Department of Housing and Public Works

Annual Report 2017–18

IMAGE: QUEENSLAND GOVERNMENT LOGO

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# Letter of Compliance

25 September 2018 IMAGE: QLD GOVERNMENT LOGO

The Honourable Mick de Brenni MP

Minister for Housing and Public Works

Minister for Digital Technology

Minister for Sport

Level 31, 1 William Street

Brisbane, QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2017–18 and financial statements for the Department of Housing and Public Works.

This report is prepared on the basis of the current administrative arrangements for the department applying for the whole of the 2017–18 financial year. That is, it reflects the structure, operations and performance of the department as at 30 June 2018.

I certify that this Annual Report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
* 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 102 of this annual report.

Yours sincerely

IMAGE: SIGNATURE OF LIZA CARROLL

Liza Carroll

Director-General

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# Communication objective

This Annual Report provides information about the Department of Housing and Public Works’ financial and non-financial performance for 2017–18. It has been prepared in accordance with the *Financial Accountability Act 2009, the Financial and Performance Management Standard 2009* 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 2017–21* and the *2017–18 Service Delivery Statements*.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on

13 QGOV (13 74 68) and we will arrange an interpreter to communicate the report to you.

[www.qld.gov.au/languages](http://www.qld.gov.au/languages)

IMAGE: INTERPRETER SYMBOL

IMAGE: INTERPRETER SYMBOL

#### Online Open Data Reporting

Content for the following annual reporting requirements can also be accessed on the department’s website at

[http://www.hpw.qld.gov.au](http://www.hpw.qld.gov.au/) and the Queensland Government data website at https://data.qld.gov.au/:

* consultancies
* overseas travel
* Queensland Languages Services Policy.

#### Department of Housing and Public Works Annual Report 2017–18.

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# Message from the Director–General

The 2017–18 year has been a significant one for the Department of Housing and Public Works. Machinery-of-government changes following the Queensland State General Election in November 2017 broadened our focus considerably, with the addition of a range of new portfolio areas.

Sport and Recreation Services from the former Department of National Parks, Sport and Racing as well as the Smart Service Queensland, Queensland State Archives, Strategic ICT, Queensland Shared Services and Queensland Government Chief Information Office functions from the former Department of Science, Information Technology and Innovation all joined the department.

This Annual Report outlines the progress the department has made in contributing to the Government’s objectives throughout 2017–18, while recognising the ongoing work, performance and dedication of over 5,000 Department of Housing and Public Works employees across the state.

The functions gained through the machinery-of-government changes provide great opportunities for our department to better benefit Queenslanders. We have aligned our diverse divisions to support government service delivery in areas of housing and homelessness, building policy, public works, sport and recreation, digital and information technology and government corporate services.

We have continued to implement initiatives and programs linked to the *Queensland Housing Strategy 2017–27*, including exceeding our targets in the delivery of additional social and affordable housing through the *Housing Construction Jobs Program.* The program successfully encourages partnerships with private sector and community housing providers to deliver jobs, local economic growth and better community outcomes.

Our people-centred approach to service delivery is supported by our focus on tenant engagement, as well as our delivery of social rental housing and private market supports. This approach was reflected through the innovative Fortitude Valley Housing Service Centre which was acknowledged at the Good Design Awards in May 2018 for its human-centred design.

We continued our ongoing commitment to Aboriginal and Torres Strait Islander housing, successfully delivering over 1,000 new houses, 1,490 refurbishments and maintenance of 4,380 properties under the National Partnership Agreement on Remote and Indigenous Housing. Through this work we achieved local employment and 80 per cent Aboriginal and Torres Islander business engagement, higher than any other state.

Through participation in sport and active recreation we supported our communities in improving the health and well- being of Queenslanders. We have achieved this through the delivery of a variety of programs, including the delivery of over 40,000 Get Started Vouchers to children and young people and promoting various campaigns, such as Join the Movement.

Targeted infrastructure projects under the Female Facilities Program were also supported by the department to encourage greater female participation, as well as investment in remote communities through the Remote Facilities Maintenance Program.

In 2017–18 we set the Government’s long-term strategic direction to deliver a safer, fairer, more sustainable building and construction industry through the release of the *Queensland Building Plan* in October 2017.

A number of key reforms were advanced, including the introduction of the *Plumbing and Drainage Bill 2018*, enactment of the *Security of Payment Act 2017* and introduction of Project Bank Accounts. Public safety drove significant pieces of work throughout the year including our department’s comprehensive response to the issue of combustible cladding through the Non- Conforming Building Products Audit Taskforce.

Our leadership and innovation in the provision of services to government and industry also demonstrated our commitment to making business easier for our customers. We led and supported strategic and innovative procurement throughout the year, linking with industry, business and government sectors, and ensuring support for regions through the Buy Queensland approach.

Commencing 1 September 2017, the Government ensured that all Queensland Government procurement delivered benefits to Queensland, including a focus on employment opportunities for local businesses, boosting Aboriginal and Torres Strait Islander employment, engaging apprentices and increasing the use of social enterprises.

Our diverse agenda of priorities is underpinned by the performance and commitment of our people. This unified commitment was particularly evident during this year’s 2018 Gold Coast Commonwealth Games event, which saw our housing, building, sport and recreation and cyber security teams working closely together to contribute to the event’s successful running.

We continue to build our people through investment in learning and training opportunities for staff, including offerings such as Managing for Results, Taking the Lead and the Emerging Leaders Program to help develop current and future leaders of the department.

Flexible work arrangements were strengthened by the opening of additional Distributed Work Centres providing opportunities for regional staff to work closer to home. Our health and safety commitments to our staff and customers were supported by initiatives such as online safety inductions for Building and Asset Services contractors, domestic and family violence awareness training, skin cancer checks and flu vaccinations.

The scope of our expertise and breadth of our services are reflected in the pages of this report.

By playing to our strengths and building collaborative and creative relationships with agencies and communities, we are well placed to deliver on our exciting future program of work.

I would like to thank my leadership team for their support and commitment, as well as the motivated, talented, and dedicated staff of the department who make a difference to Queenslanders through their work, every day.

Liza Carroll

**Director-General**

# Our department

### Our vision

Working together to make a difference to Queenslanders by building better, safer places to live and work.

As a result of machinery-of-government changes we have developed a new vision to reflect our department into the future. This vision will appear in the 2018–22 Strategic Plan.

*Working together with respect and compassion to influence change and deliver responsive services that build a healthy and connected Queensland.*

### Our purpose

The Department of Housing and Public Works supports Queensland’s economic wellbeing and contributes to improving quality of life for people and communities.

We seek to balance social outcomes with business and economic outcomes. The department delivers a diverse range of services to Queenslanders in the areas of housing and homelessness, building policy, public works, fleet and asset management, procurement, sport and recreation, digital and information technology and government corporate services.

We are also committed to achieving better outcomes for Aboriginal peoples and Torres Strait Islander peoples and their communities. Our diversity of services is our challenge as well as our strength.

The department provides significant support to the Queensland Government through the provision of briefing advice, analysis, policy services and the establishment of processes to manage the implementation of the Government’s commitments. The department has been working collaboratively with the Government and stakeholders to implement these commitments.

We contribute to the Queensland Government’s objectives by:

###### Creating jobs and a diverse economy

* promoting employment and economic participation and supporting economic growth through safe and fair building policy, innovative procurement and service delivery
* driving innovation-led growth
* investing in sport and active recreation

###### Delivering quality frontline services

* providing responsive and integrated housing and homelessness services
* working with agencies to put people at the centre of service design
* providing programs, workshops and resources to encourage all Queenslanders to be more physically active

###### Protecting the environment

* delivering sustainable built infrastructure and fleet management
* reducing and offsetting fleet carbon emissions

###### Building safe, caring and connected communities

* supporting regional development, and consulting with communities to inform our policies and service delivery
* harnessing digital platforms
* supporting and encouraging greater participation in physical activity through sport and active recreation
* supporting sport and active recreation across all regions to enhance participation, particularly for children and young people, disadvantaged groups and women and girls
* optimising the performance of elite athletes and rising stars through local, specialised coaching and training facilities.

### Our objectives

Our vision is achieved through the department’s strategic objectives to enable:

* better lives, greater opportunities for people and communities
* safer and fairer industries and environmental sustainability
* greater value and support for employment and economic opportunities
* a collaborative, integrated, and agile organisation
* our sport and recreation venues to provide contemporary, quality client experiences
* simple and easy access to integrated Queensland Government services and ensuring the preservation of Queensland public records for the benefit of current and future generations
* the delivery of information and communication technology (ICT) services and provision of advice across government and the ICT Industry and delivery of ICT infrastructure and information brokerage to support the delivery of frontline services.

Underpinning these objectives is the department’s long-term vision to deliver key strategies including: a *Queensland Housing Strategy, a building strategy* (through the *Queensland Building Plan*) and the *Buy Queensland: Procurement Strategy.*

As a result of machinery-of-government changes, the department launched a new strategic plan in July 2018.

### Our operating environment

The department delivered its services in a complex and changing environment, including:

* increased demand for affordable rental housing
* increased complexity of client needs and a demand for holistic and person-centred services
* a national focus on measures to address the health and safety risks posed by non-conforming building products and matters affecting the building construction sector
* globalisation, digital transformation, new technologies and business strategies that are rapidly diversifying and reshaping markets, industries and communities
* citizen demand for access to digitally-driven, personalised or predictive government services
* the need for enhanced digital skills, connectivity and inclusion if Queensland is to flourish as a global innovation hub and people and businesses are to reach their potential
* increased social, cultural and economic pressures that divert Queenslanders away from sport and active recreation services.

### Our opportunities and challenges

To ensure that we are well placed to address our opportunities and challenges in a changing environment we review and manage our risk management strategies on an ongoing basis.

Our key risks relate to:

* **Services meeting client needs** – by strengthening our client engagement and monitoring our service delivery, we manage our ability to meet client needs and community expectations.
* **Business services and products addressing customer requirements** – by developing market knowledge, staff capability and informed service design, we work to ensure our customers are satisfied and our business delivery is on target.
* **Aboriginal and Torres Strait Islander outcomes** – by engaging with Aboriginal peoples and Torres Strait Islander peoples and communities, we aim to address disadvantage through the delivery of effective policies and programs.
* **Workforce capability** – by focussing on improving the skills and engagement of our leaders and staff, we will attract and retain skilled employees and lift our productivity.
* **Planning and resources** – by working to align the department’s plans and resources to our strategic direction and priorities, we aim to optimise our financial and service delivery outcomes.

While we are effectively managing our risks, we are also aware of opportunities to reimagine our approach to managing our complex portfolio. To ensure we are well placed for the future, we will:

* develop our leadership capabilities at all levels to drive organisational change and embrace new opportunities
* foster a culture of innovation and agility that enables us to meet the future needs and changing expectations of our clients, customers and stakeholders
* build our capacity to respond to a digitised future, use technology and analyse data to gain new insights and transform the way we do business.

### Our priorities

Our department’s key focus is to support the achievement of the Queensland Government’s objectives, including to:

* be a responsive government to make it easier for citizens to access and use government services and to do business with government
* create jobs in a strong economy through significant building and public works programs
* keep Queenslanders healthy through sport and recreational activities
* keep communities safe by focusing on opportunities for, and providing housing and homelessness services to, vulnerable young Queenslanders.

