and Local Government and the department's incoming work units of Procurement, Office for Youth and Office of the Night-Life Economy Commissioner.
2. A target has not been set for this measure for 2025 due to MoG changes preventing an accurate departmental baseline.
3. Women in leadership are defined as those in classified roles (SO, SES, CEO) or on S122 or S155 contracts. This data does not include salary equivalency.

Looking forward

In 2025–26, we will:

- Progress housing service centre design, security and maintenance modernisation to better support service delivery for Queenslanders in need of housing and homelessness support.
- Implement strategies and initiatives outlined in our *Strategic Workforce Plan*, *Our People Strategy*, and *Diversity, Equity, and Inclusion Plan*, to build workforce capabilities that meet the evolving needs of our customers and navigate a complex operating environment. By leveraging workforce insights and lived experiences, we will continue to foster a respectful and inclusive workplace that values diversity, cultural competence, kindness, equity, and inclusion.
- Advance service delivery modernisation through key initiatives, including the adoption of integrated digital platforms and contemporary telephony solutions. These initiatives will enhance the department's ability to deliver seamless, reliable, and customer-focused services while equipping staff with the tools and insights needed to navigate a complex and evolving operating environment.
- Develop and implement the *Workplace Health, Safety and Wellbeing (WHSW) Strategy and Action Plan* to consolidate WHSW initiatives and enable the department to proactively identify and manage current and emerging WHSW risks, ensuring physical and psychological health, safety and wellbeing of our people. Through this we will establish clear vision and direction to prioritise and embed WHSW risk management into everything we do, as well as increase awareness, capability, consultation and collaboration.
- Modernise our intranet to foster collaboration and alignment across the department and support a connected workforce.
- Advance our information technology security.

Workforce profile

Strategic workforce profile – 30 June 2025

Total staffing by headcount and full-time equivalent

	Headcount ²	FTE ³
Total full-time equivalent (FTE) for the Department of Housing and Public Works ⁴	4,346	4,198.90

Employment status

Appointment type by FTE	Number (FTE)	Percentage of total workforce (calculated on FTE)
Permanent ⁵	3,649.03	86.90%
Temporary ⁶	493.19	11.75%
Casual ⁷	1.43	0.03%
Contract ⁸	55.25	1.32%

Employment status by headcount	Number (headcount)	Percentage of total workforce (calculated on headcount)
Full-time	4,020	92.50%
Part-time ⁹	323	7.43%
Casual	3	0.07%

² A count of people who were employed and paid at the time of the snapshot.

³ The ratio of an individual's working hours to the relevant award full-time standard hours for the work being performed.

⁴ Data sourced from the Minimum Obligatory Human Resource Information (MOHRI) system for fortnight ending 30 June 2025.

⁵ An employee who is employed on a continuing basis to perform ongoing functions.

⁶ 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.

⁷ 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.

⁸ 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.

⁹ An employee who works less than full-time hours and performs those duties on a regular basis.

Occupation type

Occupation types by FTE	Number (FTE)	Percentage of total workforce (calculated on FTE)
Frontline (including key frontline roles) and frontline support roles ¹⁰	3,119.31	74.29%
Corporate roles ¹¹	1,079.59	25.71%

Target group data

Gender

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	2,184	50.25%
Man	2,115	48.67%
Other ¹²	47	1.08%

Diversity target group data

Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	2,184	50.25%
Aboriginal peoples and Torres Strait Islander Peoples	176	4.05%
People with disability	259	5.96%
Culturally and linguistically diverse – born overseas	406	9.34%
Culturally and Linguistically Diverse – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	272	6.26%

¹⁰ 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.

¹¹ Corporate roles provide organisation-wide support to the sector so that it can deliver the Queensland Government's objectives for the community.

¹² An umbrella term describing gender identities that are not exclusively man or woman.

Target group data for women in leadership roles

Women in leadership roles¹³	Number (headcount)	Women as a percentage of total leadership cohort (calculated on headcount)
Senior officers (Classified, s122 and s155 combined)	97	53.01%
Senior executive service and chief executives (Classified, s122 and s155 combined)	37	50.68%

Early retirement, redundancy and retrenchment

No redundancy packages were paid during the period.

¹³ Women in leadership are defined as those in classified roles or on s122 or s155 contracts. This data does not include salary equivalency.

Services overview (including performance information)

The service areas for the Department of Housing and Public Works, as listed in the 2024–25 SDS, 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 2024–25 Service Delivery Statements for more information:

<https://www.treasury.qld.gov.au/resource/state-budget-2025–26/>

Housing, homelessness and youth services¹

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 two service types:

- Housing
- Homelessness

Housing and Homelessness Services	2024–25 Target/Est	2024–25 Actual
Service: Housing		
Effectiveness measures		
Level of overall client satisfaction		
Public housing This service standard is measured biennially, with the next survey to be undertaken in 2025–26. Client satisfaction data is sourced from the Australian Institute of Health and Welfare, National Social Housing Survey and published in the Report on Government Services.
Community housing This service standard is measured biennially, with the next survey to be undertaken in 2025–26. Client satisfaction data is sourced from the Australian Institute of Health and Welfare, National Social Housing Survey and published in the Report on Government Services.
Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need	95%	100%
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 2024–25 Target/Estimate and the 2024–25 Actual is due the tightening of private market conditions statewide (including in regional and rural Queensland), seeing more people seeking housing assistance who would not normally seek assistance from government, contributing to individuals and families facing housing stress. The combination of reduced tenancy turnover and few new allocations has contributed to an increase in the average wait time for allocation to government owned and managed social rental housing.	12	22.8
Percentage of department-owned social rental housing dwellings in acceptable condition	95%	98%
Proportion of total new households assisted to access rental accommodation who moved into the private rental market	86%	87.4%
Percentage of under-occupied government-owned and managed social rental housing	15%	14.6%
Proportion of government-owned social rental housing stock matched to greatest demand	54%	56.93%

Efficiency measures

Average tenancy and property management administration cost per households assisted with social rental housing	\$1,558	\$1,582
The increase between the 2024–25 Target/Estimate and 2024–25 actual is primarily due to enterprise bargaining increases.		

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	60%	62.4%
Results for this annual measure are sourced from the Report on Government Services, last published in January 2025, and reflect the latest available data from the 2023–24 period.		

Percentage of clients at risk of homelessness who avoided homelessness after receiving support	80%	83.1%
Results for this annual measure are sourced from the Report on Government Services, last published in January 2025, and reflect the latest available data from the 2023–24 period.		

Efficiency measure

Recurrent cost per client accessing homelessness services		
The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due to increased costs of service delivery, and increased lengths of support for clients, including higher levels of funding to specialist homelessness services (SHS) for the purchase of short-term accommodation due to a high demand for temporary accommodation from households in Queensland.	\$4,886	\$6,433

Service: Youth²

Effectiveness measures

Percentage of participants who identify as having improved leadership capabilities as a result of attending a youth leadership program		
The variance between the published 2024–25 Estimated Actual (99%) and the 2024–25 Actual reflects the subjective, participant-led nature of the measure. While program improvements implemented from 2023–24 have enhanced outcomes for some cohorts, individual perceptions of leadership growth can vary year-to-year, independent of program changes.	90%	99%

Discontinued

Proportion of newly constructed social housing dwellings supported by the Queensland Government meeting the Livable Housing Design guidelines gold or platinum standards	50%	52%
This service standard is being discontinued and will be re-introduced for 2025–26 due to a change in the calculation methodology resulting in past performance no longer being comparable.		

Note:

1. The service area name has been amended to reflect machinery-of-government changes, effective from 1 November 2024, with the transfer of youth services to the Department of Housing and Public Works. It was previously named 'Housing and Homelessness Services' in the 2024–25 *Service Delivery Statements* (SDS).
2. Youth services was transferred to the Department of Housing and Public Works due to machinery-of-government changes, effective 1 November 2024. This service standard was previously presented under the 'Community Services' service area in the former Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts 2024–25 SDS.

Building and government accommodation services

Objective: Deliver professional management of government infrastructure projects, that maximises opportunities for local businesses, as well as fit-for-purpose, well utilised and sustainable government office accommodation and employee housing

Building and government accommodation services	2024–25 Target/Est	2024–25 Actual
Effectiveness measures		
Return on investment:		
Commercial properties included in the office portfolio	≥6%	5.2%
The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is slightly below target due to rising operating costs not being offset by increased rent revenue.		
Vacancy rate:		
Office portfolio	≤3.5%	0.7%
The positive variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due to minimising vacancies through centralised lease management and relocating agencies from expiring leases into vacancies, where possible.		
Government employee housing	≤4%	0.7%
The positive variance between the 2024–25 Target/Estimate and the 2024–25 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.		
Percentage of government-owned employee housing with an acceptable facility condition index rating	≥90%	98.7%
The favourable variance between the 2024–25 Target and 2024–25 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 replacement of homes considered in poor condition.		
The variance between the published 2024–25 Estimated Actual (91%) and the 2024–25 Actual reflects initial assumptions that weather events would impact the delivery of the maintenance program, due to anticipated redeployment of resources to support disaster response and recovery efforts.		
Energy performance - percentage of occupied government office accommodation achieving a rating greater than or equal to 5-star under the National Australian Built Environmental Rating System	80%	78%
Work point density:		
Average	13.5m ² per person	13.32m ² per person
New fit out	12m ² per person	11.8m ² per person
The positive variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due to achieving better space efficiencies with new and refurbished fitouts.		
The variance between the published 2024–25 Estimated Actual (10.6m ²) and the 2024–25 Actual is due to the inclusion of several non-standard office fitouts with a higher work point density.		

Percentage of sub-contracts awarded to local companies

75%

91%

The positive variance between the 2024–25 Target/Estimate and the 2024–25 Actual demonstrates the effectiveness of efforts to maximise opportunities for local businesses. -

Efficiency measures

New and refurbished office fit out - cost per square metre

≤ \$1,530m²\$1,603m²

The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due to the increase of general construction costs and the inclusion of several non-standard office fitouts with a higher cost per square metre.

Discontinued

Return on investment:

Government employee housing

≥1.5%

1.2%

This service standard is being discontinued as the government employee housing portfolio is not intended to generate profit (surplus). Rather, any surplus funding is reinvested into the portfolio to support the delivery of essential services in regional and remote communities. Consequently, the return on investment remains minimal.

Procurement policy and enabling services¹

Objective: Drive nation-leading government procurement that provides maximum value for Queenslanders. Lead whole-of-government procurement practices that leverage government's buying power to prioritise Queensland businesses and jobs and ethical supply chains.

Procurement	2024–25 Target/Est	2024–25 Actual
Effectiveness measures		
Overall client satisfaction regarding provision of engagement activities in the policy development and implementation process	>90%	91.4%
Operating cost per \$1,000 of managed spend on general goods and services	<\$2	\$0.85

Note:

1. Due to machinery-of-government changes, effective from 1 November 2024, this Service Area has transferred to the Department of Housing and Public Works. It was previously presented in the former Department of Energy and Climate 2024–25 *Service Delivery Statements*.

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	2024–25 Target/Est	2024–25 Actual
Effectiveness measures		
Overall customer satisfaction	--	--
A 2024–25 Target/Estimate and 2024–25 Target Actual has not been presented as this is a biennial service standard that measures overall customer satisfaction of QBuild services delivered. The next customer satisfaction survey will be conducted in 2025–26.		
Percentage of outsourced maintenance spend on QBuild's customers' facilities with Local Zone 1 suppliers (based on physical location of contractor's workplace)	80%	80.5%
Efficiency measures		
Total current assets over total current liabilities	1.66:1	1.66:1
Gross profit as a percentage of revenue generated from work delivered on behalf of QBuild customers	6.7%	9.0%
The variance between 2024–25 Target/Estimate and 2024–25 Actual mainly reflects an increase in the products and services delivered and the related gross profits achieved.		
Net profit before tax and dividends as a percentage of sales	0.6%	3.4%
The variance between 2024–25 Target/Estimate and 2024–25 Actual mainly reflects the increase in products and services delivered and business system project costs.		
Discontinued		
Percentage of successful QBuild apprentice completions	60%	68%
The 2024–25 calculation method is based on actual data rather than predictive or accumulative data and defines the timing (annually) of the measure more accurately.		
The favourable variance between the 2024–25 Target/Estimate and the 2024–25 Actual is due to higher than industry completion rates.		
This service standard is being discontinued and replaced in 2025–26 with a new measure "Percentage of successful QBuild apprentice completions within the financial year". This provides a more concise measure in line with National Centre for Vocational Research calculations.		

QFleet¹

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	2024–25 Target/Est	2024–25 Actual
Effectiveness measures		
Percentage of QFleet vehicles with 5-star ANCAP safety rating	90%	93%
Fleet vehicle utilisation compared to agreed leased parameters	90%	75%
The variance between 2024–25 Target/Estimate and the 2024–25 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 and flexible work arrangements.		
Efficiency measures		
Total current assets over total current liabilities	0.83:1	0.91:1
This measure reflects the ability to meet short-term debt obligations, based on estimates of business operating assets and liabilities at a point in time by comparing the level of current assets to current liabilities. The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is mainly due to movements in cash, receivables, inventory and payables relating to vehicle purchases, taxation and dividends due to a higher operating surplus offset by repayment of short-term borrowings.		
Financial return as a percentage of total net assets	4.2%	14.9%
The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is mainly due to a higher operating surplus due to increased sales proceeds and higher lease revenue.		
Total net debt as a percentage of total capital	72.3%	69.0%
The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is mainly due to a higher operating surplus after tax and dividend resulting in higher equity.		

Note:

- Due to machinery-of-government changes, effective from 1 November 2024, this centralised business unit has transferred to the Department of Housing and Public Works. It was previously presented in the former Department of Energy and Climate 2024–25 *Service Delivery Statements*.

Our governance

Our governance framework drives our department's performance and enables oversight of accountabilities by drawing together the following:

- leadership and structure
- ethical behaviour
- responsive service delivery
- performance management
- risk management
- resource management.

Central to our framework are the ethics principles that are fundamental to good public administration and described in the *Public Sector Ethics Act 1994*.

Our framework supports the Director-General, as the accountable officer, to meet the requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Public Sector Ethics Act 1994* and other legislative and accountability requirements.

Executive Leadership Team

The ELT comprises of our Director-General and Deputy Directors-General. Under the department's governance committee structure, the ELT ensures the department is operating effectively to achieve our legislative requirements and accountabilities. The ELT sets the tone from the top for leadership and 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, Queensland Government Procurement
- Deputy Director-General, Public Works
- Deputy Director-General, Corporate Services.

Our governance

Our Executive Leadership Team as at 30 June 2025

Mark Cridland

Chair: Director-General

Bachelor of Commerce

Mark Cridland joined the Department of Housing as the Director-General in May 2023 and continues in this role for the Department of Housing and Public Works. He 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 creating positive influence and outcomes for all 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 an experienced senior executive and public policy advisor with more than 20 years' experience working in and for governments across multiple jurisdictions.

Sarah leads the Social and Affordable Housing Growth division of the department, which includes

the delivery of 53,500 social and community homes by 2044.

Sarah was formerly the Head of Commercial in Queensland Treasury and was responsible for overseeing Treasury's role in significant commercial and strategic transactions, including partnering with the private sector and advising on the state's infrastructure investment to support the future needs of Queenslanders.

Sarah's prior experience 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: A/Deputy Director-General, Housing and Homelessness Services

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

Matthew has over 30 years' experience in the Queensland Public Service, working in corporate services, shared services and service delivery roles.

Matthew's prior experience includes his role as the Deputy Director-General, Corporate Services, Department of Housing and Public Works with responsibility for all corporate functions of the department, including finance, human resources, legal, integrity services, information technology, internal audit, communications and governance.

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

Matthew has held senior leadership roles as:

- 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
- General Manager at Smart Service Queensland
- Executive Director, Finance Services at Queensland Shared Services.

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 joined the department in February 2024 and has over 23 years of frontline and public policy experience. Danielle leads the Policy, Performance and First Nations division, ensuring a strategic approach to policy, intergovernmental relations, performance, reporting and legislation.

The division regulates services for more than 850 service providers across residential services, residential parks (manufactured homes), retirement villages and community housing providers. In addition, the Policy, Performance and First Nations division delivers housing and service delivery focused on improving housing outcomes for First Nations peoples and communities.