The department’s key priorities into the future include:

* driving the delivery of a responsive government, including supporting the delivery of simple and easy-to-access services across government
* delivering improved housing outcomes for all Queenslanders by continuing to implement the *Queensland Housing Strategy 2017–27* and Action Plan including driving the delivery of the *Housing Construction Jobs Program*
* delivering reforms arising from the *Queensland Building Plan 2017*
* delivering on the *Non-Conforming Building Products Audit Taskforce Report*
* improving the delivery of sport and active recreation opportunities for all Queenslanders by developing a Queensland sport and active recreation strategy
* embedding the *Queensland Government Procurement Policy* and Government Procurement Strategy Backing Queensland Jobs including enhancements announced in 2018.

### Our values

We are committed to integrity and accountability, with our values underpinning everything we do. Our people are engaged in their work and are committed to the following core public service values, as well as a healthy and safe workforce:

* Healthy and safe workforce
* Customers first
* Ideas into action
* Unleash potential
* Be courageous
* Empower people

### CASE STUDY A new-look Fortitude Valley HSC

IMAGE: PHOTO OF A SERVICE DESK AT FORTITUDE VALLEY HOUSING SERVICE CENTRE

Co-designed by staff, tenants and community partners, the new-look Fortitude Valley Housing Service Centre has been a resounding success, taking out a number of awards, including a national Good Design Award, and receiving positive feedback from visitors.

Human-centred design is an approach to problem-solving that places customers and stakeholders at the heart of the design process. The approach was applied to the re-design of the Fortitude Valley Housing Service Centre, one of 22 centres providing housing support to Queenslanders. Staff, clients, agency and community partners came together to co-design a centre that would help transform housing service delivery across the state.

In its first three months of operation, the centre received a feedback rating of ‘excellent’ by 100 per cent of visitors, with the environment described as ‘very homely’, ‘super’, and ‘awesome’, with a ‘modern feel’, ‘quick pleasant service’, ‘great kids’ space’ and ‘excellent atmosphere’.

A collaborative departmental effort contributed to the outcome, with teams working on sourcing the site, including the physical and IT fit-out following the design process.

Staff are also embracing the transformed workplace, which includes new workstations, a large modern kitchen, break-out areas and an innovation space catering to over 100 people.

The new centre opened on 29 January 2018 and is part of an overarching plan to modernise housing service centres across Queensland.

### FEATURE Gold Coast 2018 Commonwealth Games

IMAGE: GOLD COAST 2018 SIGN AT BEACH

IMAGE: 2 LADIES TALKING AT GOLD COAST BEACH

The Gold Coast took centre stage in April 2018 during the Commonwealth Games (GC2018), with the department playing a key role in the Queensland Government’s coordination of the event. Housing, building, sport and recreation, and cyber security teams delivered a range of services both in the lead up to, and during the Games.

Our Sport and Recreation team, through the Queensland Academy of Sport, supported Queensland’s contingent of 128 athletes which collectively won 90 medals – almost half of Australia’s tally. Supporting young Queenslanders at a grassroots level to become elite athletes is a key area of focus for the department.

Underpinning this commitment is the development of a comprehensive sport and active recreation strategy aimed at articulating how we can better support Queenslanders to be more physically active, healthier and better connected while also supporting elite success, economic growth and jobs.

Major events can cause disruptions for communities and impact on people experiencing homelessness as well as tenants in the local rental market. In response to these challenges, the department developed the *GC2018 Homelessness Action Plan* which included the provision of an additional 489 beds for temporary emergency accommodation, and support for existing services to provide people with meals, showers, a place to relax and a centralised place to continue to use support services. The department also supplied gocards to help people access support services and crisis accommodation.

The local Housing Service Centre worked closely with the Gold Coast Homelessness Network, a group comprised of 50 services including homelessness, housing, drug and alcohol, and mental health services.

A number of initiatives were also developed specifically for the Games, including the establishment of a Homeless Protocol for People in Public Places to help ensure respectful interactions, and that people in need were referred to relevant services, and the Advance to Zero panel which works to link people in need with appropriate housing.

*“The Advance to Zero panel is a totally different approach for the housing and homelessness sector and includes representative agencies and NGOs as well as the department. It has been very successful and will be part of the valuable ongoing legacy left by GC2018.”*

Emma Greenhalgh, Project Manager

The department’s Building and Asset Services team worked to deliver maintenance to key service facilities like police and ambulance stations during the Games. They were also responsible for the Rugby Sevens venue, Cbus Super Stadium and the base for security personnel at the Tallebudgera Recreation Centre.

Our department’s whole-of-government Cyber Security Unit, within the Queensland Government Chief Information Office played a pivotal role in ensuring the security of information. During the Games, the unit worked with agencies to prevent potential cyber threats and was responsible for coordinating incident response and information sharing across the Government and its partner organisations.

# Organisational structure

As at 30 June 2018, the department consisted of ten divisions:

* Housing and Homelessness Services
* Public Works and Asset Management
* Sport and Recreation Services
* Building Industry and Policy
* Corporate Services
* Queensland Government Procurement
* Strategic ICT
* Digital Capability, Information and Transaction Based Services
* Queensland Shared Services
* Queensland Government Chief Information Office.

Our services are delivered through a network of regional offices in Queensland. These offices are coordinated by district offices and a central office in Brisbane. The office locations and contact details are on pages 92 to 100.

### Machinery-of-government changes

***Public Service Departmental Arrangements Notice (No.3 and No.4) 2017***

Details of transfer:

Responsibility for the following functions was transferred from the former Department of Science, Information Technology and Innovation:

* Smart Service Queensland
* Queensland State Archives
* Strategic ICT including CITEC
* Queensland Shared Services

Responsibility for Sport and Recreation was transferred from the former Department of National Parks, Sport and Racing.

Date of transfer: Effective from 13 December 2017

***Public Service Departmental Arrangements Notice (No.1) 2018***

Details of transfer:

Responsibility for the following functions was transferred from the Department of the Premier and Cabinet:

* One-Stop Shop Strategy and Implementation Office
* Digital Economy and Productivity
* Queensland Government Chief Information Office

Date of transfer: Effective from 1 March 2018

# Our Organisational chart

### Minister for Housing and Public Works

* Board of Architects
* Board of Professional Engineers
* Stadiums Queensland
* Residential Tenancies Authority
* Queensland Building and Construction Commission
* Department of Housing and Public Works

###### Director-General, Department of Housing and Public Works

* Queensland Government Chief Information Office
* Director, Internal Audit
* Deputy Director-General, Sport and Recreation Services
* Executive Director, Queensland Academy of Sport
* Executive Director, Infrastructure and Regional Delivery
* Executive Director, Program Development and Partnerships
* Deputy Director- General, Digital Capability, Information and Transaction Based Services
* General Manager Smart Service Qld
* Executive Director and State Archivist Queensland State Archives
* Director Digital Capability Development
* Director Open Data Policy
* General Manager One -Stop Shop Strategy and Implementation Office
* Director Digital Economy Development
* Assistant Director-General, QLD Shared Services
* Executive Director Service Delivery
* Executive Director Systems
* Executive Director Strategy and Engagement
* Director Executive Services
* Assistant Director-General, Strategic ICT
* Executive Director ICT Strategic Project Coordination
* General Manager CITEC ICT Services
* Executive Director Data Sharing and Analytics
* Executive Director ICT Strategic Sourcing
* Director Business Planning and Strategic Initiatives
* Deputy Director-General, Hosing and Homelessness Services
* General Manager, Strategy, Policy and Programs
* Executive Director, Strategy, Policy and Research
* Executive Director, Strategic Projects and Service Innovation
* Executive Director, Programs
* Executive Director, Capital and Assets
* General Manager, Service Delivery
* Executive Director, Service Delivery
* Director, Far North Qld Region
* Director, North Qld Region
* Director, Central Qld/North Coast Region
* Director, Brisbane Region
* Director, South-West Region
* Executive Director, Regulatory Services
* Assistant Director-General, Queensland Government Procurement
* Executive Director, Office of the Chief Advisor Qld Government Procurement
* Executive Director, General Goods and Services Category Management
* General Fleet Manger, QFleet
* Deputy Director-General, Public Works and Asset Management
* Executive Director, Queensland Government Accommodation Office
* Executive Director, Government Employee Housing
* Manager, Disaster Coordination Unit
* General Manager, Building and Asset Services
* Executive Director, Customer Relationships and Program Management
* Executive Director, Technical Services
* Executive Director, Northern Queensland Operations
* Executive Director, Central and Southern Queensland Operations
* Executive Director, South-East Qld Operations
* Assistant Director-General, Building Industry and Policy
* Executive Director, Building Industry and Policy
* Executive Director, Building Construction and Maintenance Category Management
* Executive Director, Contract Services
* Executive Director Policy, Practice and Engagement
* Assistant Director-General, Corporate Services
* Chief Information Officer
* Chief Finance Officer
* General Counsel, Legal Services
* Executive Director, Human Resources
* Executive Director, Communication and Engagement
* Director, Executive Services
* Director, Governance, Planning and Performance
* Director, Corporate Programs
* Manager, Housing Appeals and Review
* Manager, Integrity Services

# Our highlights

###### Supporting access to government information, for current and future generations

* 57% of Queenslanders say it is easy to carry out transactions with the Queensland Government (Kantar Survey, 2017)
* increasing the number of Queensland Government services available online to 437 services
* Over 3,920 customers have used the online Change of Address service to update details for more than 40 government services

###### Responding to the issue of combustible cladding through the Non-Conforming Building Products Audit Taskforce

* 28,000 Queensland Government building approval records reviewed
* 995 Government building assessments completed
* 172 of government buildings assessed were referred back to the building owner or agency for further investigation
* 12,000 privately-owned buildings estimated to require review
* 10% of privately-owned buildings may need detailed assessment

###### Providing cyber security and intelligence to the Queensland Government

* prevented 19 denial of service attacks
* blocked an average of 8,000 malicious DNS requests per minute
* collected and analysed an average of 400 million events per day from over 130 sources

###### The Buy Queensland approach to procurement supports the government’s commitment to increase spend with Aboriginal businesses and Torres Strait Islander businesses.

The Office of the Chief Advisor, Procurement, has supported increasing procurement spend with Aboriginal businesses and Torres Strait Islander businesses by:

* reflecting the government’s target within the Queensland Procurement Policy
* using its social procurement commitment to increase procurement which also delivers social benefit for Queenslanders
* supporting the roll out of the local benefits test in procurement, to help provide viable pathways that support employment and increase economic participation

###### Delivering more social and affordable homes for Queensland

* 82% of houses built to gold or platinum livable Housing Design Standards
* 591 new social housing dwellings delivered
* 97 new homes commenced through capital grants in partnership with community housing organisations

###### Investing in places, spaces and services

* 549 local sport and recreation clubs were supported with $3.5 million under Get Going Clubs to improve their capabilities to better deliver activities
* 160 nationally accredited training programs in coaching, officiating and sports first aid were delivered to more than 2,370 participants
* 165 free Building Active Communities Workshops were delivered to 3,494 participants supporting community sport volunteers

###### Housing Construction Jobs Program

In July 2017, the department sought expressions of interest (EOI) for market proposals for small, medium and large- scale housing projects.

* 8 EOI engagement sessions held across the state Queensland Recreation Centres
* 585 local developers, builders and community housing providers attended sessions
* 112 proponents registered interest (across a number of locations)
* 224 EOI proposals submitted
* 39 development ready proposals
* 59 proposals suitable for future development

###### Queensland Recreation Centres

* 92,870 visits
* 119,222 bed nights\*
* 347,564 structured activity hours\*

\*Bed Night = a single occupied bed overnight at one of the Recreation Centres.

\*\*Structured Activity Hour = one hour of structured recreation activity delivered to a participant by a qualified QRec activity instructor.

###### Supporting our athletes

* 15,900 Queenslanders employed in sport and active recreation sectors
* 278,100 Queensland volunteers in sport and active recreation (2014)
* 600 elite athletes 22 across sports

# Case Study

### Responding to the issue of combustible cladding

IMAGE: BUILDING

The Non-Conforming Building Products Audit Taskforce was formed in June 2017 as a rapid response to the serious issue of combustible cladding.

The Taskforce was one of the first in Australia to develop a risk- based approach to address the issue of potentially combustible cladding, helping to introduce globally recognised measures.

The challenge was to investigate and audit the extent of potential safety issues associated with combustible cladding material and make recommendations to government.

In May 2018, the Taskforce, comprising representatives from the Department of Housing and Public Works, Queensland Fire and Emergency Services (QFES) and the Queensland Building and Construction Commission, released a status report with six recommendations, which have been supported by the Queensland Government.

Taskforce achievements included:

* the review of almost 28,000 government building certification records
* a detailed assessment of 1,039 buildings with 172 government buildings referred back to agencies for further assessment
* the combining of QFES and local Council data for 42,000 privately owned buildings to determine that 12,000 may need review
* introduction of the *Non-Conforming Building Products – Chain of Responsibility and Other Matters Amendment Act 2017*
* collaboration with the University of Queensland, to develop continuing professional development (CPD) training courses for fire engineers to better understand the risks of external fire spread
* development of CPD for Building Certifiers, to be rolled out during 2018
* establishment of a materials library to assist industry professionals to quickly and cost effectively identify the fire behaviour of cladding products with the University of Queensland.

A new building regulation to compel private building owners to complete a checklist and where necessary engage an industry professional to undertake a building fire safety risk assessment will come into effect on 1 October 2018. The Queensland Government has launched the Safer Buildings website to assist building owners to comply with these new regulations.

*“The safety of all Queenslanders is paramount. From my experience of the Grenfell Tower Inquiry in London I am assured the approach being taken to safeguard the cladding in use across Queensland is on the leading edge. This model could be easily and successfully adopted more broadly by other jurisdictions.”*

Professor Jose Torero, University of Maryland (USA) and an Expert Witness to the Grenfell Tower Inquiry

# Case Study

### Dollars and Sense

IMAGE 1: TOWN HOUSES

IMAGE 2: THREE PEOPLE STANDING NEAR A WINDOW

The *Dollars and Sense – Skillsets for Successful Tenancies* project that emerged from the 2017 Housing and Homelessness Services Innovation Challenge.

Often when people’s tenancies fail, their only option is social housing or a reliance on more costly forms of government assistance.

The nine-month trial is offering training to 230 people in Ipswich, Logan and Toowoomba to help provide them with the tenancy skills to rent successfully.

To bring the project to life, the team partnered with inCommunity Inc., a community housing provider based in Ipswich that has developed a competency-based tenancy skills training program for their clients. inCommunity has been working closely with the real estate sector to identify key skill gaps of private rental tenants.

Skills include how to communicate with tenancy managers, cleaning, budgeting, rights and responsibilities, and having the financial skills to rent and to save.

RentConnect officers identify clients who could benefit from the training and then refer them to inCommunity to undertake the training.

At the end of the training the clients are assessed for competency. If they pass, they receive a graduation certificate which they can submit with their rental applications and increase their chances in today’s competitive private rental market.

The students are tracked as they go through the training and after they graduate to see how the training has affected their housing outcomes.

The Dollars and Sense project produces tangible outcomes and helps people get practical life skills, while real estate agents get good tenants.

The official launches were held in Ipswich in April and Logan in May. Toowoomba will be launched on 2 August. By mid-July, 81 people had completed training, 26 had sourced a private rental property since graduating and 16 real estate agents had endorsed the training.

The trial concludes in November 2018, with a view to rolling out a broader training program across the state.

# Our service areas

## Housing and Homelessness Services

### Our objective

To deliver quality frontline human services by providing responsive and integrated housing and homelessness support services to vulnerable Queenslanders.

### What we do

Housing and Homelessness Services provides housing assistance and homelessness support services to Queenslanders most in need, for the duration of their need, through a mix of direct delivery and arrangements with funded service providers. This includes remote Aboriginal and Torres Strait Islander housing, social and private housing assistance, homelessness support services and crisis accommodation.

Housing and Homelessness Services also includes regulatory services which regulates residential services, and the residential parks, retirement villages, and manufactured homes industries in Queensland. It oversees the National Regulatory System for Community Housing in the state and the Queensland State Regulatory System for Community Housing through registration, monitoring and regulation of Queensland’s community housing providers. It provides uniform legislation to ensure legislative and consumer protection requirements are being met by industry. Regulatory Services operates independently from the funding arm of Housing and Homelessness Services.

### Our services

* Housing Services
* Homelessness Services

### Key statistics

**Percentage of new households assisted into government-managed social rental housing who were in very high or high need (%)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **September** | **December** | **March** | **June** |
| **Result 17-18** | 94.5 | 93.7 | 93.2 | 93.4 |
| **Result 16-17** | 91.7 | 91.5 | 91.7 | 91.8 |
| **Result 15-16** | 92.2 | 90.8 | 91.0 | 91.0 |
| **Target 15-16; 16-17 & 17-18: 90 %** | 90 | 90 | 90 | 90 |
| **Target 14-15: 92 %** | 92 | 92 | 92 | 92 |

**Proportion of total new households assisted to remain in or move to the private housing rental market that were assisted through National Rental Affordability Scheme, RentConnect, Rental Grants, Bond Loans, Housing and Employment Program or Queensland Tenant Advice and Referral Service (%)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **September** | **December** | **March** | **June** |
| **Result 17-18** | 73.6 | 78 | 80.4 | 81.7 |
| **Result 16-17** | 43.8 | 46.8 | 51.2 | 52.8 |
| **Result 15-16** | 41.9 | 47.0 | 49.4 | 51.6 |
| **Target 17-18: 71%** | 71 | 71 | 71 | 71 |
| **Target 16-17: 45%** | 45 | 45 | 45 | 45 |
| **Target 15-16: 47%** | 47 | 47 | 47 | 47 |

**Percentage of department owned social rental housing dwellings in acceptable condition (%)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **September** | **December** | **March** | **June** |
| **Result 17-18** | 98.4 | n.a | n.a | 99.2 |
| **Result 16-17** | 98.9 | 99.0 | 99.3 | 98.9 |
| **Result 15-16** | 99.1 | 99.1 | 98.8 | 98.9 |
| **Target 15-16 to 17-18: 98 %** | 98 | 98 | 98 | 98 |

###### Housing Construction Jobs Program\*

|  |  |
| --- | --- |
| **Location** | **No. of Commencements** |
| Brisbane | 212 |
| Cairns | 30 |
| Central Queensland | 10 |
| Gold Coast | 60 |
| Ipswich | 58 |
| Logan/Redland | 183 |
| Morton Bay | 90 |
| Sunshine Coast | 54 |
| Toowoomba | 16 |
| Townsville | 69 |
| Wide Bay/Burnett | 4 |
| Total Commencements | 786 |

\*12 June 2017-30 June 2018

* Delivered 591 additional social housing dwellings
* Assisted 71,856 low-income households with social rental housing including 6,965 new households
* Expended approximately $404 million to maintain and refurbish the social housing property portfolio including 3,679 disability modifications.
* Assisted over 200,000 new low income households to access or remain in the private housing market, including:
* 17,404 RentConnect services
* 37,004 Home Assist Secure services
* 20,454 new bond loans
* 121,079 Queensland Statewide Tenants’ Advice and Referral Service (QSTARS) responses
* 2,640 National Rental Affordability Scheme (NRAS) households.

### Our Achievements

###### Safe, secure, affordable and accessible homes

In 2017–18 we made significant progress on delivering actions across the four pillars of the *Queensland Housing Strategy 2017–2027*.

The strategy redefines how the Queensland Government will deliver housing, urban renewal, new jobs and affordable housing and drive innovative housing design that responds to contemporary needs.

To help guide our future delivery, we established the Housing and Homelessness Research Alliance. The Alliance provides expert guidance to support better evidence-based decision-making in housing and homelessness policy.

We also created housing pathways for people with a disability through the *Queensland Housing Strategy 2017—2027*, to ensure we embed the housing needs and aspirations of people with a disability in Housing Strategy actions.

###### Improving housing assistance

The department has continued to improve access to safe, secure, affordable and accessible homes through a mix of housing and private market assistance and capital investment.

In 2017–18, we:

* assisted 71,856 low-income households with social rental housing, including 6,965 new households
* contributed to the delivery of new homes in priority precincts, including seniors developments through Better Neighbourhoods Logan and partnerships with local builders and community housing providers
* exceeded new construction commencement targets for the Housing Construction Jobs Program
* completed smoke alarm upgrades to 4,141 social housing dwellings
* completed an evaluation of the Mayes Place Tenant Hub in May 2018 which showed that tenant engagement and precinct management had improved safety and security in the precinct
* delivered homes for 89 households in the precinct that were accessible, safer, more secure and affordable
* delivered refurbishments to the social housing portfolio, including 3,679 disability modifications
* assisted over 200,000 low income households to access or remain in the private housing market through initiatives such as RentConnect, Home Assist Secure, Bond Loans, the National Rental Affordability Scheme and the Queensland Statewide Tenants’ Advice and Referral Service (QSTARS)
* secured a five-year extension of funding for the provision of essential services by the non-government sector to renters, homeowners, people in retirement villages and caravan parks including Home Assist Secure and QSTARS
* implemented digital and mobile services to help clients access our services, including an enhanced Housing Assist QLD app, EFTPOS facilities in 20 Housing Service Centres and mobile offices in 19 Housing Service Centres
* commenced phase one of the Future of Property and Tenancy Systems Program core property and tenancy system to provide a stable and supported platform for the delivery of housing and homelessness services.

###### Delivering tenant engagement and support

Our work continued to focus on ensuring those most in need are supported by a safety net of targeted early interventions and genuine wraparound services.

The creation of greater integration across housing and homelessness systems and the provision of pathways into social and economic independence are a key focus of the *Housing Strategy 2017–2027.*

In 2017–18, we:

* implemented and evaluated a mental health demonstration project to support tenants to sustain their social housing tenancies and inform future integrated service delivery
* established mobile support services in Cairns, Caboolture, Toowoomba and the Gold and Sunshine Coasts, to support young people who are homeless or at risk of homelessness to find or maintain secure accommodation
* worked with young people from the Logan Youth Foyer to inform the expansion of the existing Logan facility and the new facilities in Townsville and Gold Coast – projects aimed at helping young people between the ages of 16 and 25 to live confidently and independently
* extended the Sustaining Young People’s Tenancies pilot project with the Brisbane Youth Service Inc. until 30 June 2019
* implemented the Youth to Work Rent Policy which incentivises people aged 24 years and under living in public housing to engage in employment and training by not assessing their working income in rent calculations
* extended funding for the Housing and Employment Program to assist people in unstable housing enter and complete formal training to maximise their employment opportunities and income
* supported tenant participation in programs to improve health and well-being, strengthen community connections, and promote job-readiness via the Mayes Place Tenant Hub, in collaboration with agency and community partners
* implemented and tested home pathway plans within the Next Step Home: Women On Parole project, as part of a human-centred approach to service delivery.