Danielle has held a range of executive leadership roles in the Queensland Government, including Deputy Director-General, Lands and Registrar of Titles in the Department of Resources; Executive Director, Economic Policy in the Department of the Premier and Cabinet; and Assistant Director-General and Executive Director, State Schools Operations in the Department of Education.

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 brings 26 years' experience as a public sector leader, with a focus on developing strong and productive relationships with stakeholders, peers, industry and partners. Throughout his time with the Queensland Public Service, Andrew has actively sought roles in organisations that help government give back to the community and make Queensland a stronger and better state for Queenslanders.

Andrew leads the Queensland Government Procurement division, which includes QFleet, the Queensland Government's fleet manager.

Most recently, Andrew held the post of Executive Director Procurement and Facilities, and Chief Procurement Officer for the Queensland Department of Education with responsibility for purchasing and procurement as well as corporate

fleet, facilities and office accommodation, and the utilities/sustainability team.

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

Andrew is an active participant and advocate for procurement reform and has a passion for ensuring the profession is recognised as a critical enabler of service delivery and positive outcomes for Queenslanders.

Graham Atkins

Member: Deputy Director-General, Public Works

Graham has vast experience in the building and construction industry, spanning several decades. Graham has contributed to the ELT in his role as Deputy Director-General since joining the department in July 2011.

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

With offices across Queensland, including regional and remote communities, he has been strongly focused on developing an agile, flexible workforce while driving a 'customers first' culture.

In addition, Graham has worked collaboratively with industry stakeholders to deliver on key legislative reforms for the building industry.

Graham has held senior executive positions within other government departments, including Deputy Director-General of the Department of Education and Training, where he was responsible for infrastructure planning and delivery.

Tanya Brady

Member: A/Deputy Director-General, Corporate Services

Bachelor of Business (Accounting)

Tanya has over 25 years' experience in the Queensland Public Sector, leading and cultivating high-performing teams within complex and dynamic government environments. Tanya is responsible for all corporate functions of the department, including finance, human resources, legal, integrity services, digital and information technology, internal audit, communications and governance.

Tanya, a strong advocate for innovation, is driven to deliver corporate strategies that optimise organisational outcomes and empower its people.

Tanya previously served as Chief Finance Officer for both the Department of Housing and the Department of Resources, where she demonstrated expertise in financial strategy and innovation. These skills have been instrumental in supporting the departments' corporate services function.

Governance committees

Our two-tiered governance committee structure helps the Director-General manage the department's operations by providing advice and direction appropriate to the nature, range and scope of our activities.

Three Tier 1 governance committees support the strategic and operational administration of the department. Five sub-committees, referred to as Tier 2 committees, are established to oversee specific operations or services of the department and report to a Tier 1 committee.

Tier 1 committees

Executive Leadership Team Governance Committee

The monthly ELT Governance Committee is the department's principal governing body, responsible for the direction of the department, leadership and 'tone from the top', all aspects of performance, effective use of resources, promoting vision and values and advising and supporting the Director-General as the Accountable Officer. Membership comprises the ELT plus standing invitees.

Housing Capital Investment Committee

The monthly Housing Capital Investment Committee oversees the strategy and prioritisation of the state's social and affordable housing capital investment program, including direct state delivery and investments in partnerships with community housing providers, local government and the private sector. This includes considering opportunities to accelerate and maximise delivery and address barriers. It monitors delivery and budget to ensure planned outcomes are achieved in-line with the government's commitments and targets. Membership comprises the ELT plus standing invitees.

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 function of the ARC is to ensure processes are in place to provide reasonable assurance to the Director-General that the department's core business goals and objectives are achieved in an efficient and economical manner, within an appropriate framework of governance, internal control and risk management.

During 2024–25, the ARC:

- Reviewed and recommended the approval of the department's financial statements.
- Considered the external audit plan and fees.
- Endorsed the updates to the ARC Charter.
- Considered and endorsed *Internal Audit's Strategic and 15-month Audit Plan (2024–25)* and monitored progress against the plan.
- Considered findings and recommendations from the Queensland Audit Office and Internal Audit, and based on Internal Audit's follow-up procedures, approved the closure of recommendations.
- Considered the ability of the department's risk management framework to manage and mitigate significant risks, including risks in certain key projects.
- Endorsed the adequacy of governance and processes relating to the information security annual return.
- Briefed the Director-General on relevant matters, opinions, decisions and recommendations made by the committee.

The ARC met on five occasions during the year. The membership composition and fees follow:

Name	Role	Remuneration
Chris Johnson	External Chair	\$5,980
Sue Ryan	External member (membership ceased in March 2025)	\$3,600
Karen Prentis	External member	\$6,384
Kim Hughes	External member (membership commenced in March 2025)	\$2,880

Tier 2 committees

All tier 2 sub-committees report to the ELT Governance Committee.

Finance and Resource Sub-Committee

The Finance and Resource Sub-Committee, chaired by the Chief Finance Officer, oversees the department's financial management and performance. It advises on the effective alignment and deployment of departmental resources, planning and monitoring of the department's budget, budgetary implications of existing programs and new initiatives and the long-term financial sustainability of the agency. The ELT retains ultimate responsibility for overseeing the department's finances and investments.

People and Culture Committee

The People and Culture Committee, chaired by the Chief Human Resources Officer, provides strategic support to the Director-General and ELT to build a culture that reflects the department's values, integrity and commitments to ethical standards through effective human resource strategies and programs.

Safety and Wellbeing Sub-Committee

The Safety and Wellbeing Sub-Committee, chaired by the Assistant Director-General, QBuild, is responsible for ensuring effective workplace health and safety management across the department and advising and supporting the ELT.

Digital and Information Governance Group

The Digital and Information Governance Group, chaired by the Chief Digital Officer, is responsible for supporting the department to achieve its objectives for ICT, Information Management and Information Security.

First Nations Governance Group

The First Nations Governance Group (FNNG), chaired by the Deputy Director-General of Policy, Performance and First Nations, is responsible for oversight of the department's performance in delivering enhanced outcomes for First Nations peoples living in Queensland.

Risk management

Effective risk management supports the achievement of the department's objectives and helps improve service delivery, accountability and decision-making.

The department's risk management system aligns with *ISO 31000:2018* (Risk Management – Guidelines) and Queensland Treasury's *A Guide to Risk Management*. This ensures a consistent approach to risk based on recognised principles, clear assignment of responsibilities and accountabilities and appropriate executive oversight.

Our Enterprise risk management framework is structured to manage risks across the different levels of the department's structure and aims to integrate risk management with planning processes, performance monitoring and business continuity management.

During 2024–25, we:

- Revised the Risk Management Policy, Enterprise Risk Management Framework and Risk Matrix to ensure alignment across all business areas of the department following MoG changes in November 2024.
- Developed a balanced Risk appetite statement that provides overarching guidance on the department's approach to taking risks and

specific direction on acceptable risk levels across different risk categories. This statement reflects the department's readiness to embrace greater uncertainty in pursuit of opportunities, while empowering decision-makers and staff to take calculated risks. The department stipulates no risk appetite for fraud and corruption, workplace health and safety or deliberate misuse of systems for inappropriate or illegal purposes.

- Reviewed and realigned the strategic risks of the former Department of Housing, Local Government, Planning and Public Works to the new vision, purpose and strategic objectives of the Department of Housing and Public Works. This process identified five strategic risks. A new strategic risk management model was also designed to ensure a uniform approach to developing and managing strategic risks. The model clearly outlines the roles and responsibilities of assigned strategic risk custodians and governance committees.
- Reported regularly to the ELT and the ARC to support informed decision-making and identify areas requiring action or improvement.
- Improved its quarterly monitoring process for divisional risks and applied a risk-based review schedule to focus attention on areas of greater risk. Discussions with divisional executives about the identification and management of divisional risks were initiated and will continue.
- Renewed a Risk Management Network that meets quarterly to uplift the department's risk management capability. The network provides practical guidance on applying the department's risk management framework, facilitates discussions on common challenges and solutions, and shares insights into contemporary risk management practices.
- Revised risk guidance materials to assist practitioners across the department.

Internal audit

Internal Audit provides independent assurance to the Director-General, senior management, and the Audit and Risk Committee on whether the department's financial and operational controls are designed to manage the department's risks and are operating in an efficient and effective manner.

Internal Audit provides risk-based, value-adding services which include assurance, advisory and support activities in accordance with its charter and annual audit plan approved by the Director-

General. The planning processes for the annual audit plan, and every internal audit, include consultation with various stakeholders, including coordination with the QAO to obtain satisfactory audit coverage of risks.

Internal Audit enhanced its Quality Assurance and Improvement Program to ensure conformance with the new *Global Internal Audit Standards* (GIAS) that took effect on 9 January 2025. This program includes Internal Audit's performance objectives and how it pursues continuous improvement.

During 2024–25, Internal Audit:

- Completed nine internal audit reviews and 11 management requests.
- Followed up on open internal audit and QAO recommendations to ensure remedial actions are undertaken and sustainably implemented.
- Provided independent advice and real time assurance on key projects, initiatives and governance committees.

External reviews

In 2024–25, the department participated in the Independent Review into Homelessness Response in Queensland to examine current responses and systemic factors affecting homelessness in Queensland and identify opportunities for improved outcomes. The review findings have provided a range of insights, which will inform homelessness system reform proposals to be progressed as part of the Queensland Government's housing plan.

The department has not been required to respond to any Coronial recommendations in 2024–25.

Queensland Audit Office reviews

The following QAO reports included findings and recommendations applicable to the department:

- Report 1: 2024 status of Auditor-General's recommendations

This report examined entities' self-assessment progress in implementing the recommendations QAO made in its 2022–23 performance audit reports to parliament and outstanding recommendations from its previous status report. The report reflected the department's self-assessment on progress. No specific recommendations were raised for the department.

- Report 11: State Entities 2024

QAO did not make new recommendations as compared to State Entities 2023 Report.

Instead, QAO drew entities' attention to the recommendations from the previous year that require further action. QAO reported in a new, separate chapter information systems controls and the related areas for improvement to the relevant entities. No specific recommendations were raised for the department and general recommendations were made across the entities in the Queensland Government.

Whole-of-government plans and specific initiatives

The department has the following whole-of-government and specific purpose plans:

Internal

- Business Continuity Plan
- Disability Service Plan 2022–25
- Diversity, Equity and Inclusion Plan 2025–28
- Fraud and corruption control plan
- (Agency) Procurement Plan 2021–25
- Strategic Internal Audit Plan 2024–25
- Strategic Workforce Plan
- Waste Reduction and Recycling Plan 2024–27

External

- Our Place: A First Nations Housing and Homelessness Roadmap 2031 and Our Place: A First Nations Housing and Homelessness Action Plan 2024–27.
- Partnering for inclusive housing with Queenslanders with disability 2024–27
- QFleet Vehicle Emissions Reduction Strategy 2025–30
- Queensland Government Asbestos Management Policy for its Assets
- Queensland Government Building Policy Framework – Growth and Renewal
- Queensland Procurement Policy 2023
- Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy and Confidence
- Q2032 Procurement Strategy
- Reframing the Relationship Plan 2023–24
- Towards ending homelessness for young Queenslanders 2022–27
- Young Queenslanders Strategy 2024

National agreements and national partnership agreements

The department has contributed numerous outcomes to support progress of Queensland's national commitments, during 2024–25:

- We assisted Queensland's participation in Housing and Homelessness Ministerial Council meetings on 27 August and 17 December 2024 to expedite progress towards delivery of the National Housing Accord target of 1.2 million new homes nationally by 2029, including through collaboration on systemic barriers and opportunities and design and implementation of federal funding rounds.
- Through the Housing Australia Future Fund, we:
 - negotiated a funding agreement with Housing Australia to receive funding support for the Southport Supportive Housing Project through Round 1
 - reached an agreement with Housing Australia to receive funding through Round 2 to support the delivery of up to 1,005 social homes in Queensland.
- Under the Federation Funding Agreement – Affordable Housing, Community Services and Other, we:
 - negotiated a schedule, which provides the first \$25 million of \$50 million to Queensland under the Housing Australia Future Fund acute housing measure for remote housing repairs, maintenance and improvements
 - negotiated a schedule for the Housing Support Program Stream 1 and Community Enabling Infrastructure stream, which provides \$7 million to Queensland projects to improve planning capability (\$0.3 million to Economic Development Queensland and \$6.7 million to local governments) and \$101.8 million to Queensland projects to deliver community enabling infrastructure (\$10.1 million to the Department of Housing and Public Works and \$91.7 million to local governments).
- Under the Federation Funding Agreement – Environment, we have:
 - collaborated with the Australian Government and Queensland Treasury, Energy Division to execute the schedule for the Social Housing Energy Performance

Initiative. This program will deliver energy efficiency upgrades and thermal comfort measures to an estimated 32,000 households, across Queensland, with the Australian Government contributing \$58 million, of which \$40 million was allocated to the department's Thermal Comfort Program.

- We exceeded the Queensland Government's commitment to contract 600 social homes, including extensions in remote and discrete First Nations communities, by 30 June 2025, under the Australian Government's Social Housing Accelerator Payment, with 110 homes delivered as at 30 June 2025 and the remaining homes on track to be delivered by 30 June 2028.
- We continued to implement the Australian Government's *A Better Deal for Renters* reforms to harmonise and strengthen renters' rights.
- We took a significant step towards closing the housing gap for First Nations peoples by establishing the Queensland First Nations Housing and Homelessness Partnership (Queensland Partnership). The Queensland Partnership, which met for the first time on 18 March 2025, empowers Aboriginal and Torres Strait Islander peoples to share decision-making power with the government in housing and homelessness reforms for First Nations peoples.

The Queensland Partnership has 14 members, with a majority First Nations peoples, including broad representation from across Queensland bringing together expertise in residential construction and development, social housing, homelessness, local government, planning and economics.

- We continued to advocate for improved outcomes for First Nations peoples through engagement with the National Housing Policy Partnership and for increased funding through national funding mechanisms.
- We delivered initiatives and services to meet the housing needs of First Nations peoples living in Queensland, including increased housing supply in remote and discrete communities, to progress towards targets in the National Agreement on Closing the Gap.
- We participated in the Australasian Procurement and Construction Council and the International Procurement Consultative Group to gain strategic insights into international trade agreements and understand associated whole-of-government procurement impacts for Queensland; this included the formal Periodic Review of the Australia New Zealand Government Procurement Agreement.
- We supported Queensland's participation and contribution to priorities for Building Minister's nationally, including:
 - enabling prefabricated, modular and offsite construction
 - reducing emissions from buildings and their contributions to net zero targets
 - considering proposals to amend the National Construction Code.

Consultancies

For the 2024–25 reporting period, we do not have any consultancy expenditure over \$10,000 to disclose.

Appendices

Appendix 1 – Statutory bodies

The following statutory bodies and authorities prepare separate annual reports that are provided to 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 2024–25 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)

Brisbane Housing Company Ltd is 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, and market for sale product, retail and commercial space.

Brisbane Housing Company Ltd provides quarterly unaudited management accounts, and an annual audited balance sheet and profit and loss account to the department.

Development Tribunals

The Development Tribunals are established under chapter 6 of the *Planning Act 2016* and provide an accessible, affordable and timely service for Queenslanders and statutory agencies wishing to appeal a range of building-, planning- and plumbing-related decisions made by local governments, private certifiers and other bodies across Queensland. From 112 referees appointed by the Chief Executive, each Tribunal for an appeal will be comprised of between one and five members.

Queensland First Nations Housing and Homelessness Partnership

Queensland First Nations Housing and Homelessness Partnership (the Partnership) is an interim body that brings together government, First Nations community members and housing experts to provide strategic direction and guide implementation of First Nations housing and homelessness reforms, policies and services.

Queensland Housing Supply Expert Panel

The Queensland Housing Supply Expert Panel provided independent, expert advice to the Queensland Government on issues such as housing diversity, affordability and supply. The Panel met formally each quarter, as well as out-of-session, to discuss specific matters as required. The Panel ceased operating at the conclusion of its term in December 2024.