###### Reducing homelessness

We are continuing to build a fair and responsive housing and homelessness assistance system that provides a continuum of services for those who need them the most.

In 2017–18, we:

* secured five-year service agreements to continue Specialist Homelessness Services, providing stability that enables the delivery of vital support services, and continued innovation and transformation in our homelessness response
* delivered the second round of the Dignity First Fund and launched a third round. To date, the Fund has delivered over 50 innovative projects that assist Queenslanders experiencing homelessness
* opened a family and domestic violence shelter in March 2018 in Far North Queensland
* established positions in Logan/Beenleigh, Cherbourg, Mount Isa, Brisbane, Cairns and Ipswich to improve integrated responses to high risk victims and their children experiencing domestic and family violence
* secured a three-year contract with Queensland Youth Housing Coalition to support a strategic alliance with the department.

###### Improving outcomes in Aboriginal and Torres Strait Islander communities

The department has continued to deliver improved housing outcomes for Aboriginal peoples and Torres Strait Islander peoples through culturally appropriate solutions that are inclusive of community needs.

During 2017–18, we:

* established a team to lead the whole-of-government Remote Home Ownership program, drive home ownership outcomes in remote and discrete Indigenous communities and support the resolution of Land Holding Act and Blockholder entitlements
* delivered 10 home ownership outcomes, 18 dwelling upgrades, commenced works on 29 dwellings, and completed 49 condition assessments
* supported the Solar on Public Housing trials in Lockhart River to reduce energy costs for tenants
* continued to support Indigenous community housing organisations through funding provided by the Queensland and Federal Governments, resulting in the:
* commencement of nine dwellings and completion of five dwellings
* commencement of 20 refurbishments and completion of 15 refurbishments
* purchase of two properties
* supported the second intake of 25 students at the 50-bed NRL Cowboys House Boys Campus in Townsville in January 2018 for young men from remote areas to improve their education and employment opportunities
* commenced construction on the NRL Cowboys House Girls Campus in Townsville, with the first intake of 25 students planned for January 2019.

###### Delivering regulatory services and reform

We have continued our engagement work with residential living industries to encourage innovation and growth and inform policy.

Our commitment to creating a stronger and fairer legislative platform was advanced by our regulatory services achievements.

In 2017–18, we:

* amended the *Retirement Villages Act 1999* and the *Manufactured Homes (Residential Parks) Act 2003* to enhance fairness and consumer protection while maintaining industry viability
* commenced the remake of the expiring *Residential Services (Accreditation) Regulation 2002* to update accreditation standards and better protect residents by requiring providers to keep an accident and incident register, and provide First Aid and CPR training for staff that provide personal care
* amended the *Residential Services (Accreditation) Act 2002* to ensure the framework protects residents, promotes fair trading practices and encourages the growth and viability of the industry
* completed registrations for four community housing providers under the National Regulatory System for Community Housing meaning a total of 46 dwellings now have an additional level of protection
* registered five new retirement village schemes, which when fully constructed will provide 1,342 new units
* saw a total of 1,221 new sites made available for occupation by manufactured home owners, including nine new residential parks recorded during the year
* secured further funding for the Queensland Retirement Village and Park Advice Service (formerly PAVIL) and Housing and Employment Program to provide time-limited private rental assistance to eligible clients while they participate in approved training and education courses
* improved regulatory frameworks for residential services, retirement villages and manufactured homes, enhancing consumer protection and providing certainty for industry
* commenced the engagement process to inform the *Residential Tenancies and Rooming Accommodation Act 2008* review which will create a more contemporary legislative framework and better protect tenants and landlords.

###### Improving safety and environmental sustainability

The department has continued to deliver safer and fairer housing industries and improve sustainability in our residential housing.

In 2017–18, we:

* supported the Solar on Public Housing trials in Lockhart River, Cairns and Rockhampton and undertook planning for a metropolitan trial to support the installation of solar panels on up to 3,000 rooftops in Logan
* developed industry partnerships to shape our future construction and investment programs, creating a pipeline of development opportunities for local trades and builders
* worked with the Office of the Queensland Government Architect to introduce innovative design ideas through the Housing Construction Jobs Program, to help provide tailored outcomes for clients and the community
* passed legislation providing for minimum standards in rental properties to ensure safety, security and affordability.

### Our future focus

In 2018–19, the department will continue to play a key role in advancing the Government’s responsive government priority and deliver initiatives that will make a difference to Queenslanders through:

* transforming the way housing services are delivered to better support people in need and continuing to implement the *Queensland Housing Strategy 2017–27* to deliver improved housing outcomes
* delivering additional social and affordable housing in identified growth areas across the state through the Housing Construction Jobs Program
* providing housing services and increasing home ownership outcomes for Aboriginal and Torres Strait Islander peoples in remote communities
* continuing to provide funding to support innovative responses that help people experiencing homelessness to live with dignity, as well as preventing or reducing homelessness.

###### Housing Construction Jobs Program

* 738 jobs have been supported to date based on contracts committed for construction and expenditure for upgrades.

|  |  |  |
| --- | --- | --- |
|  | **Refurbishments** | **Constructions** |
| Total this year | 115 | 623 |
| Anticipated next year | 140 | 458 |

* Improved amenity and liveability outcomes for tenants in urban areas by delivering 82% of new homes to Livable Design Standard exceeding the target of 50%.
* The *Queensland Housing Strategy 2017–2027* redefines how the Queensland Government will deliver housing, urban renewal, new jobs and affordable housing, and drive innovative housing design that responds to contemporary housing needs.
* Significant progress has been made delivering on actions across the four pillars of the Strategy, including the delivery of new supply in precincts across Queensland; the creation of greater integration across the housing and homelessness system; the provision of pathways into social and economic independence; and the creation of a stronger and fairer legislative and regulatory platform.

### Key Statistics

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Measure** | **Reporting period** | **National average** | **Queensland result** | **Source** |
| New public housing allocations to households with the greatest need | 2016-17 | 74.3% | 96.9% | AIHW National Housing Assistance Data Repository as reported in 2018 Report on Government Services vol G, Housing and Homelessness, Productivity Commission, Canberra |
| 2015-16 | 75.1% | 96.9% |
| Public housing dwelling condition | 2016 | 80.7% | 86.8% | AIHW National Social Housing Survey 2014, 2016 as reported in 2018 Report on Government Services vol G, Housing and Homelessness, Productivity Commission, Canberra |
| 2014 | 81.0% | 88.3% |

### Service Standards

| Housing and Homelessness Services | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| Service: Housing services |  |  |
| **Effectiveness measures** |  |  |
| Level of overall client satisfaction |  |  |
| Public housing |  |  |
| *This service standard is based on a biennial survey, with the next survey to be undertaken in 2018–19. The overall client satisfaction in 2016–17 was 85.8% for public housing.* | N/A | N/A |
| Community housing |  |  |
| *This service standard is based on a biennial survey, with the next survey to be undertaken in 2018–19. The overall client satisfaction in 2016–17 was 78.3% for community housing.* | N/A | N/A |
| Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need | 90% | 93% |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is positive and reflects the continued commitment to assist clients in greatest need.* |  |  |
| Percentage of department-owned social rental housing dwellings in acceptable condition | 98% | 99% |
| *This service standard is discontinued in 2018–19 and is replaced by a new measure with the same name, due to a change in data scope applied to the Property Standards Index. 2017–18 Actual is based on the 2017–18 methodology.* |  |  |
| Proportion of total new households assisted to remain in or move to the private housing rental market that were assisted through National Rental Affordability Scheme, RentConnect, Rental Grants, Bond Loans, Housing and Employment Program or Queensland Statewide Tenant Advice and Referral Service | 71% | 82% |
| *This service standard is being discontinued in 2018–19 due to the inclusion of a new replacement measure, ‘Proportion of total new households assisted to access rental accommodation who moved into the private rental market’, which better reflects the use of products and services as an alternative solution to social rental housing.* |  |  |
| Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards | 50% | 82% |
| *Variances between 2017–18 Target and 2017–18 Actual is due to the adoption of an innovative design approach. Several two-storey projects in the 2017–18 program have had lifts incorporated (where traditionally lifts have only been included on projects of three or more storeys). For these projects, 100% of apartments met the Livable Housing Design Guidelines.* |  |  |
| Average wait time to allocation for assistance (months) with government-owned and managed social rental housing for clients in very high or high need | 8 | 7 |
| Percentage of under occupied government-owned and managed social rental housing | 15% | 16% |
| Proportion of government-owned social rental housing stock matched to greatest demand | 54% | 54% |
| **Efficiency measures** |  |  |
| Average tenancy and property management administration cost per household assisted with social rental housing | $1,220 | $1,115 |
| *This service standard is discontinued in 2018–19 and is replaced by a new measure with the same name, due to an ICT system change which allowed tenancy and property management costs to be assessed more accurately. 2017–18 Actual is based on the new methodology.* |  |  |
| Service: Homelessness services |  |  |
| **Effectiveness measures** |  |  |
| Percentage of clients who were homeless or at risk of homelessness who needed assistance to obtain or maintain independent housing and obtained or maintained independent housing after support | 66% | 67% |
| Percentage of homelessness services clients who requested assistance relating to domestic and family violence and received this assistance | 87% | 88.4% |
| **Efficiency measure** |  |  |
| Recurrent cost per client accessing homelessness services | $2,800 | $3,082 |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is primarily due to market variations impacting costs incurred to deliver services. Accurate targets are difficult to predict as annual results in the Report on Government Services tables are adjusted each year.* |  |  |

## Government Accommodation and Building Policy Services

### Our objective

To deliver the best possible accommodation solutions for government in terms of office space and employee housing to ensure agencies can deliver essential government services to the community; to engage and strengthen relationships with the building construction industry and provide effective and efficient Queensland building and plumbing policy and legislation.

### What we do

Government Accommodation and Building Policy Services delivers the Queensland Government’s office accommodation and employee housing portfolio and manages significant building and property initiatives. Policy Services includes developing and advising on building and plumbing legislation, codes, building policy, research, standards, design and building industry engagement in Queensland. Operational Services also include strategic asset management of an owned accommodation portfolio of approximately 3,200 properties including buildings, ranging from large office blocks, particularly in regional centres, to non-office properties, such as heritage buildings, theatres, convention centres, cultural facilities, industrial properties and bridges and government employee residences. Government Accommodation and Building Policy Services provide planning, strategy and policy development, leasing and tenancy management, and maintenance management across owned and leased portfolios.

### Key statistics

* $46 billion Queensland building and construction industry
* 230,000 Queenslanders earn a living in the building and construction industry
* $42.75 billion Queensland Government capital works program over the next 4 years
* 5,000 new social and affordable homes over the next 10 years

### Our achievements

###### Building industry reform

In October 2017 we released the *Queensland Building Plan*, a blueprint that sets the government’s long-term strategic direction for the building and construction industry.

The Plan recognises the contribution made by around 230,000 Queenslanders who earn a living in the sector and guides changes to policy and legislation aimed at creating a safer, fairer and more sustainable industry.

Progress was made on a number of key reforms, and in 2017–18, we:

* enacted the *Building Industry Fairness (Security of Payment) Act 2017* to improve security of payment for subcontractors
* introduced Project Bank Accounts for Queensland Government building and construction projects valued between $1 million and $10 million (including GST) to ensure on time and in full payment to subcontractors
* conducted 28 information sessions across Queensland to ensure head contractors and consultants were ready and understood Project Bank Accounts requirements
* delivered the *Non-Conforming Building Products – Chain of Responsibility and Other Matters) Amendment Act 2017*, which was passed in August 2017 and commenced in November 2017 for building product supply chain participants (designers, manufacturers, importers, suppliers and installers of building products) to ensure that building products are safe, compliant and fit for their intended use
* introduced the *Plumbing and Drainage Bill 2018* which established a contemporary, streamlined and flexible legislative framework for plumbing and drainage as well as, protecting public health and safety by regulating mechanical services work (including medical gas work) under *the Queensland Building and Construction Commission Act 1991*
* progressed proposals to improve accessible adult change and sanitary facilities by engaging with industry and community groups ahead of potential changes in 2019 to the *National Construction Code* and the *Queensland Development Code*
* amended the *Queensland Plumbing and Wastewater Code* to allow solar hot water systems to be oriented 90 degrees either side of north to better suit Queensland’s climate, and provide more savings to consumers.

###### Ensuring confidence and sustainability in our built environment

Our policy and regulation work is helping ensure Queenslanders have confidence in our built environment and in the buildings in which we live, work and play.

We continued to improve the health and safety of people in their homes and workplaces throughout the year.

In 2017–18, we:

* commenced a roll-out of smoke alarms to public housing dwellings in Cairns, Townsville, Rockhampton, Wide Bay and the greater Brisbane area, with more than 300,000 new smoke alarms to be installed in almost 65,000 dwellings by 1 January 2022
* received 244 tender submissions for the state-wide Standing Offer Arrangement for the installation of smoke alarms, which closed in June 2018
* established the Non-Conforming Building Products Audit Taskforce in June 2017 in response to the combustible cladding issue
* completed an audit on government buildings and delivered a policy position on a range of measures to address the use of combustible cladding on existing privately-owned buildings in Queensland
* released the *Non-Conforming Building Products Audit Taskforce Status Report* on 17 May 2018, with Government support for all six recommendations:
* compel building owners to take necessary remediation actions
* implement proposed building process for assessing non-government buildings
* develop a central retention database
* lead the development of education and guidance materials for industry professionals
* undertake product testing and development of a materials library
* develop continuing professional development programs for practitioners within the supply chain.
* established a funding agreement with James Cook University to deliver the Strata Title Inspection Scheme following funding from the Commonwealth Government of up to $12.5 million over four years to undertake engineering assessments of strata title properties in cyclone areas of North Queensland.

Our development of innovative environmentally sustainable solutions continued to enhance our government asset portfolio, including buildings.

Throughout the year we:

* audited energy usage in Queensland Government office accommodation and achieved energy savings through retrofits
* commenced four accredited assessments of office accommodation using the Green Star sustainability rating tools
* contributed to the *Queensland Climate Transition Strategy* by advancing initiatives to reduce emissions in government operations
* worked with the Sustainable Built Environment National Research Centre, a leader in fostering collaboration between industry, government and research organisations to improve Australia’s built environment industry.

###### Supporting Queensland’s regions and communities

Our continued focus on forward planning, smarter practices and leveraging of government resources is delivering efficient services for regional and remote communities.

The provision of cost-efficient government employee housing is supporting government agencies to deliver essential services on the ground.

In 2017–18, we:

* awarded contracts for 77 new government employee housing residences under the department’s capital investment program, which will provide an additional 137 residences delivered over a four-year period (from June 2017)
* delivered 18 new government employee residences to support the retention of skilled staff in Baralaba, Hughenden, Isisford, Jericho, Palm Island and Weipa
* commenced construction on a further 16 government employee residences across rural, remote, and Aboriginal and Torres Strait Islander communities, which are due for completion in 2018–19
* delivered maintenance, upgrade and improvement programs to enhance the quality and standard of government employee housing
* improved occupancy in areas with long-term vacancies by engaging real estate agents to lease properties to the private market
* implemented a new tenancy management model to enable leasing agencies to self-manage or have the department undertake tenancy management services.

In addition to government employee housing, the department also delivered a number of key office accommodation projects across the state.

In 2017–18, we:

* revitalised the heritage government office building (recently renamed the Moira Hansen Government Office Building) in Maryborough, to reuse as government office accommodation
* completed Phase 1 of the Brisbane *CBD and Fringe Area Government Office Accommodation Strategy 2015–2025* and commenced the implementation of Phase 2
* released the first package of approximately 25,000 m2 to market to replace ageing and inefficient leased office space, rather than expanding into additional space
* continued to operate three whole-of-government Distributed Work Centres (DWC) in Ipswich, Robina and Maroochydore, providing an innovative working arrangement for more than 200 government staff
* progressed planning for the opening of a new DWC at Logan in early 2018–19 to further boost improved work/life balance and productivity and reduce traffic congestion.

###### Delivering value through planning and collaboration

The department worked collaboratively across the sector to develop strategies to improve value through building construction and maintenance expenditure, and inform the government’s forward procurement pipeline.

In 2017–18, we:

* provided strategic direction for whole-of-government investment in building construction and maintenance procurement initiatives
* delivered the second *Building Construction and Maintenance Category Group Strategy* and the inaugural *Building Contractors Sub-Category Plan*
* continued to deliver Building Construction and Maintenance Collaboration Forums and Regional Planning Forums across the state, bringing procurement professionals together.

### Our future focus

In 2018—19, Government Accommodation and Building Policy will play a key role in advancing the government’s responsive government priority and support government commitments and priorities by:

* continuing to implement *Queensland Building Plan initiatives*, including:
* supporting whole-of-government implementation of Phase 1 of Project Bank Accounts and providing secretariat support to the Building Industry Fairness Reforms Implementation and Evaluation Panel
* commencing provisions of the *Building Industry Fairness (Security of Payment) Act 2017* for progress payments, subcontractors’ charges, and the adjudication registry, and making associated regulations
* strengthening the *Queensland Building and Construction Commission’s Minimum Financial Requirements Policy* and transferring the contents of the policy into a regulation
* enacting the *Plumbing and Drainage Bill 2018* to promote efficiency and improve regulatory processes (saving time and money) while continuing to safeguard public health, safety and the environment
* releasing a Regulatory Impact Statement regarding the mechanical services licence
* leading the development of a common platform for the publication of a single forward procurement pipeline across the six category groups (building construction and maintenance, general goods and services, information and communication technology (ICT) products and services, medical goods and services, social services and transport infrastructure and services), to provide greater value to government through better planning and increased visibility of procurement opportunities for industry
* continuing to implement Phase 2 of the *Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–2025*
* implementing a rolling program of office space efficiency projects to reduce the state’s rental burden across Queensland
* delivering 59 new government employee residences to enable the provision of essential government services and retention of skilled government staff.

###### Coordinating disaster response

Due to Machinery of Government changes, the department was able to expand its capacity to provide assistance to disaster impacted communities, continuing our role as an integral part of Queensland’s disaster management system.

Throughout the year, we actively supported response and recovery activities for declared disasters including the North Queensland floods and Tropical Cyclones Nora, Iris and Linda.

###### Key statistics – Coordinating disaster response

* 3,798 community recovery payments were processed by Queensland Shared Services
* 5,726 SES and Community Recovery calls were taken by Smart Service Queensland
* 11,351 customers accessed information provided at qld.gov.au/alerts
* 28 staff were deployed as part of the Community Recovery Ready Reserve to provide direct support to impacted people
* 32 displaced people were assisted with temporary emergency accommodation through Housing and Homelessness Services

### Service Standards

| Government Accommodation and Building Policy Services | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Return on investment  Commercial properties included in the office portfolio | ≥6.5% | 6.7% |
| Government employee housing | ≥1.5% | 1.6% |
| **Vacancy rate**  office portfolio  *Variance between 2017–18 Target/Estimate and 2017–18 Actual resulted from DHPW’s effective vacancy management through central coordination of the provision of office space, and the prioritisation for agencies to occupy existing vacant space extending existing leased space before taking up additional leased space.* | ≤3.5% | 1.3% |
| government employee housing  *Variance between 2017–18 Target/Estimate and 2017–18 Actual resulted from DHPW effectively managing vacancies by working with client agencies to identify suitable properties which meet their needs and leasing (where appropriate) to the private sector increasing use of residences.* | ≤6% | 5.3% |
| Percentage of government-owned employee housing with an acceptable facility condition index rating | ≤90% | 91% |
| Energy performance – percentage of occupied government office accommodation achieving a rating ≥ 4 star under the National Australian Built Environmental Rating System  *Variance between 2017–18 Target/Estimate and 2017–18 Actual resulted from changes in the portfolio mix during 2017–18 that increased the proportion of space with better energy efficiency.* | >80% | 95% |
| Efficiency measures |  |  |
| Work point density  Average | 13.5m² per  person | 13.5m² per  person |
| New fitout | 12.0m² per  person | 12.4m² per  person |

## Procurement Services

### Our objective

To provide expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes.

### What we do

Queensland Government Procurement leads the development of policy and strategy supporting the Government’s $18 billion spend. It provides expert advice on complex and contentious procurement. It also leads capability strategy, the performance reporting management framework, and systems support as well as providing governance of the Queensland Government procurement system. It provides expert advice to stakeholders and helps enable agencies to achieve their procurement outcomes by sharing procurement information, best practice and innovation; developing whole-of-government frameworks in areas including capability, accreditation and performance; and working with agencies to reduce the cost of doing business with the Queensland Government.

### Key statistics

* 437,000 small to medium businesses call Queensland home
* 83% of Queensland Government contracts awarded through QTenders have been to Queensland businesses

###### Making it easier to do business

###### - Already, *Buy Queensland* is making a difference to local businesses.

From October 2017 to 31 March 2018:

* Seven government-supported projects - worth more than $100m each (totalling $1.3 billion) are directly engaging local contractors and manufacturers
* 125 projects valued at $685m directly supporting 145 full-time apprentices and trainees
* Over 33,000 Queensland businesses already supplying to the Queensland Government

### Our achievements

###### A Buy Queensland approach to procurement

Our *Buy Queensland* approach to procurement was released early in the year and underpinned our strategic and innovative leadership and support activities throughout the year.

Key elements of this approach include the *Queensland Government Procurement Strategy – Backing Queensland Jobs*, and a revised *Queensland Procurement Policy* which support jobs, regional growth and innovation, and set targets and commitments to achieve the government’s economic, environmental and social objectives through its procurement spend.

Focus areas of the *Buy Queensland* approach are:

* jobs, training and other local benefits – through the application of a local benefits test
* quality, safe workplaces through the application of best practice principles
* local produce, through ‘Buy Queensland first’ for food and beverages at events and corporate functions
* improved social outcomes for disadvantaged Queenslanders by increasing spend with genuine, quality social enterprises.

A strong compliance function ensures commitments to Queenslanders are upheld.