Queensland Urban Design and Places Panel

The panel is a non-statutory advisory body established to provide specific and general advice to the Queensland Government on urban design, planning, architecture, landscape architecture, sustainability, other built environment issues and urban policy development. This will be 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 is made up of representatives from 11 member organisations and departments. The primary functions of the Service Trades Council include:

- conferring on national policy development and implementation for the plumbing and drainage trades
- reporting to the Minister on any issues relating to plumbing and drainage
- assisting the Commissioner, Queensland Building and Construction Commission, to perform licensing functions by forming a committee to provide expert advice on complex licensing matters
- providing an internal review process for disciplinary decisions of the Queensland Building and Construction Commission.

Tripartite Procurement Advisory Panel

The Tripartite Procurement Advisory Panel was an advisory panel initially appointed in 2022 to provide advice and recommendations on appropriate penalties for suppliers that were found to be non-compliant while under contract with the government.

Appendix 3 – Glossary

AI	Artificial Intelligence	MID	Ministerial Infrastructure Designation
ANCAP	Australasian New Car Assessment Program	MoG	Machinery-of-government
ARC	Audit and Risk Committee	MOHRI	Minimum Obligatory Human Resource Information
BHC	Brisbane Housing Company	NCC	National Construction Code
BPICs	Best Practice Industry Conditions	PID	Public Interest Disclosure
CRT	Critical Response Team	PMBok	Project Management Body of Knowledge.
CoE	Centre of Excellence	QAO	Queensland Audit Office
DEI	Diversity, Equity, and Inclusion	QIC	Queensland Investment Corporation
DHPW	Department of Housing and Public Works	QTC	Queensland Treasury Corporation
EIC	Early Intervention Centre	QYP	Queensland Youth Parliament
ENG	Employee Network Group	RAAC	Rapid Accommodation and apprenticeship Centres
ELT	Executive Leadership Team	RCHP(s)	registered community housing providers
EV	Electric vehicles	RAS	Risk Appetite Statement
FNGG	First Nations Governance Group	RHF	Resilient Homes Fund
FTE	Full-time equivalent	RSS	Rental Security Subsidy
HIF	Housing Investment Fund	SDS	Service Delivery Statements
HRP	Household Resilience Program	SEQ	South East Queensland
HRCAs	Human Rights Compatibility Assessments	SHS	Specialist Homelessness Services
IDAHOBIT	International Day Against Homophobia, Biphobia, and Transphobia	SHG	Stronger Homes Grant
ICE	Industry and Community Education program	SMP	Service Modernisation Program
ICT	Information and communications technology	WfQ	Working for Queensland survey
LGBTIQA+	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.	WHS	Workplace Health and Safety
		WHSW	Workplace Health, Safety and Wellbeing
		ZEV	Zero emission vehicles

Appendix 4 – Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	3
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	2 67
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	4
	<ul style="list-style-type: none"> Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 9.3	4
	<ul style="list-style-type: none"> Copyright notice 	Copyright Act 1968 ARRs – section 9.4	4
	<ul style="list-style-type: none"> Information Licensing 	QGEA – Information Licensing ARRs – section 9.5	4
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10	5-12
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	8 61
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	8, 14-43
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	47-54
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	71-75
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	12
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	55-59
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	65-66
	<ul style="list-style-type: none"> Public Sector Ethics 	Public Sector Ethics Act 1994 ARRs – section 13.4	38

Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> Human Rights 	Human Rights Act 2019 ARRs – section 13.5	39
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	10
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	59-60
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	58-59
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3	60
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4	60
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5	40-41
	<ul style="list-style-type: none"> Information Security attestation 	ARRs – section 14.6	41
Governance – human resources	<ul style="list-style-type: none"> Strategic workforce planning and performance 	ARRs – section 15.1	35-38
	<ul style="list-style-type: none"> Early retirement, redundancy and retrenchment 	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	46
Open Data	<ul style="list-style-type: none"> Statement advising publication of information 	ARRs – section 16	4
	<ul style="list-style-type: none"> Consultancies 	ARRs – section 31.1	data.qld.gov.au
	<ul style="list-style-type: none"> Overseas travel 	ARRs – section 31.2	data.qld.gov.au
	<ul style="list-style-type: none"> Queensland Language Services Policy 	ARRs – section 31.3	data.qld.gov.au
Financial statements	<ul style="list-style-type: none"> Certification of financial statements 	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Financial Statement, 54
	<ul style="list-style-type: none"> Independent Auditor's Report 	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Financial Statement, 55

FAA: *Financial Accountability Act 2009*

FPMS: *Financial and Performance Management Standard 2019*

ARRs: Annual report requirements for Queensland Government agencies

Financial statements

for the financial year ended 30 June 2025

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Financial statements 2024–2025

Financial summary

Impact of the 2024–25 machinery-of-government change

Following the Public Service Departmental Arrangement Notice (No. 2) 2024, the former Department of Housing, Local Government, Planning and Public Works was renamed the Department of Housing and Public Works (the department).

Under section 80 of the *Financial Accountability Act 2009*, the effective date for the transfer of responsibilities was 1 November 2024. The department's 2024–25 financial statements reflect transactions from various functions, which changed during the year. The table below summarises these changes:

Functions and transfer details	1 July 2024 to 31 October 2024	1 November 2024 to 30 June 2025
Housing	✓	✓
Public Works	✓	✓
QBuild (commercialised business unit)	✓	✓
QFleet (commercialised business unit) – transferred in from the abolished former <u>Department of Energy and Climate</u> .		✓
Queensland Government Procurement – transferred in from the abolished <u>Department of Energy and Climate</u> .		✓
Youth – transferred in from <u>Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism</u> .		✓
Office of the Night-Life Economy Commissioner – transferred in from <u>Department of Trade, Employment and Training</u> .		✓
Local Government – transferred out to <u>Department of Local Government, Water and Volunteers</u> .	✓	
Planning – transferred out to <u>Department of State Development, Infrastructure and Planning</u> .	✓	

For transactions occurring outside the dates outlined in the table above, please refer to the financial statements of the respective transferring or receiving departments.

Restatement of prior year results and position

During the preparation of the 2024–25 financial statements, the Department of Housing and Public Works reviewed how certain housing arrangements were accounted for in the 2022–23 and 2023–24 financial years. As a result, some of these arrangements previously reported as capital grants expenses have been reclassified as service concession arrangements to comply with accounting standards.

This reclassification led to adjustments in several financial statement line items, including service concession assets, other assets (prepayments), unearned revenue and the accumulated deficit. Details of these adjustments are outlined in Note 5.10 of the financial statements.

Summary of financial performance

The following tables summarise the operating result and financial position for the Department of Housing and Public Works for 2024–25 and 2023–24.

Summary of financial results:

Statement of Comprehensive Income	2024–25 \$'000	Restated 2023–24 \$'000
Total income	4,750,259	2,876,107
Total expenses	4,782,584	2,963,508
Income tax expense	(26,332)	(9,414)
Total other comprehensive income – increase in asset revaluation surplus	3,745,377	1,845,026
Total comprehensive income	3,686,720	1,748,211

Statement of Financial Position	2024–25 \$'000	Restated 2023–24 \$'000
Total assets	34,266,884	29,356,335
Total liabilities	3,264,148	2,913,763
Net Assets/equity	31,002,736	26,442,572

Income

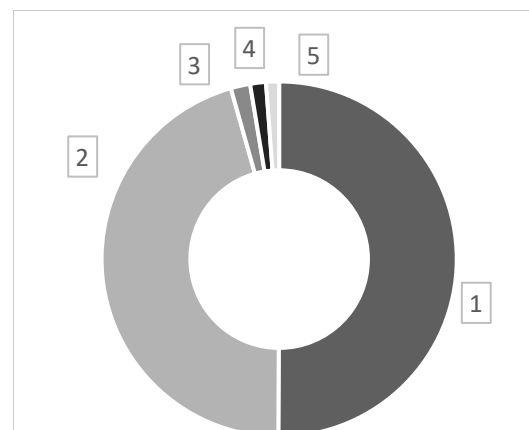
In 2024–25, total income was \$4.750 billion, primarily from user charges and fees (\$2.379 billion, 50.1%) and state government appropriation revenue (\$2.163 billion, 45.5%). Income increased by \$1.874 billion (65.2%) compared to 2023–24, driven by:

- Building and Government Accommodation Services and QBuild functions generating \$2.729 billion in revenue for a full 12-month period, compared to \$1.368 billion for the six months they were part of the department in 2023–24 after the December 2023 machinery-of-government changes.
- Housing and Homelessness Services receiving an additional \$421 million in state government appropriation revenue, increasing to \$1.729 billion in 2024–25 to address key housing pressures and homelessness services.

2024–25 income

1. **User charges and fees**, \$2.379 billion (50.1%)
2. **Appropriation revenue**, \$2.163 billion (45.5%)
3. **Grants and other contributions**, \$84 million (1.8%)
4. **Other revenue**, \$68 million (1.4%)
5. **Gains on disposal/remeasurement of assets**, \$56 million (1.2%)

Revenue and expenses by Major Departmental Services and the Commercialised Business Unit do not include internal departmental transaction eliminations which are eliminated in the Statement of Comprehensive Income and Statement of Financial Position.



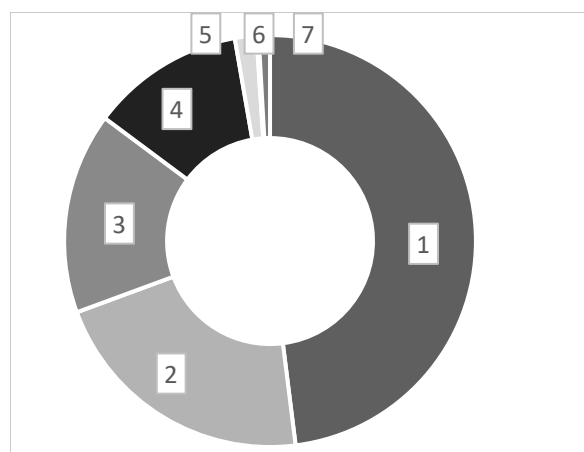
Expenses

In 2024–25, total expenditure was \$4.783 billion. Expenses increased by \$1.819 billion compared to 2023–24, driven by:

- a \$674 million increase in supplies and services, primarily due to the inclusion of QBuild and Public Works for the full year compared to only six months in 2023–24.
- a \$523 million increase in grants and subsidies, largely for Housing and Homelessness services and Local Government grants distributed before the 1 November 2024 machinery-of-government change.
- a \$330 million increase in depreciation and amortisation, mainly from the inclusion of Public Works for the full year compared to only six months in 2023–24. This contributed to \$263 million of the increase and was mostly related to the Queensland Government Accommodation portfolio and the Government Employee Housing portfolio.

2024–25 expenses

1. **Supplies and services**, \$2.296 billion (48.0%)
2. **Grants and subsidies**, \$1.022 billion (21.4%)
3. **Depreciation and amortisation**, \$756 million (15.8%)
4. **Employee expenses**, \$578 million (12.1%)
5. **Finance/borrowing costs**, \$81 million (1.7%)
6. **Impairment losses on loans and receivables**, \$8 million (0.2%)
7. **Other expenses**, \$42 million (0.9%)



Summary of financial position

At 30 June 2025, the department's total equity (assets less liabilities) was \$31.003 billion, an increase of \$4.560 billion from 30 June 2024. This was primarily due to:

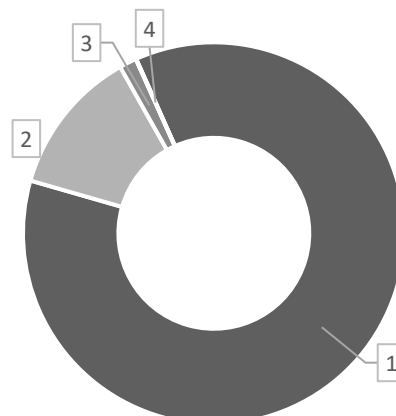
- a \$3.745 billion revaluation increase of land and buildings across the social housing, commercial and government employee housing portfolios.
- new additions totaling \$1.200 billion, including work in progress (\$685 million), infrastructure (\$266 million) and plant & equipment (\$135 million).
- offsets from disposals (\$474 million) and depreciation (\$303 million).

Assets

As at 30 June 2025, the department's assets were valued at \$34.267 billion. Most of this asset base (88.2%) consisted of Property, Plant and Equipment, valued at \$30.227 billion. The remaining 11.8% (\$4.040 billion) was distributed across other asset classes, including right-of-use assets and cash and cash equivalents.

Property, plant and equipment by function, at 30 June 2025

1. **Housing, Homelessness and Youth Services**, \$26.032 billion (86.1%)
2. **Building and Government Accommodation Services**, \$3.743 billion (12.4%)
3. **QFleet**, \$441 million (1.5%)
4. **QBuild**, \$11 million (less than 1%)



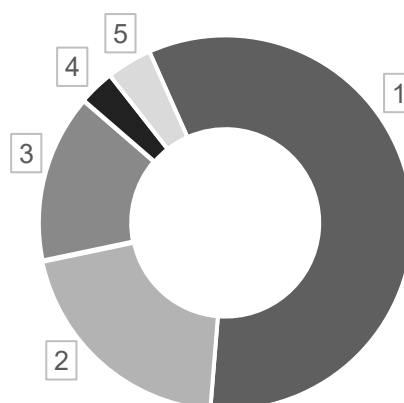
Liabilities

The department's liabilities at 30 June 2025 totalled \$3.264 billion, reflecting an increase of \$350 million compared to 2023–24.

This increase was primarily driven by growth in Payables and Borrowings, which rose by \$198 million and \$277 million, respectively. These increases were partially offset by decreases in the Queen's Wharf deferred consideration and lease liabilities of \$87 million and \$66 million respectively, compared to 2023–24.

Liabilities at 30 June 2025:

1. **Lease liabilities**, \$1.892 billion (58.0%)
2. **Payables**, \$666 million (20.4%)
3. **Borrowings**, \$478 million (14.6%)
4. **Unearned revenue**, \$100 million (3.1%)
5. **Other liabilities**, \$128 million (3.9%) – includes Queen's Wharf deferred consideration, accrued employee benefits, provisions, and other low value liabilities.



Events occurring after balance date

There were no significant events after balance date that could be expected to impact the reported operating results for the department for the year ended 30 June 2025.

Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with Section 54 of the *Financial and Performance Management Standard 2019*. The statement was presented at the Audit Committee meeting in August 2025.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.



**Queensland
Government**

Department of **Housing and Public Works**

Financial Statements

for the year ended

30 June 2025

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Department of Housing and Public Works
Statement of Comprehensive Income
for the year ended 30 June 2025

	Note	2025 \$'000	Restated 2024* \$'000
Income			
User charges and fees	2.1	2,378,728	1,329,982
Appropriation revenue	2.2	2,162,977	1,453,643
Grants and other contributions		84,006	30,627
Other revenue	2.3	68,200	39,651
Total revenue		4,693,911	2,853,903
Gains on disposal/remeasurement of assets	2.4	56,348	22,204
Total income		4,750,259	2,876,107
Expenses			
Supplies and services	2.5	2,296,345	1,622,061
Depreciation and amortisation		755,672	425,567
Grants and subsidies	2.6	1,021,866	499,118
Employee expenses	2.7	577,569	334,171
Finance/borrowing costs		80,789	43,153
Impairment losses on loans and receivables	2.8	8,085	13,281
Other expenses	2.9	42,258	26,157
Total expenses		4,782,584	2,963,508
Operating result before income tax		(32,325)	(87,401)
Income tax (expense)		(26,332)	(9,414)
Operating result after income tax		(58,657)	(96,815)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to operating result			
Increase in asset revaluation surplus	3.1	3,745,377	1,845,026
Total other comprehensive income		3,745,377	1,845,026
Total comprehensive income		3,686,720	1,748,211

* The 2024 comparative figures relate to the published annual financial statements of the former Department of Housing, Local Government, Planning and Public Works. While comparative information has been restated to correct a prior period error (refer to Note 5.10), it has not been re-cast to reflect the transfer of activities as a result of machinery-of-government changes (refer to Note 1.5).

The accompanying notes form part of these financial statements.