In 2017–18, we also:

* led category planning in collaboration with government agencies and industry for General Goods and Services to leverage more than $640 million in annualised spend during 2017–18
* managed 27 General Goods and Services whole-of- government Standing Offer Arrangements with 260 suppliers
* used our category planning process to coordinate government procurement through forward planning and grouping procurement activities into categories of spend, creating and sustaining value
* established a new contemporary professional services panel during the year with a focus on local service delivery across Queensland
* established a new workplace health services panel, incorporating social enterprises and local businesses, building the reputation of government as an employer of choice by investing in the well-being of employees and their families.

###### Partnerships and leadership

During the year the Chief Advisor, Queensland Government Procurement partnered with the Integrity Commissioner to host four executive round table discussions to improve integrity in procurement.

The General Goods and Services procurement team collaborated with government agencies and industry to foster innovative procurement solutions and drive better outcomes for Queensland.

The six category councils, which govern the strategy for the category and endorse related category plans, provided oversight and directed strategic activities in relation to major categories of spend.

###### Queensland Government procurement activities throughout the year supported efficient and responsible service delivery

In 2017–18, we:

* released guidance on value for money, support for local suppliers, probity and integrity in procurement, the local benefits test, reducing domestic and family violence and helping secure jobs for vulnerable and disadvantaged jobseekers
* established the Procurement Data, Systems and Reporting Program to continue to identify, drive and deliver continuous improvement and capability uplift to mature and enrich procurement reporting across government.

#### Our future focus

In 2018–19, the department will continue to play a key role in advancing the government’s responsive government priority and deliver initiatives that will make a difference to Queenslanders through:

* monitoring the application of the Buy Queensland approach, including enhancements announced in 2018
* providing advice, support, frameworks and tools to enable agencies to increase opportunities for local suppliers, to grow regional economies and embed non-price considerations, including social procurement, into government procurement processes to facilitate opportunities for improved outcomes for targeted social groups
* implementing the whole-of-government *Procurement Performance Management Reporting Framework*
* enhancing compliance with the *Queensland Government Building and Construction Training Policy* through a proactive program of audits
* providing an agency-led, centrally enabled function that takes a best practice category management approach to the procurement of general goods and services, such as electricity, contingent workforce and travel
* reporting emissions for short-term vehicle hire and flight travel.

### Service Standards

| Service area: Procurement Services | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Overall satisfaction with advice and support provided by the Office of the Chief Advisor – Procurement (internal to government) | 61% | 90% |
| *Variance between the 2017–18 Target/Estimate and the 2017–18 Actual is due to improved collaboration with agencies.* |  |  |
| Overall satisfaction with the way the Office of the Chief Advisor – Procurement engages with the Procurement Industry Advisory Group (external to government) | 80% | 70% |
| *Variance between the 2017–18 Target/Estimate and the 2017–18 Actual is due to increased expectations of the Procurement Industry Advisory Group (PIAG) members.* |  |  |
| Efficiency measures |  |  |
| *An efficiency measure is being developed for this service and will be included in a future Service Delivery Statement.* |  |  |

## Sport and Recreation

### Our objective

To support and encourage participation in physical activity through sport and active recreation.

### What we do

Sport and Recreation is responsible for a wide range of initiatives including:

* developing and delivering a suite of funding programs to support community sport and active recreation needs
* providing education and training programs that contribute to building the capacity of the sport and recreation sector
* providing resources for parents, carers and teachers aimed at encouraging all Queenslanders, particularly young people, to be more physically active
* managing purpose-built sport and active recreation facilities, including the Queensland Recreation Centres
* developing and supporting elite athletes at the Queensland Academy of Sport.

### Our services

* Community support
* Facilities

### Key Statistics

###### Top 5 physical activities for adults\*

|  |  |
| --- | --- |
| Walking | 55% |
| Any gym activity | 29% |
| Swimming | 19% |
| Running/jogging | 15% |
| bushwalking | 11% |

\*Queensland Sport, Exercise and Recreation Survey Adults (QSERSA) Highlights 2015 and 2016 Report: Results for 2016

|  |  |  |
| --- | --- | --- |
|  | **Children** | **Adults** |
| **Physically active** | 45% | 61% |
| **Healthy weight** | 74% | 36% |

### Our achievements

###### Encouraging physical activity for all Queenslanders

Encouragement for Queenslanders of all ages and abilities to participate in physical activity is a major focus for our department.

Participation in physical activity can provide positive social, emotional and health benefits for people of all ages, and the department delivered a range of initiatives throughout the year to support these outcomes.

In 2017–18, we:

* provided over 41,000 Get Started Vouchers (with a value of nearly $6.2 million) to assist children and young people who can least afford it, to join a sport or active recreation club
* partnered with Nature Play Queensland to promote the health benefits of unstructured play outdoors and in nature, with the organisation distributing 137,000 *Passports to an amazing childhood* during the year
* assisted Queenslanders under the age of 18 to attend championship events through the Young Athletes Travel Subsidy, supporting 2,242 athletes to attend state events, 1,863 athletes to attend national events and 242 athletes to attend international events
* supported participation for women and girls to get active through the Join the Movement campaign, achieving over 2.3 million online video views, over 24,600 Facebook followers, over 7,200 Instagram followers and over 169,900 web page views since its launch in 2016
* delivered the Start Playing Stay Playing Awards to acknowledge female achievements and individuals, groups or organisations going above and beyond to increase and enhance sport and active recreation opportunities for women and girls in Queensland.

###### Supporting regional and remote communities

During the year, the department contributed to the achievement of a broad range of social outcomes aligned to the national Closing the Gap initiative, as well as promoting participation in an active and healthy lifestyle.

In 2017–18, we:

* delivered the Indigenous Community Sport and Recreation Program in partnership with the Queensland Police Citizens Youth Welfare Association
* delivered the Torres Strait Community Sport and Recreation Program, supporting participation opportunities, equipment purchases and the administration of community grants of nearly $60,000 in partnership with the Torres Strait Youth and Recreational Sporting Association
* provided special initiative funding of $1.95 million under the State Development Program 2017–19 to eight state level sporting organisations to deliver activities and training in rural and remote communities
* delivered the Remote Facilities Maintenance Program, in partnership with the Department of Aboriginal and Torres Strait Islander Partnerships, providing financial, project management and maintenance assistance for indoor sport facilities.

###### Investing in places, spaces and services

Our investment in places, spaces and services helped to increase the availability of sport and recreation experiences to Queenslanders.

In 2017–18, we committed:

* $9.11 million for the Underwood Park Sport Precinct redevelopment
* $7 million for the redevelopment of the University of the Sunshine Coast’s indoor stadium
* $5.5 million for the Zillmere Basketball Complex
* $15.5 million under Get Playing Places and Spaces (Round 6) for 129 infrastructure developments
* $15.2 million across 45 projects to support targeted infrastructure programs under the Female Facilities Program, to construct functional and inclusive change rooms and amenities that meet the current and future needs of female participants.
* We released funding for Round 2 of the Get Planning Spaces program for Queensland based state level sport and active recreation organisations, local governments and other relevant peak organisations to develop quality, evidence- based sport and recreation planning documents.
* In 2017–18 we also partnered with sport and recreation industry stakeholders to build capability, enhance social inclusion and deliver outcomes for the community.
* Delivery of the three-year, $10 million State Development Program continued throughout the year, to support 77 state-level organisations to provide leadership and coordination of programs and services throughout Queensland.

###### Our sporting venues

The department continued to invest in our six sport and recreation venues to ensure they provide contemporary, high quality client experiences.

This investment to provide enhanced facilities and new activities has ensured a strong increase in use and attracted new clients.

In 2017–18:

* the Sunshine Coast Recreation Centre hosted the Team Nuie for a pre-Commonwealth Games camp
* the Gold Coast Recreation Centre was an official accommodation provider for Games security personnel
* the Toowoomba Sports Ground hosted a range of events including:
* Brisbane Broncos vs Gold Coast Titans NRL trial match, with attendance of more than 8,700 in February 2018
* Gold Coast Titans vs St George Dragons NRL match, with attendance of more than 7,500 in March 2018.
* the Townsville Sport and Recreation Precinct hosted four rugby league world cup international teams in November 2017, and the Commonwealth Games Queen’s Baton Relay in March 2018
* Sport Houses in Milton and Woolloongabba continued to offer low-cost office accommodation, office equipment, administrative services and affordable meeting and training room hire to peak sport and recreation entities, community and government organisations.

###### Supporting our elite athletes

The department supported Queensland athletes to achieve great results at the 2018 Gold Coast Commonwealth Games, with 128 Queensland athletes competing, equating to 27 per cent of the Australian team.

Queensland athletes won 36 gold, 27 silver and 27 bronze medals at the Games – 45 per cent of the medals won by the Australian team.

The department also continued to develop the state’s elite athletes through coaching, related support services and support science research.

In 2017–18, we:

* established a permanent presence for the Queensland Academy of Sport at the Runaway Bay Super Sports Centre on the Gold Coast in July 2017, to service nationally categorised athletes residing in the region
* established a collaborative research bursary, in partnership with Bond University, to enrol a student in a PhD program under the supervision of an internationally recognised expert in sport management research to research the role of sport in the integration of refugee women in Australia
* supported Queensland Academy of Sport athletes to engage with the community to inspire and encourage participation in sport, including 438 school visits through the QAS4Schools program.

### Our future focus

In 2018–19, the department will continue to develop a *Queensland Sport and Active Recreation Strategy 2019–29* through extensive consultation.

Current programs will continue to be administered during the consultation process, with programs beyond 2018–19 to be assessed for alignment with the strategy following community consultation. In 2018–19, Sport and Recreation will play a key role in advancing the Government’s responsive government priority and support government and departmental commitments and priorities by:

* continuing partnerships with industry to develop its capacity to deliver quality sport and recreation services state-wide
* ensuring cultural diversity and social cohesion is not a barrier to participation in sport and recreation, through targeted approaches and direct service delivery to support identified Aboriginal and Torres Strait Islander communities
* supporting grassroots sport and recreation participation to encourage opportunities for all Queenslanders, particularly those who can least afford it
* delivering new or upgraded sport and recreation places and spaces, including the Underwood Sports Park, Zillmere Sports Centre and the University of the Sunshine Coast Stadium
* supporting the state’s elite athletes to continue to perform at the highest standard of competition nationally and internationally
* encouraging women to enter, participate and have greater involvement in sport at grassroots and elite levels
* enhancing management and operations of the state’s premier sporting facilities through implementation of the findings of the Stadiums Taskforce Report.

### Service Standards

| Service area: Sport and Recreation1 | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| Service: Community Support2 |  |  |
| Effectiveness measures |  |  |
| Participants' overall satisfaction with the department's education and training programs | 90% | 96.5% |
| *As Sport and Recreation continues to exceed participant expectations (the 2016–17 Actual was 95%), the target has been increased from 90% to 95% for 2018–19.* |  |  |
| Percentage of young people redeeming a Get Started voucher who have not played club sport before | 15% | 20.3% |
| Percentage of athletes selected for national teams supported by the Queensland Academy of Sport | 25% | 35% |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is due to better than expected representation from Queensland on the Commonwealth Games team.* |  |  |
| Co-contribution ratio of partnership investment to the Queensland Academy of Sport investment in grants research projects | 1:1 | 2:23 |
| *While QAS funding of collaborative research projects continues to exceed expectations, amendments to the National High Performance Sport Funding Framework (Australian Institute of Sport) has the potential to impact on future funding available to national sporting organisations and ability to invest with QAS led research. Although the funding investment ratio increased from 1:0.5 to 1:1 in recent years and the partner contribution exceeded the target for 2017–18, further increases from the 1:1 ratio are likely to be unsustainable for investment partners going forward.* |  |  |
| Efficiency measure3 |  |  |
| Grant monies paid as a percentage of the total grant budget | 80% | 104% |
| *This service standard has been discontinued in 2018–19 as it does not meet the definition of ‘efficiency’ as described in the Queensland Government Performance Management Framework and is considered a measure of input only.* |  |  |
| Service: Facilities |  |  |
| Effectiveness measures |  |  |
| Use of Queensland Recreation Centres’ accommodation facilities | 42% | 43% |
| Efficiency measures |  |  |
| Queensland Recreation Centres operational bed cost per night | <$45 | $45 |
| *QRec operational bed cost per night actual figure is the result of extra venue costs associated with the Gold Coast Recreation Centre being a host venue during the Commonwealth Games.* |  |  |

Notes:

1. This service area was transferred from the (former) Department of National Parks, Sport and Racing following machinery-of-government changes.
2. The service ‘Community Support’ has been consolidated with the former ‘Queensland Academy of Sport’ (QAS) service.
3. A new efficiency measure is being developed for this service and will be included in a future Service Delivery Statement. An action plan has been developed to research and develop a new measure for inclusion in the 2019-20 SDS.

## Digital Capability and Information

### Our objective

To provide citizens and businesses with simple and easy access to integrated Queensland Government services and to ensure Queensland public records are preserved for the benefit of current and future generations.

### What we do

Digital Capability and Information develops and delivers innovative digitally enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels. The service area leads a major program of work to accelerate the delivery of proactive and personalised services, designed around the customer.

The service area drives digital economy development and digital capability programs.

It leads Queensland public authorities in managing and preserving Queensland public records in a useable form and improves public access to the collection by embracing digital government practices.

The service area is also responsible for implementing the government’s commitment to making government data open for anyone to access, use and share.

### Our services

* Whole-of-government Customer Experience
* Government Recordkeeping and Archives
* Digital Economy
* Open Data

### Key statistics

There were 1.7 million enquiries via 13 QGOV between 13 December 2017 and 30 June 2018 for a total of 3.7 million enquiries in 2017–18. There were also 42.6 million visits to qld.gov.au from 13 December 2017 to 30 June 2018 for a total of 75.5 million visits in 2017–18, an increase of 18.5% from the previous year.

###### Open Data Action Plan 2017—19

The Open Data Action Plan 2017—19 aims to make data open for all to access, use and share.

* 77% or 17 of 22 actions in the Plan are in progress or completed
* 22 new Community Digital Champions recognised since December 2017, bringing the total number of current champions to 75
* Community Digital Champions have delivered over 1,150 digital literacy activities
* delivered 46 Digital Business Workshops to 717 people during 2017–18

### Our achievements

###### Making it easier for citizens and business to engage with government

Our commitment to putting Queenslanders at the centre of everything we do continued to drive the design of citizen-centric services that make it easier and quicker to engage with government.

This approach is about listening and understanding the needs of citizens and businesses and applying what we learn to improve our services.

In 2017–18, we:

* engaged over 4,200 Queenslanders in service co-design, customer testing and research
* won a Good Design Award and Best in Class Award at the Australian Good Design Awards for our human-centred design capability
* continued to simplify the service experience for Queensland through online tools and capabilities
* provided Queenslanders with a single login for our digital identity and verification management system.

###### Strengthening digital inclusion and infrastructure service

Providing citizens and business with the skills and knowledge to flourish in the digital age was a focus for the department throughout the year.

In 2017–18, we:

* continued to deliver the Community Digital Champions Program, which saw stories and knowledge shared via events and activities aimed at encouraging Queenslanders to explore and enjoy the benefits of the digital age
* activated the Queensland Digital Inclusion Network which brings together government, community groups, research and education providers, corporations and organisations with an interest in building digital literacy and digital inclusion in Queensland, to collaborate, share resources and information
* built the capacity of community organisations to deliver digital literacy activities in their communities by:
* recruiting and supplying trained volunteer digital mentors
* supporting key infrastructure projects, including the Sunshine Coast Submarine Cable and Telecommunications for the Regions commitment
* used Digital Scorecards to build the digital skills of Queensland businesses to help them identify ways to improve their capability and become more competitive in the global digital economy
* supported the completion of 1,700 Digital Scorecard assessments by small and medium businesses and not-for- profit organisations.

###### Supporting access to government information, for current and future generations

The department continued to increase access to government information through a range of media during the year.

In 2017–18, we:

* launched *Sunshine rebooted: the final Bjelke-Petersen Cabinet Minutes* exhibition using digital technologies, personal interviews and 1987 Cabinet minute records to explore the key decisions of this watershed year in political history and how ensuing events shaped a more inclusive and progressive state
* partnered with the Museum of Brisbane to contribute original convict records to the *Life in Irons: Brisbane’s convict stories exhibition*
* released the *Records Governance Policy* on 29 June 2018 – a key action of the Recordkeeping Transformation Program, which aims to support agencies on their path to recordkeeping maturity
* saw increased access to the archival collection by 63 per cent (3.5 million views) across all channels, compared to 2.1 million views during the same period last year
* received funding for the Digital Archive Program (Stage 1) in June 2017 and commenced work to develop a plan for the future preservation of our state’s permanent value records
* actively encouraged the transfer of open records to the collection, increasing the proportion of records available for researchers from 48 per cent of the collection to 57.4 per cent, achieved by collaborating with agencies to prepare and transfer records which would be immediately available to the Queensland public
* partnered with the Open Data Institute Australian Network to drive collaboration and commence the development of an Australian-first digital platform for automating the quality certification of published datasets.

###### Our future focus

In 2018–19, the department will continue to play a key support role in advancing the government’s responsive government priority. The delivery of innovative and integrated frontline services will be enabled by:

* continuing to improve customer experience by supporting agencies to deliver simple and accessible services that reduce customer effort and make it easier to transact with government
* delivering service excellence to Queenslanders via 13QGOV (13 74 68), online through qld.gov.au, and in person at Queensland Government Agent Program locations and Queensland Government Service Centres
* developing a digital inclusion policy and action plan to improve digital inclusion outcomes for Queenslanders
* continuing delivery of the *Open Data Action Plan 2017–19*, to make non-sensitive data open for all to access, use and share
* developing a Queensland digital infrastructure plan to guide the planning, coordination and investment required to meet Queensland’s future digital infrastructure needs
* implementing the five-year Recordkeeping Transformation Program (2017–22) to improve the standard of recordkeeping in government.

### Service standards

| Service area: Digital Capability and Information1 | 2017–18  Target/est. | 2017–18  Actual | |
| --- | --- | --- | --- |
| Service: Whole-of-government customer experience2 |  |  | |
| Effectiveness measures |  |  |
| Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies | ≥85% | 94% |
| Percentage of clients satisfied with the services provided by Smart Service Queensland on their behalf | ≥80% | 81% |
| *This service standard was transferred from the (former) Department of Science, Information Technology and Innovation (‘Services for Queenslanders’ service area) following machinery-of-government changes to a new service area ‘Digital Capability and Information’.*  *This service standard is being discontinued in 2018–19 as the approach to measuring client satisfaction via a survey tool is not achieving a satisfactory sample size. A replacement effectiveness measure will be introduced in a future Service Delivery Statement. The measure will continue to be reported internally to monitor performance and consider business process improvements.* |  |  |
| Percentage of clients satisfied with the One-Stop Shop program | 82% | 85% |
| *This service standard was transferred from the (former) Department of Science, Information Technology and Innovation (‘Services for Queenslanders’ service area) following machinery-of-government changes to a new service area ‘Digital Capability and Information’.*  *This service standard is being discontinued in 2018–19 as the One-Stop Shop Plan 2013–2018 concludes in 2017–18. A replacement whole-of-government customer experience measure will be developed.* |  |  |
| Efficiency measures |  |  |
| Cost per customer service interaction (all interactions) | $1.10 | $0.71 |
| *The positive 2017–18 result is due to increased online transactions. The target for this measure will be reviewed in subsequent years as trend and cost data matures.* |  |  |
| Service: Government recordkeeping and archives |  |  |
| Effectiveness measures |  |  |
| Overall customer satisfaction with Queensland State Archives’ delivery of services to the public | N/A | N/A |
| *This service standard is based on a biennial customer satisfaction survey conducted for Queensland State Archives (QSA), with the next survey to be conducted in 2019.* |  |  |
| Percentage of clients satisfied with the services provided by Queensland State Archives | ≥80% | 78% |
| Efficiency measures |  |  |
| Average cost to Queensland State Archives per record accessed | $10.00 | $4.07 |
| *The variance between 2017–18 Target/Estimate and 2017-18 Actual reflects the success of Queensland State Archives’ focus on digital access channels. The number of records accessed digitally grew by more than 60% in 2017–18.* |  |  |
| *Service: Digital economy3* |  |  |
| Effectiveness measures |  |  |
| Proportion of stakeholders who are satisfied with digital capability development services, consultative and engagement processes | ≥84% | 84% |
| *This new service ‘Digital Economy’ has been established to reflect the transfer of the digital economy function from the (former) Department of Science, Information Technology and Innovation (‘Advancing Queensland through Innovation’ service area) following machinery-of government changes.* |  |  |
| Service: Open Data4 |  |  |
| Effectiveness measures |  |  |
| *An effectiveness measure has been developed for this service and will be included in the 2018–19 Service Delivery Statement.* |  |  |
| Efficiency measure |  |  |
| *An efficiency measure is being developed for this service and will be included in a future Service Delivery Statement.* |  |  |

###### Notes:

1. This service area has been transferred from the (former) Department of Science, Information Technology and Innovation and was previously named ‘Services for Queenslanders’ in the 2017–18 Service Delivery Statement.
2. The new service ‘Whole-of-government customer experience’, introduced for the 2018–19 Service Delivery Statement, was transferred from the (former) Department of Science, Information Technology and Innovation (‘Services for Government’ service area) following machinery-of-government changes.
3. This new service ‘Digital Economy’ was established to reflect the transfer of the digital economy function from the (former) Department of Science, Information Technology and Innovation (‘Advancing Queensland through Innovation’ service area) following machinery-of government changes.
4. This new service ‘Open Data’ was established to reflect the transfer of the open data function from the (former) Department of Science, Information Technology and Innovation (‘Advancing Queensland through Innovation’ service area) following machinery-of-government changes.

## Strategic Information and Communication Technology (including QGCIO)

### Our objective

To deliver specialist Information and Communication Technology (ICT) services and advice across government and the ICT industry, to support the achievement of government priorities and assist Queensland Government agencies to deliver their services and legislative responsibilities.

### What we do

Strategic ICT supports the delivery of multi-agency ICT programs and projects, data analytics, and manages ICT strategic procurement arrangements and major ICT contracts.

Strategic ICT also delivers ICT infrastructure services through CITEC (reported separately on page 56).

QGCIO provides advice to government on digital ICT and digital investment.

### Our achievements

###### Protecting government information

The department plays a key role in supporting the protection of government digital assets and information and cyber resilience. This important work helps maintain trust in government.

In 2017–18, we:

* improved whole-of-government cyber security capability through continual strengthening of information security policy, processes and practices
* raised awareness and boosted staff education through phishing simulation exercises and a government-wide cyber security incident response
* delivered vulnerability scanning of government information and technology assets
* provided advice and coordination for cyber security incidents to agencies and external cyber security organisations
* developed real-time collaboration channels to share threat intelligence across agencies and external partners, working with them to drive improvements.