Department of Housing and Public Works
Statement of Financial Position
as at 30 June 2025

	Note	2025 \$'000	Restated 2024* \$'000
Current assets			
Cash and cash equivalents		471,326	586,308
Loans and receivables	3.3	396,962	162,102
Contract assets	3.5	137,536	96,667
Other financial assets	3.6	7,000	7,000
Other current assets	3.9	122,967	28,105
		<u>1,135,791</u>	<u>880,182</u>
Non-current assets classified as held for sale	3.10	2,866	9,981
Total current assets		<u>1,138,657</u>	<u>890,163</u>
Non-current assets			
Property, plant and equipment	3.1	30,226,725	25,725,093
Right-of-use assets	3.2	2,246,404	2,320,540
Other financial assets	3.6	287,902	245,229
Service concession assets	3.7	54,741	16,283
Loans and receivables	3.3	99,672	83,196
Intangible assets	3.8	86,292	10,985
Other non-current assets	3.9	126,491	64,846
Total non-current assets		<u>33,128,227</u>	<u>28,466,172</u>
Total assets		<u>34,266,884</u>	<u>29,356,335</u>
Current liabilities			
Lease liabilities	3.2	435,496	411,149
Payables	3.11	666,443	468,065
Queen's Wharf deferred consideration	3.13	-	71,250
Unearned revenue	3.14	57,004	48,500
Borrowings	3.12	17,072	16,281
Provisions	3.15	1,094	23,117
Accrued employee benefits		20,940	15,386
Other current liabilities	3.16	49,091	45,166
Total current liabilities		<u>1,247,140</u>	<u>1,098,914</u>
Non-current liabilities			
Lease liabilities	3.2	1,456,540	1,547,260
Borrowings	3.12	460,399	182,960
Queen's Wharf deferred consideration	3.13	32,095	48,142
Unearned revenue	3.14	43,269	25,390
Provisions	3.15	9,739	9,568
Other non-current liabilities	3.16	14,966	1,529
Total non-current liabilities		<u>2,017,008</u>	<u>1,814,849</u>
Total liabilities		<u>3,264,148</u>	<u>2,913,763</u>
NET ASSETS		<u>31,002,736</u>	<u>26,442,572</u>
EQUITY			
Contributed equity	3.18	18,908,449	17,998,214
Asset revaluation surplus	3.1(d)	12,565,982	8,820,605
Accumulated surplus/(deficit)		(471,695)	(376,247)
Total equity		<u>31,002,736</u>	<u>26,442,572</u>

* The 2024 comparative figures relate to the published annual financial statements of the former Department of Housing, Local Government, Planning and Public Works. While comparative information has been restated to correct a prior period error (refer to Note 5.10), it has not been re-cast to reflect the transfer of activities as a result of machinery-of-government changes (refer to Note 1.5).

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 2025

	Contributed equity (Note 3.18) \$'000	Asset revaluation surplus (Note 3.1(d)) \$'000	Accumulated surplus/(deficit) \$'000	Total \$'000
Balance as at 1 July 2023 (restated)	13,958,821	6,975,579	(262,798)	20,671,602
Operating result	-	-	(96,815)	(96,815)
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus	-	1,845,026	-	1,845,026
Total comprehensive income for the year	-	1,845,026	(96,815)	1,748,211
Transactions with owners as owners				
- Appropriated equity injections (Note 3.19)	815,215	-	-	815,215
- Appropriated equity withdrawals (Note 3.19)	(255,364)	-	-	(255,364)
- Non-appropriated equity adjustments	3,546	-	-	3,546
- Net transfers in/(out) from/(to) other Queensland Government entities	3,475,996	-	-	3,475,996
- Dividends paid or declared	-		(16,634)	(16,634)
Net transactions with owners as owners	4,039,393	-	(16,634)	4,022,759
Balance as at 30 June 2024 (restated)	17,998,214	8,820,605	(376,247)	26,442,572
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	-	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 3.19)	1,340,665	-	-	1,340,665
- Appropriated equity withdrawals (Note 3.19)	(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

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 2025

	2025	Restated
	\$'000	2024*
		\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Inflows:</i>		
User charges and fees	2,233,223	1,334,435
Appropriation receipts	2,439,014	1,606,374
GST input tax credits received from the Australian Taxation Office	393,605	287,187
GST collected from customers	185,370	82,195
Grants and other contributions	90,651	58,660
Other	72,804	29,018
<i>Outflows:</i>		
Supplies and services	(2,321,463)	(1,541,307)
Grants and subsidies	(1,026,038)	(499,892)
Employee expenses	(575,465)	(326,022)
GST remitted to the Australian Taxation Office	(254,563)	(196,496)
GST paid to suppliers	(341,731)	(171,552)
Finance/borrowing costs	(80,678)	(43,153)
Taxation equivalents	(36,372)	(4,082)
Other	(31,919)	(28,873)
Net cash provided by (used in) operating activities	746,438	586,492
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Inflows:</i>		
Loans and advances redeemed	32,561	23,954
Sales of property, plant and equipment	18,493	21,507
Redemption of other financial assets	5,884	6,179
<i>Outflows:</i>		
Payments for property, plant and equipment	(749,825)	(609,783)
Loans and advances made	(37,264)	(31,350)
Payments for service concession assets	(116,440)	(45,639)
Payments for intangible assets	(1,815)	(2,264)
Net cash provided by (used in) investing activities	(848,406)	(637,396)
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Inflows:</i>		
Equity injections	1,195,191	829,549
Proceeds from borrowings	40,211	-
<i>Outflows:</i>		
Payment of lease liabilities	(440,729)	(224,510)
Equity withdrawals	(539,676)	(254,166)
Borrowing redemptions	(42,880)	(16,193)
Dividends paid	(25,780)	(1,628)
Net cash provided by (used in) financing activities	186,337	333,052
Net increase (decrease) in cash and cash equivalents	84,369	282,148
Increase (decrease) in cash and cash equivalents from machinery-of-government changes (Note 1.5)	(199,351)	119,101
Cash and cash equivalents – opening balance	586,308	185,059
Cash and cash equivalents – closing balance	471,326	586,308

* The 2024 comparative figures relate to the published annual financial statements of the former Department of Housing, Local Government, Planning and Public Works. While comparative information has been restated to correct a prior period error (refer to Note 5.10), it has not been re-cast to reflect the transfer of activities as a result of machinery-of-government changes (refer to Note 1.5).

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 2025

	2025 \$'000	Restated 2024 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating surplus/(deficit) before income tax	(32,325)	(87,401)
Less: income tax (expense)	(26,332)	(9,414)
	(58,657)	(96,815)
<i>Non-cash items:</i>		
Depreciation and amortisation expense	755,672	425,567
Motor vehicles sold through inventory	40,178	-
Donated assets and services expensed	412	2,500
Contributed assets and services received	-	(7,258)
Service concession arrangements revenue	(347)	(76)
Impairment losses	8,111	13,363
Loss/(gain) on disposal of non-current assets	(7,375)	(360)
Write-off of assets	2,839	1,934
Net loss/(gain) on revaluation of financial assets	(49,682)	(21,420)
Capitalised finance lease interest revenue	(5,514)	(889)
<i>Change in assets and liabilities:</i>		
(Increase) decrease in GST input tax credits receivable	(11,892)	(17)
(Increase) decrease in loans and receivables	(85,211)	61,788
(Increase) decrease in contract assets	(40,869)	(3,789)
(Increase) decrease in other assets	(8,483)	2,818
Acquisition of motor vehicles held for rental	(126,838)	-
Increase (decrease) in lease liabilities	-	3,838
Increase (decrease) in GST payable	7,669	170
Increase (decrease) in payables	344,395	178,438
Increase (decrease) in unearned revenue	6,588	11,691
Increase (decrease) in provisions	(20,558)	(2,873)
Increase (decrease) in accrued employee benefits	6,556	1,785
Increase (decrease) in other liabilities	(10,556)	16,097
Net cash from operating activities	746,438	586,492

Changes in liabilities arising from financing activities

	Borrowings \$'000	Lease liabilities \$'000	Dividends payable \$'000	Total \$'000
Balance as at 1 July 2023	215,434	158,590	-	374,024
Cash flows:				
Cash paid	(16,193)	(224,510)	(1,628)	(242,331)
Non-cash changes:				
Leases acquired/surrendered	-	109,271	-	109,271
Remeasurement of lease liability	-	61,240	-	61,240
Dividends declared			16,634	16,634
Net transfers from machinery-of-government changes (Note 1.5)	-	1,853,818	1,628	1,855,446
Balance as at 30 June 2024	199,241	1,958,409	16,634	2,174,284
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 (Note 1.5)	280,899	-	9,146	290,045
Balance as at 30 June 2025	477,471	1,892,036	36,791	2,406,298

For changes in liabilities relating to equity appropriations refer to Note 3.19 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 2025

	Housing, Homelessness and Youth Services		Building and Government Accommodation Services		Procurement Policy and Enabling Services	Commercialised Business Units			Local Government Governance Support and Administration of Funding Programs	
	2025	Restated 2024	2025	2024	2025	QBuild		QFleet	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
User charges and fees	476,226	456,496	781,814	379,586	3,778	1,677,285	868,645	168,293	104	-
Appropriation revenue	1,728,944	1,307,499	147,125	83,583	7,083	-	-	-	256,084	39,266
Grants and other contributions	14,297	16,728	70,651	12,506	-	1,438	1,029	-	-	-
Other revenue	16,759	16,922	9,530	5,460	1,476	41,124	16,469	334	2,112	1,141
Total revenue	2,236,226	1,797,645	1,009,120	481,135	12,337	1,719,847	886,143	168,627	258,300	40,407
Gains on disposal/remeasurement of assets	47,563	22,204	8,798	-	-	(9)	-	-	-	-
Total income	2,283,789	1,819,849	1,017,918	481,135	12,337	1,719,838	886,143	168,627	258,300	40,407
Expenses										
Supplies and services	1,257,930	1,092,855	313,173	145,525	3,868	1,418,963	747,600	70,570	869	2,896
Depreciation and amortisation	176,193	162,408	529,409	262,545	3	915	485	48,945	86	129
Grants and subsidies	709,027	458,443	64,303	6,322	-	30	-	-	250,886	34,667
Employee expenses	223,097	185,646	39,931	18,313	8,377	240,411	105,863	4,424	4,325	5,909
Finance/borrowing costs	16,207	16,796	55,718	26,357	-	-	-	8,864	-	-
Impairment losses on loans and receivables	7,751	13,113	-	118	2	332	50	-	-	-
Other expenses	28,432	22,880	5,535	2,364	87	2,529	786	5,631	23	35
Total expenses	2,418,637	1,952,141	1,008,069	461,544	12,337	1,663,180	854,784	138,434	256,189	43,636
Operating result before income tax	(134,848)	(132,292)	9,849	19,591	-	56,658	31,359	30,193	2,111	(3,229)
Income tax benefit/(expense)	-	-	-	-	-	(17,274)	(9,414)	(9,058)	-	-
Operating result after income tax	(134,848)	(132,292)	9,849	19,591	-	39,384	21,945	21,135	2,111	(3,229)
OTHER COMPREHENSIVE INCOME										
Items that will not be reclassified to operating result										
Increase/(decrease) in asset revaluation surplus	3,640,669	1,764,250	104,708	80,776	-	-	-	-	-	-
Total other comprehensive income	3,640,669	1,764,250	104,708	80,776	-	-	-	-	-	-
Total comprehensive income	3,505,821	1,631,958	114,557	100,367	-	39,384	21,945	21,135	2,111	(3,229)

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

Department of Housing, and Public Works
Statement of Comprehensive Income by Major Departmental Services and Commercialised Business Units
for the year ended 30 June 2025

	Better Planning for Queensland		Office of the Independent Assessor		General - not attributed		Inter-service/ unit eliminations		Total department	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	Restated 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
User charges and fees	1,078	2,104	-	-	104,851	71	(834,701)	(376,920)	2,378,728	1,329,982
Appropriation revenue	12,758	10,826	1,223	2,237	9,760	10,232	-	-	2,162,977	1,453,643
Grants and other contributions	-	943	-	-	-	-	(2,380)	(579)	84,006	30,627
Other revenue	-	-	-	-	11	-	(3,146)	(341)	68,200	39,651
Total revenue	13,836	13,873	1,223	2,237	114,622	10,303	(840,227)	(377,840)	4,693,911	2,853,903
Gains on disposal/remeasurement of assets	-	-	-	-	(4)	-	-	-	56,348	22,204
Total income	13,836	13,873	1,223	2,237	114,618	10,303	(840,227)	(377,840)	4,750,259	2,876,107
Expenses										
Supplies and services	3,249	3,469	106	483	65,464	6,494	(837,847)	(377,261)	2,296,345	1,622,061
Depreciation and amortisation	-	-	-	-	121	-	-	-	755,672	425,567
Grants and subsidies	-	265	-	-	-	-	(2,380)	(579)	1,021,866	499,118
Employee expenses	10,586	14,428	1,117	1,522	45,301	2,490	-	-	577,569	334,171
Finance/borrowing costs	-	-	-	-	-	-	-	-	80,789	43,153
Impairment losses on loans and receivables	-	-	-	-	-	-	-	-	8,085	13,281
Other expenses	1	82	-	-	20	10	-	-	42,258	26,157
Total expenses	13,836	18,244	1,223	2,005	110,906	8,994	(840,227)	(377,840)	4,782,584	2,963,508
Operating result before income tax	-	(4,371)	-	232	3,712	1,309	-	-	(32,325)	(87,401)
Income tax benefit/(expense)	-	-	-	-	-	-	-	-	(26,332)	(9,414)
Operating result after income tax	-	(4,371)	-	232	3,712	1,309	-	-	(58,657)	(96,815)
OTHER COMPREHENSIVE INCOME										
Items that will not be reclassified to operating result										
Increase/(decrease) in asset revaluation surplus	-	-	-	-	-	-	-	-	3,745,377	1,845,026
Total other comprehensive income	-	-	-	-	-	-	-	-	3,745,377	1,845,026
Total comprehensive income	-	(4,371)	-	232	3,712	1,309	-	-	3,686,720	1,748,211

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

Department of Housing and Public Works
Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units
as at 30 June 2025

	Housing, Homelessness and Youth Services		Building and Government Accommodation Services		Procurement Policy and Enabling Services	Commercialised Business Units		
	2025	Restated 2024	2025	2024	2025	QBuild 2025	2024	QFleet 2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets								
Cash and cash equivalents	221,727	288,325	154,527	175,796	3,110	79,310	69,358	10,436
Loans and receivables	196,579	59,654	75,830	25,797	381	147,667	155,807	15,532
Contract assets	-	-	-	-	-	162,054	126,725	-
Other financial assets	7,000	7,000	-	-	-	-	-	-
Other current assets	90,728	17,559	12,241	9,442	-	3,156	1,104	15,609
	516,034	372,538	242,598	211,035	3,491	392,187	352,994	41,577
Non-current assets classified as held for sale	446	2,399	2,420	7,582	-	-	-	-
Total current assets	516,480	374,937	245,018	218,617	3,491	392,187	352,994	41,577
Non-current assets								
Property, plant and equipment	26,031,205	21,957,278	3,743,149	3,762,490	2	11,407	5,290	440,733
Right-of-use assets	836,780	835,266	1,409,624	1,485,274	-	-	-	-
Other financial assets	287,902	245,229	-	-	-	-	-	-
Service concession assets	54,741	16,283	-	-	-	-	-	-
Loans and receivables	20,074	26,625	79,598	54,853	-	-	-	-
Intangible assets	10,280	10,357	75,834	-	-	178	310	-
Other non-current assets	108,742	56,028	8,424	-	-	9,223	8,818	-
Total non-current assets	27,349,724	23,147,066	5,316,629	5,302,617	2	20,808	14,418	440,733
TOTAL ASSETS	27,866,204	23,522,003	5,561,647	5,521,234	3,493	412,995	367,412	482,310
Current liabilities								
Lease liabilities	4,386	5,235	431,110	405,914	-	-	-	-
Payables	430,605	345,944	78,323	39,407	1,342	192,648	169,653	32,371
Queen's Wharf deferred consideration	-	-	-	71,250	-	-	-	-
Unearned revenue	29,569	28,192	1,476	1,322	-	25,959	18,986	-
Borrowings	17,072	16,281	-	-	-	-	-	-
Provisions	-	-	589	21,054	-	505	2,063	-
Accrued employee benefits	7,675	5,922	1,306	1,180	423	9,779	7,514	215
Other current liabilities	-	-	21,903	32,953	1,737	6,052	11,282	13,489
Total current liabilities	489,307	401,574	534,707	573,080	3,502	234,943	209,498	46,075
Non-current liabilities								
Lease liabilities	163,233	161,990	1,293,307	1,385,270	-	-	-	-
Borrowings	165,887	182,960	-	-	-	-	-	294,512
Queen's Wharf deferred consideration	-	-	32,095	48,142	-	-	-	-
Unearned revenue	23,430	4,229	19,839	21,161	-	-	-	-
Provisions	-	-	9,739	9,568	-	-	-	-
Other non-current liabilities	-	-	1,064	1,149	-	526	380	13,376
Total non-current liabilities	352,550	349,179	1,356,044	1,465,290	-	526	380	307,888
TOTAL LIABILITIES	841,857	750,753	1,890,751	2,038,370	3,502	235,469	209,878	353,963

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

Department of Housing and Public Works
Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units
as at 30 June 2025

	Local Government Governance Support and Administration of Funding Programs	Office of the Independent Assessor	Better Planning for Queensland	General - not attributed		Inter-service/unit eliminations		Total department	
	2024	2024	2024	2025	2024	2025	2024	2025	Restated 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets									
Cash and cash equivalents	-	-	-	2,216	52,829	-	-	471,326	586,308
Loans and receivables	1,500	(183)	(144)	13,965	-	(52,992)	(80,329)	396,962	162,102
Contract assets	-	-	-	-	-	(24,518)	(30,058)	137,536	96,667
Other financial assets	-	-	-	-	-	-	-	7,000	7,000
Other current assets	-	-	-	1,233	-	-	-	122,967	28,105
	1,500	(183)	(144)	17,414	52,829	(77,510)	(110,387)	1,135,791	880,182
Non-current assets classified as held for sale	-	-	-	-	-	-	-	2,866	9,981
Total current assets	1,500	(183)	(144)	17,414	52,829	(77,510)	(110,387)	1,138,657	890,163
Non-current assets									
Property, plant and equipment	35	-	-	229	-	-	-	30,226,725	25,725,093
Right-of-use assets	-	-	-	-	-	-	-	2,246,404	2,320,540
Other financial assets	-	-	-	-	-	-	-	287,902	245,229
Service concession assets	-	-	-	-	-	-	-	54,741	16,283
Loans and receivables	1,718	-	-	-	-	-	-	99,672	83,196
Intangible assets	318	-	-	-	-	-	-	86,292	10,985
Other non-current assets	-	-	-	102	-	-	-	126,491	64,846
Total non-current assets	2,071	-	-	331	-	-	-	33,128,227	28,466,172
TOTAL ASSETS	3,571	(183)	(144)	17,745	52,829	(77,510)	(110,387)	34,266,884	29,356,335
Current liabilities									
Lease liabilities	-	-	-	-	-	-	-	435,496	411,149
Payables	16,679	(21)	5,462	8,664	1,328	(77,510)	(110,387)	666,443	468,065
Queen's Wharf deferred consideration	-	-	-	-	-	-	-	-	71,250
Unearned revenue	-	-	-	-	-	-	-	57,004	48,500
Borrowings	-	-	-	-	-	-	-	17,072	16,281
Provisions	-	-	-	-	-	-	-	1,094	23,117
Accrued employee benefits	438	33	299	1,542	-	-	-	20,940	15,386
Other current liabilities	-	-	931	5,910	-	-	-	49,091	45,166
Total current liabilities	17,117	12	6,692	16,116	1,328	(77,510)	(110,387)	1,247,140	1,098,914
Non-current liabilities									
Lease liabilities	-	-	-	-	-	-	-	1,456,540	1,547,260
Borrowings	-	-	-	-	-	-	-	460,399	182,960
Queen's Wharf deferred consideration	-	-	-	-	-	-	-	32,095	48,142
Unearned revenue	-	-	-	-	-	-	-	43,269	25,390
Provisions	-	-	-	-	-	-	-	9,739	9,568
Other non-current liabilities	-	-	-	-	-	-	-	14,966	1,529
Total non-current liabilities	-	-	-	-	-	-	-	2,017,008	1,814,849
TOTAL LIABILITIES	17,117	12	6,692	16,116	1,328	(77,510)	(110,387)	3,264,148	2,913,763

1 BASIS OF PREPARATION

1.1 Authorisation of financial statements

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 Statement of compliance

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 2024.

1.4 Department objectives and principal activities

The former Department of Housing, Local Government, Planning and Public Works was renamed to the Department of Housing and Public Works on 1 November 2024, as part of the machinery-of-government changes outlined in Note 1.5.

During 2024-25 the service areas within the department contributed to the following government objectives:

- delivering well-designed housing solutions through planning, building and partnerships
- supporting Queenslanders to achieve improved housing outcomes
- strengthening resilience where people want to live, work, and play
- deliver nation-leading government procurement that provides maximum value to Queenslanders.

The following services were delivered by the department during 2023-24 and 2024-25. Due to the machinery-of-government changes outlined in Note 1.5, responsibility for all services except for Housing and Homelessness Services was transferred in/out of the department with effective dates as indicated 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 (from 1 January 2024)

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, empowering local, small and family businesses, and creating meaningful opportunities across Queensland's diverse economic landscape.

QBuild (Commercialised Business Unit (CBU)) (from 1 January 2024)

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)

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.

1.4 Department objectives and principal activities (continued)

Local Government Governance Support and Administration of Funding Programs (1 January 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 January 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 January 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. 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.

Assets and liabilities transferred	Transfers in		Transfers (out)		
	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism		Department of Local Government, Water and Volunteers	Department of State Development, Infrastructure and Planning	Total net transfers
	2025	Department of Energy and Climate	2025	2025	2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Controlled					
Cash and cash equivalents	176	17,732	(93,091)	(124,168)	(199,351)
Loans and receivables	22	20,136	(5,969)	(2,975)	11,214
Property, plant and equipment	3	397,371	(24)	-	397,350
Intangible assets	-	-	(244)	-	(244)
Other assets	8	26,801	(71)	(127)	26,611
Total assets	209	462,040	(99,399)	(127,270)	235,580
Payables	46	26,856	(96,677)	(91,748)	(161,523)
Unearned revenue	-	6,257	-	-	6,257
Borrowings	-	280,899	-	-	280,899
Accrued employee benefits	30	1,032	(378)	(695)	(11)
Other liabilities	-	23,630	-	(1,962)	21,668
Total liabilities	76	338,674	(97,055)	(94,405)	147,290
Net assets	133	123,366	(2,344)	(32,865)	88,290

The increase in net assets has been accounted for as an increase in contributed equity as disclosed in the Statement of Changes in Equity.

1.5 Machinery-of-government changes (continued)

(a) Public Service Departmental Arrangements Notice (No. 9) 2024 (continued)

<i>Assets and liabilities transferred</i>	Transfers (out)		
	Department of Local Government, Water and Volunteers	Department of State Development, Infrastructure and Planning	Total net transfers
<i>Administered</i>	2025 \$'000	2025 \$'000	2025 \$'000
Cash and cash equivalents	(281)	(2,168)	(2,449)
Total assets	(281)	(2,168)	(2,449)
Payables	(281)	(2,168)	(2,449)
Total liabilities	(281)	(2,168)	(2,449)
Net assets	-	-	-

There were no asset or liability transfers from the Department of Department of Trade, Employment and Training in 2024-25.

The following budgeted appropriations were reallocated as part of the machinery-of-government changes:

	Transfers in			Transfers (out)		
	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Department of Energy and Climate	Department of Trade, Employment and Training	Department of Local Government, Water and Volunteers	Department of State Development, Infrastructure and Planning	Total net transfers
	2025 \$'000	2025 \$'000	2025 \$'000	2025 \$'000	2025 \$'000	2025 \$'000
Controlled						
Appropriation revenue	2,271	7,633	104	(141,791)	(139,723)	(271,506)
Equity adjustments	-	-	-	1,171	-	1,171

(b) Public Service Departmental Arrangements Notice (No. 5) 2023

On 18 December 2023 the former Department of Housing was renamed to the Department of Housing, Local Government, Planning and Public Works.

Included in these machinery-of-government changes was the transfer of Building division (including Public Works) and the Office of the Queensland Government Architect from the Department of Energy and Climate. These transfers were effective from 1 January 2024 and were included in the department's 2023-24 financial statements.

1.5 Machinery-of-government changes (continued)

(b) Public Service Departmental Arrangements Notice (No. 5) 2023 (continued)

On 1 July 2024, Corporate and Executive Services resources associated with these functions transferred into the department. These are outlined below:

Assets and liabilities transferred in

	2025 \$'000
Controlled	
Loans and receivables	19,237
Property, plant and equipment	207
Other assets	913
Total assets	20,357
Payables	11,053
Accrued employee benefits	763
Unearned revenue	5,310
Provisions	183
Total liabilities	17,309
Net assets	3,048

The increase in net assets has been accounted for as an increase in contributed equity as disclosed in the Statement of Changes in Equity.

1.6 Measurement

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

1.7 Presentation

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero.

Comparative information reflects the audited 2023-24 financial statements of the former Department of Housing, Local Government, Planning and Public Works except where restated for a prior period error detailed at Note 5.10.

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 after the reporting date. All other assets and liabilities are classified as non-current.

1.8 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.

The AASB is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities. The AASB expects to conduct outreach with not-for-profit and public sector entities to address these issues, and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements.

The department will make an assessment of the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

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.

2 STATEMENT OF COMPREHENSIVE INCOME NOTES

2.1 User charges and fees

Revenue from contracts with customers		
Building services	1,037,002	541,785
Commercial accommodation service*	521,592	272,230
Government employee housing accommodation service*	64,605	28,728
Fleet management services*	93,009	-
Vehicle sales	67,368	-
Other	122,046	36,063
Property rental		
Social housing	473,106	451,176
Total	2,378,728	1,329,982

* **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 has made a judgement that these arrangements are 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	<p>The department provides strategic management of building, construction and maintenance activities primarily to other Queensland state government entities under fixed-price and variable-price contracts. 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.</p> <p>When the department acts as an agent (refer Note 5.7(a)) it will provide project management services with respect to these capital works projects.</p>	<p>Revenue from providing building services is recognised in the accounting period in which the services are provided.</p> <p>Revenue is recognised over time as the building services are provided using either:</p> <ul style="list-style-type: none"> • percentage of completion methodology: stage of completion is measured by reference to the proportion of physical work completed as this represents the transfer of building services to the customer; or • costs incurred to date: this method is typically used for straight-forward activities that occur over a short period of time.

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
Building Services (continued)	<p>Building services contracts typically have durations of less than 12 months and contain one performance obligation. These performance obligations are satisfied over time as services are rendered.</p> <p>Customers are either invoiced progressively or on completion depending on the complexity of the work and consideration is payable when invoiced.</p>	<p>When customers are invoiced progressively, the timing of customer payment does not always match the revenue recognition policies described above. If the building services provided by the department exceed the payment, a contract asset is recognised. If the customer payment exceeds the building services provided by the department, a contract liability is recognised.</p> <p>Estimates of revenues, costs or extent of progress towards completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known.</p>
Commercial Accommodation Service	<p>The department provides access to commercial accommodation primarily to other Queensland state government entities.</p> <p>Commercial accommodation contracts typically have durations of up to 10 years and contain multiple performance obligations relating to the commercial space being provided. Customers simultaneously receive and consume the benefits provided during the contract period and the department invoices on a monthly basis in a manner that fairly represents the transfer of these services. Consideration is recognised as a receivable when invoiced.</p>	Revenue is recognised on a monthly basis as the actual services are provided over the duration of the contract.
Government Employee Housing Accommodation Service	<p>The department provides access to government employee housing primarily to other Queensland state government entities.</p> <p>Government employee housing contracts are typically open ended and contain multiple performance obligations relating to the government employee housing being provided. Customers simultaneously receive and consume the benefits provided during the contract period and the department invoices on a monthly basis in a manner that fairly represents the transfer of these services. Consideration is receivable when invoiced.</p>	Revenue is recognised on a monthly basis as the actual services are provided over the duration of the contract.

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
Fleet management services	<p>From 1 November 2024, responsibility for fleet management services was transferred in from the former Department of Energy and Climate under the machinery-of-government arrangements outlined in Note 1.5.</p> <p>Fleet management services are provided primarily to other Queensland state government entities.</p> <p>Fleet management contracts are typically 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 and the department invoices on a monthly basis in a manner that fairly represents the transfer of these services. Consideration is receivable when invoiced.</p>	Revenue is recognised on a monthly basis as the actual services are provided over the duration of the contract.

Refer to Notes 3.5 and 3.16 for disclosures about contract assets and liabilities outstanding at year end.

Property rental - social housing

Operating lease rent is received in respect of social housing and remote Aboriginal and Torres Strait Islander housing provided by the department to low-income households. Variable rent charges are capped at 25% of total household assessable income. Rent is recognised as revenue in the period in which it is earned.

	2025 \$'000	2024 \$'000
2.2 Appropriation revenue		
<i>Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result</i>		
Original budgeted appropriation revenue	2,412,996	1,026,401
Supplementary amounts:		
Transfers from/to other departments - redistribution of public business	(106,676)	243,158
Unforeseen expenditure	132,694	336,815
Total appropriation receipts (cash)	2,439,014	1,606,374
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	195,722	54,613
Plus: Transfer of deferred appropriation payable from other Queensland Government entities	-	(11,622)
Less: Transfer of deferred appropriation payable to other Queensland Government entities	(182,202)	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(289,558)	(195,722)
Appropriation revenue recognised in Statement of Comprehensive Income	2,162,977	1,453,643
Variance between original budgeted and actual appropriation revenue	(250,019)	427,242

2.2 Appropriation revenue (continued)

Appropriations provided under the *Appropriation Act 2024* 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 3.19).

	2025	Restated 2024
	\$'000	\$'000
2.3 Other revenue		
Supplementation revenue	37,517	14,907
Insurance compensation from loss of property	12,167	7,126
Grants and service procurement refunds	3,198	8,417
Interest	8,017	3,466
Other	7,301	5,735
Total	68,200	39,651

2.4 Gains on disposal/remeasurement of assets

Net gain on financial assets at fair value through profit or loss	50,891	22,204
Net gain on disposal of assets	5,457	-
Total	56,348	22,204

2.5 Supplies and services

Cost of sales		
Building construction and maintenance services	584,226	326,788
Motor vehicles sold through inventory	41,093	-
Property repairs and maintenance	416,513	390,185
Outsourced service delivery - Housing and Homelessness Services	529,828	397,877
Rates to local governments*	225,414	205,588
Consultants and contractors	109,537	70,049
Other property expenses	113,944	57,802
Information, communication and technology expenses	52,596	43,380
Motor vehicle costs	22,699	6,871
Electricity and gas	22,627	13,520
Property rental†	42,622	28,335
Other	135,246	81,666
Total	2,296,345	1,622,061

* The department is not required to pay general rates to local governments for properties covered by Section 95 of the *Housing Act 2003* so these payments are considered special payments. Consequently, rates to local governments include special payments totalling \$67.466 million (2024 \$64.105 million) in respect of general rates. The remaining \$157.534 million of the total \$225 million in rates paid relates to water, sewerage, waste management, and other local government charges applicable to departmental properties.

† Property rental figures include payments made prior to 1 January 2024, to the former Department of Energy and Public Works, in respect of non-specialised commercial office accommodation under the Queensland Government Accommodation Office framework. These payments arose from non-lease arrangements under which the abolished Department of Energy and Climate had substantive substitution rights over the assets used within this program. All payments were expensed as incurred. Payments have been eliminated from 1 January 2024 when responsibility for these assets was transferred in to the department from the abolished Department of Energy and Climate under the machinery-of-government arrangements outlined in Note 1.5 (b).

	2025	Restated 2024
	\$'000	\$'000
2.6 Grants and subsidies		
Housing grants	709,027	458,443
Building and government accommodation services grants	61,923	5,743
Local government grants	250,886	34,932
Other grants and subsidies	30	-
Total	1,021,866	499,118

	2025 \$'000	2024 \$'000
2.7 Employee expenses		
<i>Employee benefits</i>		
Wages and salaries	432,857	251,844
Annual leave levy	46,647	26,308
Employer superannuation contributions	59,483	35,165
Long service leave levy	11,587	6,494
Termination benefits	1,945	991
Other employee benefits	548	544
	<u>553,067</u>	<u>321,346</u>
<i>Employee-related expenses</i>		
Workers' compensation premium	3,152	1,387
Other employee-related expenses	21,350	11,438
	<u>24,502</u>	<u>12,825</u>
Total	<u><u>577,569</u></u>	<u><u>334,171</u></u>

Wages and salaries

Wages and salaries due (but unpaid at reporting date) are recognised in the Statement of Financial Position at current salary rates. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Employer superannuation contributions

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories are now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined Contribution 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 become payable following completion of the employee's service each pay period.

Defined Benefit Plan - 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.

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Scheme a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The 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 are a consequence of employing staff, but are not counted in an employee's total remuneration package. They are not employee benefits, and are recognised separately as employee-related expenses.

Number of employees

The number of employees (measured on a full-time equivalent basis) as at 30 June 2025 is 4,199 (2024 3,880).

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

	2025 \$'000	2024 \$'000
2.8 Impairment losses on loans and receivables		
Social housing debtors	393	7,203
Rental bond loans	7,239	5,648
Trade debtors	453	430
Total	8,085	13,281

2.9 Other expenses

Insurance premiums - Queensland Government Insurance Fund	22,704	18,246
Insurance premiums - other	7,188	1,413
Net loss from disposal of assets	-	1,680
Losses of buildings subject to insurance*	2,839	1,904
Queensland Audit Office - external audit fees [†]	958	858
Losses of public money	1	-
Special payments - ex-gratia payments [‡]	98	129
Other	8,470	1,927
Total	42,258	26,157

* 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 2024-25 financial statements are \$0.844 million (GST exclusive) (2024 \$0.444 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:

- payments to tenants for damaged possessions
- payment to assist a borrower with urgent repairs to their Rental Purchase Plan property
- ex-gratia payment to former employee.

Additional special payments of \$67.466 million (2024 \$64.105 million) for rates are required to be disclosed within Supplies and services and are not included in the total above. Refer to Note 2.5 for further information.

3 STATEMENT OF FINANCIAL POSITION NOTES

3.1 Property, plant and equipment

	2025 \$'000	2024 \$'000
Land: at fair value	18,540,613	16,106,708
Buildings: at fair value	10,005,137	8,737,869
Infrastructure: at fair value		
Gross	812,691	520,306
Less accumulated depreciation	(238,942)	(217,227)
	573,749	303,079
Plant and equipment: at cost		
Gross	1,006,940	382,154
Less accumulated depreciation	(370,395)	(177,498)
	636,545	204,656
Heritage and cultural assets: at fair value		
Gross	226,825	245,132
Less accumulated depreciation	(159,440)	(153,087)
	67,385	92,045
Work in progress: at cost	403,296	280,736
Total	30,226,725	25,725,093

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 2023	13,376,328	6,352,515	-	9,780	-	141,027	19,879,650
Transfers from other Queensland Government entities	1,209,933	1,621,607	260,383	157,683	86,840	261,813	3,598,259
Transfers to other Queensland Government entities	(517)	(76)	-	(29)	-	-	(622)
Additions	81,272	121,763	1	21,105	-	424,856	648,997
Transfers between classes	4,813	478,617	-	35,177	1,018	(519,625)	-
Transfers to right-of-use assets	-	-	-	-	-	(27,324)	(27,324)
Disposals	(3,597)	(4,406)	-	(108)	-	-	(8,111)
Assets reclassified as held for sale	(19,155)	(6,841)	-	-	-	(11)	(26,007)
Net revaluation increments/(decrements) recognised in asset revaluation surplus	1,457,631	335,664	47,090	-	4,641	-	1,845,026
Depreciation	-	(160,974)	(4,395)	(18,952)	(454)	-	(184,775)
Carrying amount at 30 June 2024	16,106,708	8,737,869	303,079	204,656	92,045	280,736	25,725,093
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	-	-	-	778	-	(24,752)	(23,974)
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)	(78,948)	(721)	-	(303,275)
Carrying amount at 30 June 2025	18,540,613	10,005,137	573,749	636,545	67,385	403,296	30,226,725

3.1 Property, plant and equipment (continued)

(a) Additions

Cost is used for the initial recording of all property, plant and equipment asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the asset ready 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 gross carrying amount in the books of the transferor immediately prior to the transfer, together with any accumulated depreciation.

Items of property, plant and equipment with a cost or other value equal to, or in excess of, the following thresholds are recognised for financial reporting purposes in the year of acquisition:

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

Items with a lesser value are expensed in the year of acquisition.

Subsequent expenditure that increases the originally assessed service potential or useful life of an asset is capitalised to the value of that asset. Maintenance expenditure that merely restores original service potential (arising from ordinary wear and tear) is expensed.

Land improvements undertaken by the department are included with buildings.

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, that 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. All of these assets are valued at highest and best use unless otherwise stated.

Key judgement: The cost of items acquired during the year has been judged by management to materially represent their fair value at the end of the reporting period.

Plant and equipment is measured at cost. The 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 by the use of appropriate and relevant indices.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of 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 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 included in equity in respect of that asset 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.

There has been no evidence of a material increase or decrease in the market values of properties from the date of valuation to 30 June 2025.

(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 2025, 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 2024-25 33% (2023-24 32%) of properties were specifically appraised. A sample of valuations that resulted in significant movements (+ or - 20% or greater than \$1 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.

Specific appraisals of land are undertaken at the same time as the related building revaluations are performed.

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

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.

3.1 Property, plant and equipment (continued)

(c) Revaluation (continued)

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

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 relation to 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 made the assumption 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 2025, commercial properties were either:

- specifically appraised by independent valuers
- indexed using Rawlinsons Brisbane Construction Cost Index or
- 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 procured 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. 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. Building characteristics, such as size, grade and condition as well as functional, physical and economic obsolescence factors were also determinants considered by the valuers in assessing values. Valuers are required to maximise the use of observable property market evidence in determining values. In localities with adequate market activity, valuation methods are adopted that have direct reference to recent sales evidence of comparable properties.

Some localities, particularly remote areas, lack sufficient market activity to derive building values directly from sales evidence. Also, the specialised nature of some assets, such as convention centres and other purpose built structures, do not have an active market. Fair value for these assets has been assessed using current replacement cost.

Land values were assessed by the valuers having regard to market evidence of recent and relevant land sales. Land location, size, shape, elevation, accessibility, zoning and development potential were aspects considered in determining land values. Physical, legal and statutory constraints, such as heritage listings, easements, flooding and environmental, were also considered by the valuers.

(iii) Government employee houses – land and buildings

Fair value for Queensland Government employee houses is determined by establishing market value, primarily by the direct comparison method of valuation, or by 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 the current replacement cost. Where properties are indexed a number of indices are used depending on the location. Indices are derived from various qualified valuers providing representative property valuations across multiple regions within the state.

Specific appraisals are performed on these properties once every five years. They were specifically appraised by an independent valuer in 2020-21. Properties that aren't specifically appraised in any given year are indexed.

3.1 Property, plant and equipment (continued)

(c) Revaluation of property (continued)

(iv) Infrastructure

The key infrastructure assets include Roma Street Parkland improvements, the Goodwill Bridge, Kurilpa Bridge and Neville Bonner Bridge. Fair value for the infrastructure assets is assessed using current replacement cost due to the lack of market sales evidence for such assets.

Infrastructure assets are specifically appraised at least every four years using independent experts. The Neville Bonner Bridge was subject to specific appraisal in 2024-25 with the remaining assets specifically appraised in 2023-24. Assets are appraised by an independent valuer taking into account useful life, age, condition and functionality. Quantity surveyors assessed the replacement cost for the valuer. The valuer's assumptions for the infrastructure assets include:

- the property complies with all statutory requirements with respect to health, building, town planning and fire safety regulations
- a detailed structural survey would not reveal defects
- improvements are sited within title boundaries and without encroachment.

Assets that are not specifically appraised in any given year are indexed.

(v) Heritage and cultural assets

Fair value for the department's heritage and cultural buildings is assessed based on relevant market evidence for similar assets. In localities where there is insufficient sales activity to derive market-based valuations, the buildings are valued using the current replacement cost and reproduction cost methods. This is also the case for unique or highly specialised buildings for which there is no comparable property market evidence. Properties are specifically appraised every four years unless there is an indication that more frequent revaluation is required. During 2024-25 the properties were indexed.

(d) Asset revaluation surplus by class

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Heritage and cultural assets \$'000	Total \$'000
Balance as at 1 July 2023	6,542,083	433,496	-	-	6,975,579
Net revaluation increments/(decrements)	1,457,630	335,665	47,090	4,641	1,845,026
Balance at 30 June 2024	7,999,713	769,161	47,090	4,641	8,820,605
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

(e) Fair value measurement

Categorisation of fair values recognised as at 30 June 2025

	Level 2 \$'000		Level 3 \$'000		Total \$'000	
	2025	2024	2025	2024	2025	2024
Land						
- social housing	17,674,871	14,866,121	-	-	17,674,871	14,866,121
- commercial	668,858	570,182	33,969	513,050	702,827	1,083,232
- government employee housing	162,915	157,355	-	-	162,915	157,355
Total land	18,506,644	15,593,658	33,969	513,050	18,540,613	16,106,708
Buildings						
- social housing	3,828,544	3,171,306	4,249,047	3,742,329	8,077,591	6,913,635
- commercial	619,844	613,883	442,235	439,812	1,062,079	1,053,695
- government employee housing	689,088	657,342	176,379	113,197	865,467	770,539
Total buildings	5,137,476	4,442,531	4,867,661	4,295,338	10,005,137	8,737,869
Infrastructure	-	-	573,749	303,079	573,749	303,079
Heritage and cultural assets	4,915	4,815	62,470	87,230	67,385	92,045
Total	23,649,035	20,041,004	5,537,849	5,198,697	29,186,884	25,239,701

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. Adopted depreciation (percentage of asset life expired). The discount rate used to calculate a single present value of the future estimates.

(f) Impairment

Property, plant and equipment assets measured on a cost basis are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded 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.

Any subsequent expenditure that increases the originally assessed capacity or service potential of an asset is capitalised, and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

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	9%
Infrastructure	1%	to	8%
Heritage and cultural assets	1%	to	1%
Plant and equipment	3%	to	80%

Remaining useful lives are reviewed annually. Where remaining useful lives require modification, the depreciation expense changes from the date of assessment until the end of the useful life (for both current and future years). The estimation of useful lives requires management judgement in assessing the condition of the asset.

3.1 Property, plant and equipment (continued)

(g) Depreciation (continued)

Key judgement: 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 required to be 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 provide an opinion on the continued appropriateness of this remaining useful life methodology. During 2020-21 this review was undertaken and the results confirmed the appropriateness of the methodology.

(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 is the owner of 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. 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 2025, the department had provided funding in relation to 4,077 (2024 3,594) properties under this program where title is held by the provider. Due to the fact that the department does not have sole control of these assets, and they are not material, these assets are not disclosed as department assets.

(j) Property leasing

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

3.2 Leases as lessee

(a) Right-of-use assets - buildings

Opening balance at 1 July	2,320,540	824,633
Additions	290,609	163,760
Transfers in due to machinery-of-government changes	-	1,568,184
Depreciation charge	(440,927)	(238,737)
Disposals/derecognition	(53,537)	(34,696)
Other adjustments	129,719	37,396
Closing balance at 30 June	2,246,404	2,320,540

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.

	2025 \$'000	2024 \$'000
(b) Lease liabilities		
Current	435,496	411,149
Non-current	1,456,540	1,547,260

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 3.17.

(c) Lease interest

Interest expense on lease liabilities	63,073	33,584
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3.2 Leases as lessee (continued)

(d) Amounts recognised in Statement of Cash Flows

Total cash outflow for leases	526,457	273,129
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(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 12.94% 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 22.51% of its extension options for the year ending 30 June 2025.

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 2024-25 financial year consisted of rent of \$1,161.21 (2024 \$1,122.84) per property and a rates equivalent component (where applicable) of \$2,903.03 (2024 \$2,807.09) 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.

3.3 Loans and receivables

Current

Contracts with customers

Trade debtors	185,295	110,707
Social housing debtors - maintenance	32,941	32,427
Less: loss allowance	(23,694)	(24,197)
	<u>9,247</u>	<u>8,230</u>

Total contracts with customers

194,542 118,937

Rental bond loans	48,138	40,434
Less: loss allowance	(25,432)	(21,136)
	<u>22,706</u>	<u>19,298</u>

Social housing debtors - rent	16,726	15,055
Less: loss allowance	(8,282)	(8,660)
	<u>8,444</u>	<u>6,395</u>

GST input tax credits receivable	43,552	-
GST payable	(41,935)	-
Net GST receivable	<u>1,617</u>	<u>-</u>

Annual leave reimbursements*	10,535	7,041
Long service leave reimbursements*	2,176	2,229
Housing loans	4,825	3,878
Equity adjustment receivable	150,539	-
Finance lease receivables	1,323	3,718
Other loans and advances	255	606
Total	<u><u>396,962</u></u>	<u><u>162,102</u></u>

Non-current

Rental bond loans	12,035	10,108
Less: loss allowance	(6,358)	(5,284)
	<u>5,677</u>	<u>4,824</u>

Housing loans	14,397	21,801
Finance lease receivables	79,598	54,853
Other loans and advances	-	1,718
Total	<u><u>99,672</u></u>	<u><u>83,196</u></u>

* Refer to Note 2.8 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 with the exception of 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 is recognised in the Statement of Comprehensive Income using the effective interest method.

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 2023	18,577	6,533	21,697	46,807
Increase in allowance recognised in operating result (Note 2.8)	5,009	3,602	3,601	12,212
Amounts written-off during the year	(2,450)	(1,475)	(1,101)	(5,026)
Balance at 30 June 2024	21,136	8,660	24,197	53,993
Balance at 1 July 2024	21,136	8,660	24,197	53,993
Increase in allowance recognised in operating result (Note 2.8)	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

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's preferred payment method is Easypay, which consists of three types of electronic deductions, the Rent Deduction Scheme (through Services Australia - Centrelink), the Direct Deduction Facility through the Commonwealth Department of Veterans' Affairs and a bank direct debit through financial institutions. The department actively pursues outstanding debts. Where a customer has a previous debt with the department and is applying for further housing assistance, the department requests that the customer repays the debt or enters into an agreeable arrangement for the debt to be paid through a Deed of Repayment arrangement.

Loss allowance

To measure the loss allowance under AASB 9 *Financial Instruments*, the department has used the following approach.

For social housing debtors the department has applied the simplified approach in AASB 9 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.

3.4 Credit risk (continued)

Rental bond loans and social housing debtors (continued)

To calculate the lifetime expected credit losses for both rental bond loans and social housing debtors, the department uses a provision matrix that is based on the department's historical credit loss experience for various groups of debtors with shared credit risk characteristics, 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 current vs terminated tenancy.

Write-offs

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

- bankruptcy conditions apply
- customers are 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 (through various channels) and recover the debt have been unsuccessful.

The write-off of a debt does not release the customer from the debt and future action may be taken to recover the debt if further housing assistance is sought. A debt may only be waived in exceptional circumstances after a full review of the debt has been undertaken.

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 concerned. 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 predominately 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.

	2025 \$'000	2024 \$'000
3.5 Contract assets		
Current	137,536	96,667

The department recognises contract assets for work performed for customers under Building Services contracts. Contract assets are transferred to receivables when the department's right to payment becomes unconditional. This usually occurs when the invoice is issued to the customer.

	2025 \$'000	2024 \$'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	287,902	245,229

The department has two housing products which are classified as financial assets at fair value through profit or loss, being Rental Purchase Plan and Pathways Shared Equity.

3.6 Other financial assets (continued)

Under a Rental Purchase Plan agreement, clients obtain a loan from the department for the purchase of a part share in a home and pay monthly instalments which include both a loan repayment (including interest) and a rent component. Under the Pathways Shared Equity Program, clients obtain a loan from the department for the purchase of a share in a property they are currently renting from the department. Clients pay monthly loan repayments to the department.

The department does not have effective control of properties subject to 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.

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 respective areas where they are located. Historically between 80% to 92% of the value of the department's interest in these properties is concentrated in the south-east corner of Queensland.

	2025 \$'000	2024 \$'000
3.7 Service concession assets		
Gross	55,778	16,585
Less accumulated depreciation	(1,037)	(302)
	<u>54,741</u>	<u>16,283</u>
Opening balance at 1 July	16,283	2,658
Additions	39,193	13,899
Depreciation charge	(735)	(274)
Closing balance at 30 June	<u>54,741</u>	<u>16,283</u>

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.

For details on prior period restatements made in relation to service concession arrangements, refer to note 5.1. 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 within the scope of the standard will 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). AASB1059 requires that the fair value of the service concession assets be measured at current replacement cost in accordance with the cost approach in *AASB13 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).

	2025 \$'000	2024 \$'000
3.8 Intangible assets		
Maintenance rights		
Gross	79,173	-
Less accumulated amortisation	(3,339)	-
	<u>75,834</u>	<u>-</u>
Software		
Gross	86,172	84,168
Less accumulated amortisation	(75,714)	(73,183)
	<u>10,458</u>	<u>10,985</u>
Total	<u><u>86,292</u></u>	<u><u>10,985</u></u>

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. The intangible asset was initially recognised at the present value of estimated future maintenance services over a 25-year period and is amortised on a straight-line basis over that period. The carrying value is reviewed annually and adjusted to reflect any changes in estimates, including the unwinding of the discount. The department assesses the asset for impairment indicators annually. No impairment indicators were identified during the reporting period.

	2025 \$'000	Restated 2024 \$'000
3.9 Other assets		
<i>Current</i>		
Prepayments - Service concession arrangements	48,402	3,729
Prepayments - Other	63,642	23,895
Inventories	10,540	-
Other	383	481
Total	<u><u>122,967</u></u>	<u><u>28,105</u></u>
<i>Non-current</i>		
Prepayments - Service concession arrangements	108,742	56,028
Prepayments - Other	102	-
Deferred tax assets	9,223	8,818
Other	8,424	-
Total	<u><u>126,491</u></u>	<u><u>64,846</u></u>

Prepayments for service concession arrangements relate to funding provided upfront to operators for the construction of service concession assets. These prepayments are reclassified to service concession assets when the asset becomes available for use. For details on prior period restatements made in relation to service concession arrangements, refer to note 5.1.

	2025 \$'000	2024 \$'000
3.10 Non-current assets classified as held for sale		
Land	1,320	7,134
Buildings	1,546	2,847
Total	<u><u>2,866</u></u>	<u><u>9,981</u></u>

	2025 \$'000	2024 \$'000
3.11 Payables		
Current		
Trade creditors	310,173	211,069
Grants and subsidies payable	29,921	31,662
Deferred appropriation payable to Consolidated Fund	289,558	195,722
Equity adjustment payable	-	8,701
Dividends	36,791	16,634
 GST payable	-	28,245
GST input tax credits receivable	-	(23,968)
Net GST payable	-	4,277
Total	666,443	468,065

3.12 Borrowings

Current		
Australian Government borrowings	17,072	16,281
Total	17,072	16,281
Non-current		
Queensland Treasury Corporation borrowings	294,512	-
Australian Government borrowings	165,887	182,960
Total	460,399	182,960

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, and then 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 notified by the Queensland Treasury Corporation and is calculated using discounted cash flow analysis. It is classified as a level three fair value in the fair value hierarchy. The carrying amount and fair value is disclosed below:

	2025		2024	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
Queensland Treasury Corporation borrowings	294,512	298,319	-	-
Australian Government borrowings	182,959	261,421	199,241	287,007
Total	477,471	559,740	199,241	287,007

	2025 \$'000	2024 \$'000
3.13 Queen's Wharf deferred consideration		
Current	-	71,250
Non-current	32,095	48,142

Destination Brisbane Consortium ('the Consortium') is providing the state with cash and non-cash consideration in return for the right to develop the Queen's Wharf Precinct and operate the Integrated Resort Development. The upfront consideration received cannot be fully recognised until completion of the Project. Until this point in time, the upfront consideration is recognised with a corresponding liability. A long-term lease and long-term heritage lease commenced on 29 August 2024 and legal title transferred for land related to one residential tower in 2024-25. The upfront consideration received for the long-term leases and this freehold land was recognised in 2024-25.

3.14 Unearned revenue

Current

Rent	28,874	28,088
Service concession arrangements	695	104
Finance lease revenue	1,476	1,322
Supplementation revenue	25,959	18,986
Total	57,004	48,500

Non-current

Service concession arrangements	23,430	4,229
Finance lease revenue	19,839	21,161
Total	43,269	25,390

3.15 Provisions

Current

Transfer duty	-	19,000
Make good	284	1,749
Cladding remediation	305	305
Other	505	2,063
Total	1,094	23,117

Non-current

Make good	9,739	9,568
Total	9,739	9,568

Movements	Transfer duty \$'000	Make good \$'000	Cladding remediation \$'000	Other \$'000	Total \$'000
Balance at 1 July 2024	19,000	11,317	305	2,063	32,685
Transfers in due to machinery-of-government changes (Note 1.5)	-	-	183	-	183
Additional provision made	-	-	-	8	8
Provision utilised through payments	(8,713)	(1,294)	(183)	(642)	(10,832)
Unused provisions reversed	(10,287)	-	-	(924)	(11,211)
Balance at 30 June 2025	-	10,023	305	505	10,833

Transfer duty

In 2018-19 a provision was recognised for transfer duty payable to Queensland Treasury in relation to the Queen's Wharf Precinct IRD agreement. The transfer duty was paid after the long-term lease over the land was issued on 29 August 2024. The balance of the provision was reversed.

Make good

Commercial office leases may contain a make good clause that requires the premises to be returned in a specified condition or other consideration to be provided at the end of the lease term. The department has established make good provisions in respect of these leases.

Cladding remediation

The department recognises a provision for rectification costs for one departmental owned site requiring remediation to address the presence of combustible cladding. The site has had interim risk mitigation strategies implemented and is safe for occupation pending final remediation.

3.16 Other liabilities

Current

Contract liabilities	33,271	29,617
Current tax liability	12,812	11,282
Other	3,008	4,267
Total	49,091	45,166

Non-current

Contract liabilities	824	805
Deferred tax liability	13,902	380
Other	240	344
Total	14,966	1,529

Contract liabilities

Contracts with customers are generally for periods of one year or less or are billed based on time elapsed. The balance of contract liabilities at the end of the financial year is generally recognised as revenue in the following year.

The department has applied the practical expedient in AASB 15 *Revenue from Contracts with Customers*, relating to transaction prices allocated to unsatisfied or partially satisfied performance obligations at the end of the reporting period.

Unearned revenue that does not arise from contracts with customers is included in Note 3.14.

3.17 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 2025 the department had undrawn overdraft facilities of \$30 million (2024 \$30 million) with the Commonwealth Bank and undrawn working capital facilities of \$55 million (2024 \$25 million) with Queensland Treasury Corporation.

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities 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 in respect of 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.

	Amortised Cost \$'000	Undiscounted cash flows Contractual maturity payable in			Total \$'000
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	
2025					
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
	Amortised Cost \$'000	Undiscounted cash flows Contractual maturity payable in			Total \$'000
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	
2024					
Financial liabilities					
Lease liabilities	1,958,409	464,493	1,259,384	540,214	2,264,091
Australian Government borrowings	199,241	25,133	97,369	140,575	263,077
Payables	468,065	468,065	-	-	468,065
Total	2,625,715	957,691	1,356,753	680,789	2,995,233

3.18 Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity by the department. The following items are recognised as contributed equity during the reporting and comparative years and are disclosed in the Statement of Changes in Equity:

- appropriations for equity adjustments (refer to Note 3.19)
- non-appropriated equity adjustments
- non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities e.g. as a result of machinery-of-government changes (refer to Note 1.5).

3.19 Appropriations recognised in equity

	2025 \$'000	2024 \$'000
<i>Reconciliation of payments from consolidated fund to equity adjustment</i>		
Original budgeted equity adjustment appropriation	597,222	457,265
Supplementary amounts		
Transfers from/to other departments - redistribution of public business	1,171	76,902
Unforeseen expenditure	56,822	37,670
Equity adjustment receipts (payments)	655,215	571,837
Less: Opening balance of equity adjustment receivable	-	(21,910)
Plus: Opening balance of equity adjustment payable	8,701	-
Plus: Transfer of equity adjustment receivable to other Queensland Government entities	-	18,369
Plus: Transfer of equity adjustment payable from other Queensland Government entities	13	256
Plus: Closing balance of equity adjustment receivable	150,539	-
Less: Closing balance of equity adjustment payable	-	(8,701)
Equity adjustment recognised in contributed equity	814,468	559,851
Variance between original budgeted and actual equity adjustment appropriation	217,246	102,586

4 BUDGET TO ACTUAL COMPARISON

Following machinery-of-government changes outlined in Note 1.5 and as required by Queensland Treasury policy under such circumstances, the budget figures used in this comparison represent the Adjusted Budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

	Adjusted Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
STATEMENT OF COMPREHENSIVE INCOME			
Income			
User charges and fees	2,231,913	2,378,728	146,815
Appropriation revenue	2,127,990	2,162,977	34,987
Grants and other contributions	88,181	84,006	(4,175)
Other revenue	51,959	68,200	16,241
Total revenue	4,500,043	4,693,911	193,868
Gains on disposal/remeasurement of assets	698	56,348	55,650
Total income	4,500,741	4,750,259	249,518
Expenses			
Supplies and services	2,207,825	2,296,345	88,520
Depreciation and amortisation	724,667	755,672	31,005
Grants and subsidies	1,021,741	1,021,866	125
Employee expenses	602,409	577,569	(24,840)
Finance/borrowing costs	75,071	80,789	5,718
Impairment losses on loans and receivables	4,350	8,085	3,735
Other expenses	34,878	42,258	7,380
Total expenses	4,670,941	4,782,584	111,643
Operating result before income tax	(170,200)	(32,325)	137,875
Income tax (expense)	1,522	(26,332)	(27,854)
Operating result after income tax	(168,678)	(58,657)	110,021
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	-	3,745,377	3,745,377
Total other comprehensive income	-	3,745,377	3,745,377
Total comprehensive income	(168,678)	3,686,720	3,855,398

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

STATEMENT OF FINANCIAL POSITION	Variance notes	Adjusted Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
Current assets				
Cash and cash equivalents	1	194,970	471,326	276,356
Loans and receivables		263,217	396,962	133,745
Contract assets		79,485	137,536	58,051
Other financial assets		7,000	7,000	-
Other current assets		37,172	122,967	85,795
		581,844	1,135,791	553,947
Non-current assets classified as held for sale		2,301	2,866	565
Total current assets		584,145	1,138,657	554,512
Non-current assets				
Property, plant and equipment	2	24,535,776	30,226,725	5,690,949
Right-of-use assets		2,123,002	2,246,404	123,402
Other financial assets		248,716	287,902	39,186
Service concession assets		-	54,741	54,741
Loans and receivables		94,376	99,672	5,296
Intangible assets		183,607	86,292	(97,315)
Other non-current assets		12,766	126,491	113,725
Total non-current assets		27,198,243	33,128,227	5,929,984
TOTAL ASSETS		27,782,388	34,266,884	6,484,496
Current liabilities				
Lease liabilities		419,173	435,496	16,323
Payables	3	280,552	666,443	385,891
Queen's Wharf deferred consideration		-	-	-
Unearned revenue		84,498	57,004	(27,494)
Borrowings		42,072	17,072	(25,000)
Provisions		748	1,094	346
Accrued employee benefits		14,792	20,940	6,148
Other current liabilities		2,403	49,091	46,688
Total current liabilities		844,238	1,247,140	402,902
Non-current liabilities				
Lease liabilities		1,392,765	1,456,540	63,775
Borrowings		430,400	460,399	29,999
Queen's Wharf deferred consideration		32,095	32,095	-
Unearned revenue		19,838	43,269	23,431
Provisions		7,070	9,739	2,669
Other non-current liabilities		12,385	14,966	2,581
Total non-current liabilities		1,894,553	2,017,008	122,455
Total liabilities		2,738,791	3,264,148	525,357
NET ASSETS / TOTAL EQUITY		25,043,597	31,002,736	5,959,139

4 BUDGET TO ACTUAL COMPARISON (CONTINUED)

STATEMENT OF CASH FLOWS	Variance notes	Adjusted Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>Inflows:</i>				
User charges and fees		2,240,589	2,233,223	(7,366)
Appropriation receipts		2,306,320	2,439,014	132,694
GST input tax credits received from Australian Taxation Office		276,619	393,605	116,986
GST collected from customers		175,514	185,370	9,856
Grants and other contributions		88,181	90,651	2,470
Other		83,521	72,804	(10,717)
<i>Outflows:</i>				
Supplies and services		(2,261,562)	(2,321,463)	(59,901)
Grants and subsidies		(1,023,703)	(1,026,038)	(2,335)
Employee expenses		(602,172)	(575,465)	26,707
GST remitted to Australian Taxation Office		(281,822)	(254,563)	27,259
GST paid to suppliers		(196,747)	(341,731)	(144,984)
Finance/borrowing costs		(73,959)	(80,678)	(6,719)
Taxation equivalents		(15,420)	(36,372)	(20,952)
Other		(33,201)	(31,919)	1,282
Net cash provided by (used in) operating activities		682,158	746,438	64,280
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Inflows:</i>				
Loans and advances redeemed	4	24,221	32,561	8,340
Sales of property, plant and equipment		19,300	18,493	(807)
Redemption of other financial assets		5,000	5,884	884
<i>Outflows:</i>				
Payments for property, plant and equipment		(749,246)	(749,825)	(579)
Loans and advances made		(67,667)	(37,264)	30,403
Payments for service concession assets	5	-	(116,440)	(116,440)
Payments for intangible assets		(2,800)	(1,815)	985
Net cash provided by (used in) investing activities		(771,192)	(848,406)	(77,214)
CASH FLOWS FROM FINANCING ACTIVITIES				
<i>Inflows:</i>				
Equity injections		1,120,657	1,195,191	74,534
Proceeds from borrowings		1,211	40,211	39,000
<i>Outflows:</i>				
Payment of lease liabilities		(421,022)	(440,729)	(19,707)
Equity withdrawals		(514,445)	(539,676)	(25,231)
Borrowing redemptions		(16,281)	(42,880)	(26,599)
Dividends paid		(13,468)	(25,780)	(12,312)
Net cash provided by (used in) financing activities		156,652	186,337	29,685
Net increase (decrease) in cash and cash equivalents		67,618	84,369	16,751
Increase (decrease) in cash and cash equivalents from machinery-of-government changes (Note 1.5)		(147,894)	(199,351)	(51,457)
Cash and cash equivalents – opening balance		275,246	586,308	311,062
Cash and cash equivalents – closing balance		194,970	471,326	276,356

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

No disclosures.

Statement of Financial Position

1 Cash and cash equivalents

The increased cash balance of \$276.4 million is primarily driven by timing differences across capital works, grants, and supplies and services, as well as lower-than-expected expenditure on private market products and crisis accommodation as a result of reduced demand.

2 Property, plant and equipment

The department does not budget for movements in the fair value of property as this is reflective of market movements which cannot be reliably estimated in advance, particularly given the size and diversity of the department's property portfolio.

The increase of \$5,691 million is mainly due to the increases in the value of the property portfolio for social housing reflecting increases in valuations across the Queensland property market.

3 Payables

The increased current payables of \$385.9 million is mainly due to capital projects, grants and maintenance activities committed but not finalised at financial year end and timing differences across grants and supplies and services.

Statement of Cash Flows

4 Loans and advances redeemed

The \$8.3 million increase in loans and advances redeemed is primarily attributed to the timing of client repayments on bond loans and Queensland Housing Finance Loan products.

5 Payments for service concession assets

The \$116.4 million increase relates to a change in accounting treatment for payments made under funding agreements that are now classified as a service concession arrangements. For more information refer to Note 5.10 prior period error.

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 additional guidance included in the revised version of 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.

Following the machinery-of-government changes effective from 1 November 2024, one KMP position transferred to the department and two KMP positions transferred out of the department. Refer to Note 1.5 for information on this machinery-of-government change.

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 the strategic direction for policy development, intergovernmental relations, performance management, reporting, and legislative matters. Responsibilities include regulation of services providers in residential services, residential parks (manufactured homes), retirement villages, and community housing. Additionally, delivery of housing and service delivery focused on improving housing outcomes for First Nations peoples and communities. Key functions include strategic policy and intergovernmental relations, regulatory services, First Nations housing and homelessness, youth affairs, and the Office of the Night-Life Economy.
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, Queensland Government 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)

(a) Details of key management personnel (KMP) (continued)

*Functions transferred from the department from 1 November 2024**

Deputy Director-General, Local Government	Responsible for the development and implementation of strategies, policies and programs that support a sustainable local government system.
Deputy Director-General, Planning	Responsible for the coordinated and integrated delivery of planning functions and services for Queensland.

*Refer to Note 1.5.

(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.

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 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.

5.1 Key management personnel disclosures (continued)

(c) Remuneration expenses (continued)

1 July 2023 – 30 June 2024

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	467	12	12	60	-	551
Deputy Director-General, Corporate Services ¹	264	13	7	35	-	319
Deputy Director-General, Policy, Performance and First Nations (acting from 25/09/2023 to 04/02/2024) ¹	108	4	3	13	-	128
Deputy Director-General, Policy, Performance and First Nations (from 05/02/2024) ¹	128	5	3	15	-	151
Deputy Director-General, Social and Affordable Housing Growth (acting from 13/07/2023 and appointed from 08/12/2023) ¹	288	11	7	39	-	345
Deputy Director-General, Housing and Homelessness Services (acting from 25/09/2023 to 23/01/2024) ¹	94	4	2	11	-	111
Deputy Director-General, Housing and Homelessness Services (from 24/01/2024) ¹	136	5	3	16	-	160
Deputy Director-General, Local Government ²	136	6	3	17	-	162
Deputy Director-General, Planning ²	159	6	4	19	-	188
Deputy Director-General, Public Works ³	163	6	4	20	-	193
Chief Finance Officer (to 03/09/2023)	36	2	1	5	-	44
Chief Finance Officer (acting from 04/09/2023 to 22/10/2023)	32	2	1	3	-	38
Chief Finance Officer (from 23/10/2023)	165	9	4	20	-	198

Notes

- Following the machinery-of-government changes effective from 1 June 2023, the department reviewed its functional alignment. This identified an optimal structure of four divisions, each led by a Deputy Director-General. The new structure was effective from 22 September 2023.
- These positions transferred from the Department of State Development and Infrastructure from 1 January 2024.
- This position transferred from the Department of Energy and Climate from 1 January 2024.

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 and/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 outlined in Note 1.5, the department's principal activities for the period 1 January 2024 to 30 June 2025 (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 predominately 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, Notes 3.9, 3.16 and 5.5)
- Assets and liabilities transferred due to machinery-of-government changes (refer to Note 1.5)
- Appropriation and equity funding from government (refer to Notes 2.2, 3.3, 3.11, 3.19 and 5.6)
- Insurance premiums (Queensland Government Insurance Fund) and insurance compensation from loss of property (refer to Notes 2.3 and 2.9)
- Property repairs and maintenance costs and property rental (refer to Note 2.5)*
- Information, communication and technology support charges (refer to Note 2.5)†
- Building and government accommodation services grants (Note 2.6)
- Annual and long service leave related transactions (refer to Notes 2.7 and 3.3)
- Capital works on buildings and right-of-use assets (refer to Notes 3.1 and 3.2)*
- Dividends (refer to Note 3.11)
- Queensland Treasury Corporation borrowings (refer to Note 3.12)
- Provisions for transfer duty (refer to Note 3.15)
- Transfer of administered revenue to government (refer to Note 5.6)
- Administered receivables and payables (refer to Note 5.6)
- Administered supplies and services (refer to Note 5.6).

* Relates to transactions prior to the 1 January 2024 machinery-of-government changes.

† Relates to transactions prior to the 1 July 2024 machinery-of-government changes.

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
2025				
Property, plant and equipment	661,182	288,910	767	950,859
2024				
Property, plant and equipment	403,651	13,422	-	417,073

Capital commitments for Service Concession Arrangements

As at 30 June 2025, the department had committed \$369.64 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 2025 assessments are yet to be completed and it is not possible to make a reliable estimate of the amount receivable.

Contingent liability

Claims made under a construction contract have been received from the contractor, claiming additional costs incurred as a result of changes to statutory requirements and other claims. The department has rejected the statutory requirements and other claims on the basis that the claimed amounts have not been adequately substantiated. The contractor maintains its entitlement to the claims and the department and contractor are engaging in an attempt to resolve the claims. At this stage, the financial impact of the claims cannot be reliably estimated as of the reporting date. Further information is not disclosed on the grounds that it could prejudice the outcome.

5.5 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.

5.6 Administered activities

		Housing and Homelessness Services		Building and Government Accommodation Services		Local Government		Total department		Adjusted budget	Budget variance
	Variance notes	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000	2025 \$'000	2025 \$'000
Administered revenues											
Appropriation revenue	1	40,237	37,118	94,860	17,086	25,226	568,718	160,323	622,922	117,970	42,353
Grants and other contributions	2	14,893	17,528	-	-	25,115	568,086	40,008	585,614	50,215	(10,207)
User charges and fees		116	215	36	21	1,217	2,237	1,369	2,473	1,331	38
Total administered revenues		55,246	54,861	94,896	17,107	51,558	1,139,041	201,700	1,211,009	169,516	32,184
Administered expenses											
Grants and subsidies		42,851	46,281	758	-	25,226	568,258	68,835	614,539	66,739	2,096
Supplies and services	3	11,660	9,898	94,860	17,086	-	-	106,520	26,984	76,331	30,189
Employee expenses		143	3	-	-	-	-	143	3	-	143
Transfer of administered revenue to government		94	92	36	21	26,332	570,783	26,462	570,896	26,446	16
Other expenses		-	4	-	-	-	-	-	4	-	-
Total administered expenses		54,748	56,278	95,654	17,107	51,558	1,139,041	201,960	1,212,426	169,516	32,444
Operating result		498	(1,417)	(758)	-	-	-	(260)	(1,417)	-	(260)
Administered current assets											
Cash and cash equivalents	4	-	1,184	5,399	1	-	556,226	5,399	557,411	-	5,399
Receivables		145	122	-	22	-	555,095	145	555,239	13	132
Total administered current assets		145	1,306	5,399	23	-	1,111,321	5,544	1,112,650	13	5,531
Administered current liabilities											
Payables	5	3,860	5,520	5,399	23	-	1,111,321	9,259	1,116,864	2,809	6,450
Accrued employee benefits		-	-	-	-	-	-	-	-	1	(1)
Total administered current liabilities		3,860	5,520	5,399	23	-	1,111,321	9,259	1,116,864	2,810	6,449
Net administered assets		(3,715)	(4,214)	-	-	-	-	(3,715)	(4,214)	(2,797)	(918)

* The 2024 comparative figures relate to the published annual financial statements of the former Department of Housing, Local Government, Planning and Public Works. Comparative information has not been re-cast to reflect the transfer of activities as a result of machinery-of-government changes (refer to Note 1.5).

5.6 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

The \$42.4 million increase in appropriation revenue is primarily attributed to operational support provided to the Queensland Building and Construction Commission being centrally held in the 2024-25 original budget and subsequently drawn down during the financial year.

2. Grants and other contributions

The department provides accommodation assistance including rental support grants and flexible housing solutions in response to natural disasters, being recoverable in arrears from the Queensland Reconstruction Authority through joint Commonwealth/State disaster recovery funding arrangements.

3. Supplies and services

The \$30.2 million increase in supplies and services is primarily attributed to operational support provided to the Queensland Building and Construction Commission being centrally held in the 2024-25 original budget and subsequently drawn down during the financial year. This increase is partially offset by the timing of expenditure incurred in response to natural disaster events.

4. Cash and cash equivalents

The variance is primarily driven by timing differences in the receipt of supplementation for operational expenditure within QBuild.

5. Payables

The variance is primarily driven by timing differences in operational expenditure within QBuild.

	2025 \$'000	2024 \$'000
(b) Reconciliation of payments from consolidated fund to administered income		
Budgeted appropriation revenue	744,088	35,496
Transfers from/to other departments - redistribution of public business	(70,718)	(65,175)
Unforeseen expenditure	42,108	97,975
Total administered appropriation revenue receipts (cash)	715,478	68,296
Plus: Opening balance of deferred administered appropriation payable to Consolidated Fund	-	5,170
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	(5,399)	549,456
Administered appropriation revenue	160,323	622,922

(c) Administered equity payments from consolidated fund

Transfers from/to other departments - redistribution of public business	300	100
Unforeseen expenditure	-	(100)
Administered equity adjustment recognised in contributed equity	300	-

5.6 Administered activities (continued)

(d) Grants and subsidies

Local government grants	25,226	568,258
Housing and homelessness services grants		
Residential Tenancies Authority	40,237	37,119
Disaster recovery	2,614	9,162
Other grants and subsidies	758	-
Total	68,835	614,539

(e) Undrawn facilities

The department has overdraft facilities totalling \$125 million (2024 \$125 million) with the Commonwealth Bank in relation to its Administered accounts. The amount undrawn as at 30 June 2025 is \$122 million (2024 \$125 million).

5.7 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.

	2025 \$'000	2024 \$'000
Agency revenues		
Receipts for goods and services	881,659	409,656
Agency expenses		
Payments for supplies and services	881,659	409,656
Agency current assets		
Receivables	104,478	111,583
Agency current liabilities		
Bank overdraft	62,444	71,339
Payables	40,346	38,556
Other	1,688	1,688
Total liabilities	104,478	111,583

5.7 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.

	2025 \$'000	2024 \$'000
Agency revenues		
Receipts for goods and services	438,453	121,669
Agency expenses		
Payments for supplies and services	438,453	121,669
Agency current assets		
Receivables	78,429	50,241
Agency current liabilities		
Payables	78,429	50,241

(c) Agency transactions - Department of the Environment, Tourism, Science and Innovation

From 1 January 2024 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.

	2025 \$'000	2024 \$'000
Agency cash assets		
Balance at 1 July	3,853	-
Transfers in due to machinery-of-government changes	-	4,279
Grants provided	(1,875)	(426)
Balance at 30 June	1,978	3,853

(d) Agency transactions - machinery-of-government

From 1 November 2024 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 outlined in Note 1.5.

Controlled	Revenues	Expenses
2025	\$'000	\$'000
Department of Local Government, Water and Volunteers	27,054	136,946
Department of State Development, Infrastructure and Planning	-	19,790
Total	27,054	156,736

Administered	Revenues	Expenses
2025	\$'000	\$'000
Department of Local Government, Water and Volunteers	420,829	439,768
Total	420,829	439,768

From 1 June 2023 to 30 November 2023 the department acted as an agent, processing transactions on behalf of the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts and the Department of Transport and Main Roads following machinery-of-government changes.

Controlled	Revenues	Expenses
2024	\$'000	\$'000
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	98,855	96,914
Department of Transport and Main Roads	72,917	71,622
Total	171,772	168,536

5.8 Climate risk disclosure

Whole-of-government climate-related reporting

The State of Queensland, as the ultimate parent of the department, provides information and resources on climate related strategies and actions accessible at

<https://www.energyandclimate.qld.gov.au/climate>

and

<https://www.treasury.qld.gov.au/energy-and-climate/>.

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability responses. 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.

5.9 Events occurring after the reporting date

No events have occurred after the reporting date that require additional disclosures or adjustments to these financial statements.

5.10 Prior period error

In preparing the 2024-25 financial statements, and as part of the continuous assessment of capital funding agreements, the department identified 35 housing arrangements entered into in previous years that were incorrectly accounted for as capital grants in the 2022-23 and 2023-24 financial years. These arrangements should have been reported as service concession arrangements in accordance with AASB 1059 *Service Concession Arrangements: Grantors*. The value of grants and subsidies impacted by this error in 2023-24 was \$45.639m.

As the department controls these service concession assets, a prepayment or service concession asset and unearned revenue should have been recognised. For further details on the department's accounting policies and valuation approach for service concession arrangements, refer to note 3.7.

The department is in the process of developing a new Master Agreement with Community Housing Providers. This agreement aims to streamline and replace existing agreements with Community Housing Providers, while supporting the delivery of more social and affordable housing. The implementation of the Master Agreement, scheduled from 2025-26, may require further reassessment of these arrangements and their accounting treatment.

Comparative numbers reported in the 2023-24 Statement of Financial Position, and at the beginning of the comparative financial year (1 July 2023), have been restated to correct these errors below. The line items affected are as follows:

Financial statement line items affected	2022-23			2023-24		
	Published financial statements \$'000	Correction of error \$'000	Restated actuals \$'000	Published financial statements \$'000	Correction of error \$'000	Restated actuals \$'000
<u>Statement of Financial Position</u>						
Service concession assets	-	2,658	2,658	-	16,283	16,283
Other current assets	11,503	9,054	20,557	24,376	3,729	28,105
Other non-current assets	-	15,332	15,332	8,818	56,028	64,846
Unearned revenue - current	29,786	16	29,802	48,396	104	48,500
Unearned revenue - non-current	-	762	762	21,161	4,229	25,390
<i>Accumulated surplus/(deficit)</i>	(289,064)	26,266	(262,798)	(447,954)	71,707	(376,247)
<u>Statement of Comprehensive Income</u>						
Grants and subsidies				544,757	(45,639)	499,118
Depreciation and amortisation				425,293	274	425,567
Other revenue				39,575	76	39,651
<i>Operating result</i>				(142,256)	45,441	(96,815)
<u>Statement of Cash Flows</u>						
Grants and subsidies				(545,531)	45,639	(499,892)
Payments for service concession assets				-	(45,639)	(45,639)

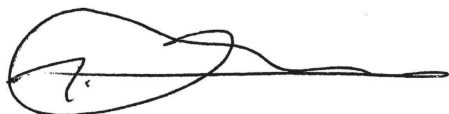
Department of Housing and Public Works

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 2025, 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. Jones
MIPA
Acting Chief Finance Officer
Department of Housing and Public Works



M. Cridland
Director-General
Department of Housing and Public Works

29 August 2025

29 August 2025

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 2025, 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 my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2025, and its financial performance for the year then ended; and
- b) 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 (including Independence Standards)* (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 (\$17.7 billion) and buildings (\$8.1 billion)

Refer to Note 3.1 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>The department engaged independent valuers to perform specific appraisal valuations representing 33% 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.</p> <p>Specific judgement was required in relation to:</p> <ul style="list-style-type: none"> 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 one (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 this review last undertaken in 2020–21 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. 	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Verifying the adequacy of management's review of the valuation process by inspecting final valuation approvals and evidence of oversight by management. <p>For specific appraisal valuations in the current year:</p> <ul style="list-style-type: none"> 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. <p>For indexations in the current year:</p> <ul style="list-style-type: none"> 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 comparing the indices applied to similar properties in similar locations that were comprehensively revalued. <p>[continued over page]</p>

Key audit matter	How my audit addressed the key audit matter
<p>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.</p>	<p>Auditing the condition rating system for reasonableness and appropriate application. This included:</p> <ul style="list-style-type: none"> 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 (\$1.9 billion) and infrastructure assets (\$0.6 billion)

Refer to Note 3.1 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>The fair value measurement of commercial buildings without an observable market and infrastructure assets is based on the current replacement cost method.</p> <p>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 2025.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> 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 <p>[continued over page]</p>

Key audit matter	How my audit addressed the key audit matter
<p>The comprehensive revaluations are dependent on certain key assumptions that require significant management judgement for:</p> <ul style="list-style-type: none"> 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. <p>The indexation method required:</p> <ul style="list-style-type: none"> 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. <p>The measurement of accumulated depreciation involved significant judgements for determining condition and forecasting the remaining useful lives of the asset building components.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant judgements for calculating annual depreciation expense.</p>	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for 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. 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 the 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:

https://www.auasb.gov.au/auditors_responsibilities/ar6.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- 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.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



William Cunningham
as delegate of the Auditor-General

29 August 2025

Queensland Audit Office
Brisbane