###### Delivering efficient services across government

Assisting the government to run more efficiently through high quality advice, assurance and innovative government-to- government services is a focus for our department.

In 2017–18, we:

* supported cyber security preparations for the 2018 Commonwealth Games and provided on-site technical support during the event
* delivered the Queensland Government IT Graduate Program, supporting 87 participants from across 10 agencies and contributing to exciting and innovative IT projects across the state
* recruited 31 graduates in 2017, and saw 53 participants graduate from the 2016 intake
* delivered strategies, policies, standards and guidelines within the Queensland Government Enterprise Architecture (QGEA) governance framework to assist agencies to deliver quality frontline services, including the *Information Sharing Authorising Framework*, one of over 630 continually reviewed documents in the QGEA library
* progressed the HRIS Program (Human Resources Information System), which will see more than 15,000 public safety officers transition from four different systems onto a new payroll solution
* completed round two of the Testing Within Government (TWiG) program, enabling 11 small to medium enterprises to improve the positioning of their ICT products while addressing real business problems for the Queensland Government
* led the ICT Category function to:
* manage ICT strategic sourcing and procurement arrangements
* facilitate engagement between the ICT industry and government
* manage critical multi-agency and whole-of-government ICT contracts that underpin government service delivery.

### Our future focus

In 2018–19, the department will continue to harness digital technology to deliver responsive services to Queenslanders and government by:

* enabling small to medium enterprises to collaborate with the Queensland Government on a range of business problems through the Testing within Government (TWiG) program
* providing sound guidance to improve government investment in digital and ICT-enabling initiatives through the investment and assurance review processes
* continually improving government cyber security preparedness and increasing trust in the delivery of government services and information management
* assisting agencies with the digital transformation of core agency systems to better support the delivery of services to Queenslanders
* establishing new supply arrangements on behalf of government for telecommunications, corporate services software, network hardware and services, and IT management as a service
* working with interstate and federal stakeholders to agree on options for establishing an integrated national digital public safety radio network.

### Service standards

| Service area: Strategic Information and Communication Technology1 | 2017–18  Target/est. | 2017–18  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Percentage of whole-of-government spend awarded to small to medium sized enterprises (transactions over $10,000) | ≥16% | 19% |
| Efficiency measures |  |  |
| Operating cost per $1,000 of managed spend on ICT goods and services  *The positive result is due to lower than forecast expenditure costs.* | ≤$20 | $13.20 |

Note:

1. This service area was transferred from the (former) Department of Science, Information Technology and Innovation following machinery-of-government changes.

# Case Study

### Get in the Game - Female Facilities Program

IMAGE: W-LEAGUE MATCH BETWEEN THE BRISBANE ROAR AND MELBOURNE VICTORY AT SUNCORP STADIUM ON JANUARY 5, 2018 IN BRISBANE, AUSTRALIA. (PHOTO BY BRETT HEMMINGS/GETTY IMAGES)

Women’s sport is growing rapidly, as more and more women respond to the call to ‘Get Active Queensland’.

The Female Facilities Program is playing an important role in supporting the Queensland Government’s Get in the Game initiative to support sport and active recreation at the grassroots level.

Local sport and recreation organisations, as well as local government, are using the funding to develop functional and inclusive female change rooms and amenities needed to support growing numbers of participants.

Centrals Trinity Beach AFL Club applied for the program after surveying their female athletes and finding they wanted their own space and to feel comfortable in the change room.

President John Burrell said the club had been mainly male- based since 1958 until the early 2000s.

“We thought having separate facilities was really important in terms of getting extra women involved in football, hence the application for the grant,” John said.

The club worked closely with Alexi Sachlikidis an Advisor for Sport and Recreation Services who assisted them through the grant application process.

“The support we got from Alexi was outstanding,” John said. “Sometimes there’s a critical piece of infrastructure missing that could actually be a real catalyst for change and for growth or to accommodate that local community better.”

John said the club has seen tremendous growth in young girls participating in AFL.

“In 2012 we had about 20 young ladies playing football.

As of this year, we have 50 registered youth girls and 35 registered senior women at our football club, and I strongly believe that that wouldn’t have happened without this facility.”

In May 2018 a total of 45 projects were approved at a cost of over $15 million. Departmental staff will continue to work closely with the successful sporting groups to deliver the projects which are due for completion in 2020.

# Our Commercialised Business Units

## Building and Asset Services

### Our objective

To partner with government agencies to strategically manage their building, construction and maintenance activities.

### What we do

Building and Asset Services, in partnership with Queensland Government agencies, supports strategic asset management by managing risks for diverse building asset portfolios and providing expertise in the planning, procurement and delivery of new building infrastructure, asset and facilities management. In doing so, Building and Asset Services works closely with industry and local suppliers to maximise value for money procurement and contract management outcomes. This assists government agencies to meet their service delivery outcomes for the community and provide employment opportunities across the state including in regional and remote communities.

### Key Statistic

The Building and Asset Services Apprenticeship Program commenced, with regional panel interviews conducted by 22 June 2018.

17 recommended applicants have been approved for appointment.

### Our achievements

###### Supporting regional and remote communities

We continued to support outcomes and deliver employment opportunities across Queensland through our procurement and delivery activities.

In 2017–18, we:

* strengthened our procurement engagement with local and regional communities by developing a category management approach for building, construction and maintenance work
* implemented sustainable social procurement practices that contribute to building stronger communities
* delivered capital and maintenance programs in partnership with Aboriginal and Torres Strait Islander Councils, maximising employment opportunities and providing economic stimulation to remote communities
* facilitated swifter access to housing in Aboriginal and Torres Strait Islander communities by reducing preconstruction planning and procurement timeframes
* reintroduced the statewide Building and Asset Services Apprenticeship Program, paving the way for a new generation of qualified staff to deliver services across Queensland and provide employment in regional areas.

###### Safer, more secure homes

We delivered a number of initiatives aimed at improving safety in social housing and government employee housing.

In 2017–18, we:

* established the whole-of-government program framework for the supply and installation of smoke alarms in social and government employee housing dwellings
* established a state-wide supply panel to support the smoke alarm program comprised of six suppliers, three manufacturers and access to 132 stores across Queensland
* developed a targeted and accelerated four-year capital, maintenance and upgrade program for government employee housing.

### Our future focus

In 2018–19, the department will continue to deliver responsive and efficient initiatives that make a difference to Queenslanders by:

* partnering with Queensland Government agencies to manage their service delivery needs across a wide range of strategic asset management portfolios, including project and construction management
* implementing the enhanced *Queensland Procurement Policy* government commitments to further harness procurement spend to help drive local employment and build prosperity in our regions
* implementing the revitalised state-wide Building and Asset Services Apprenticeship Program, creating employment opportunities and supporting pathways to training, skills and jobs
* implementing the smoke alarm program to social housing and government employee housing dwellings to meet Queensland Fire and Emergency Services legislative requirements.

### Service standards

| Building and Asset Services | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| **Effectiveness measures** |  |  |
| Service standards  Overall customer satisfaction | 80% | 84% |
| *This is a biennial measure with the next survey to be undertaken in 2019–20. Variance between the 2017–18 Target/Estimate and 2017–18 Actual is due to BAS service alignment with customer agencies delivering on government priorities, which resulted in a better than anticipated result.* |  |  |
| Percentage of maintenance spend on Building and Asset Services customer facilities with regional suppliers | 88% | 87% |
| *The variance between 2017–18 Target/Estimate and 2017–18 Actual is due to the results calculated based on the spend with contractors inside the BAS region of where the work is located divided by the total expenditure. As this calculation methodology has not been updated to align with the 1 September 2017 release of the new Queensland Procurement Policy (QPP) and Buy Queensland Strategy (Strategy) requirements, the SDS target could not be achieved. The QPP and Strategy clearly defines local supplier (i.e. whether location of workforce is within radius of 125 km to location of work). This has resulted in BAS having to invite contractors from multiple regions to quote for works due to the fact they are within 125 km of the location of works, which has therefore resulted in contractors who are not located inside the same BAS region where the works are located, winning the works.*  *This service standard is being discontinued in 2018–19 as the introduction of the QPP released in 2017 has required further refinement of the measure to align with the intent of QPP requirements. A replacement measure, ‘Percentage of maintenance spend on Building and Asset Services customer facilities with Local Zone 1 suppliers (based on physical location of contractor’s workplace)’ has been developed and introduced.* |  |  |
| Efficiency measures |  |  |
| Gross profit as a percentage of revenue generated from work delivered on behalf of BAS customers | 7.9% | 8.4% |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is mainly due to the products and services delivered and the related gross profits achieved.* |  |  |
| Net profit before tax and dividends as a percentage of sales | 0.1% | 1.2% |
| *Variance between 2017–18 Target/Estimate to 2017–18 Actual is mainly due to the increase in contribution from higher volume of sales.* |  |  |
| Current ratio | 1.76:1 | 1.59:1 |
| *Variance between 2017–18 Target/Estimate to 2017–18 Actual is mainly due to the general movements in business operational activity.* |  |  |

## CITEC

### Our objective

To provide Queensland Government departments, statutory bodies and commercial clients with ICT infrastructure and information brokerage services that support the delivery of quality frontline services to Queensland communities and businesses.

### What we do

CITEC delivers consolidated, core ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services. CITEC also delivers information solutions to customers in business and the community Australia-wide on a fully commercial basis.

### Our services

* CITEC Information and Communications Technology
* CITEC Information Brokerage (IB)

### Key statistics

|  |  |  |  |
| --- | --- | --- | --- |
| **Measure** | **Actual 2015–16** | **Actual 2016–17** | **Actual 2017–18** |
| CITEC ICT customer satisfaction | 42.8% | 68.8% | 84.1% |
| CITEC Information Brokerage customer satisfaction | 88.4% | 90.6% | 91.2% |
| Percentage of claims documents eFiled | 69.20% | 70.73% | 73.19% |

### Our achievements

###### Delivering quality ICT infrastructure services

Throughout the year, we delivered consolidated core services for the Queensland Government, including the provision of cyber security services.

In 2017–18, we:

* helped maintain trust in government by supporting the protection of digital assets, and providing information and cyber resilience
* ensured the ICT network and platform for the government reliably supported frontline service delivery by maintaining an availability rate of 99.99 per cent on over:
* 22,000 network devices
* 2,000 servers
* 2,200 terabytes of stored data
* 30 terabytes of internet data each day
* 2,800kW of data centre power.
* supported the processing of an estimated 19 billion government business transactions each week (worth over $40 billion per year) on our infrastructure
* achieved the globally recognised, best practice-accreditations ISO9001 Quality Management and ISO27001 Information Security Management Systems (Data Centres) recertification
* implemented additional pilot sites for the shared connectivity initiative in Maroochydore, Townsville and Cairns, reducing telecommunications costs, improving connectivity and increasing collaboration for partner agencies
* migrated a number of different agency systems onto the Queensland Government cloud to help mitigate the risks associated with aged, end-of-life or out-of-support legacy infrastructure
* implemented a service line review for storage services, delivering savings of $2.4 million per year back to agencies, improving performance and reliability in storage services.

###### Managing data

Our data management and analytics activities continued to support agencies across government.

In 2017–18, we:

* delivered a data hosting solution for whole-of-government human resources data for the Public Service Commission
* delivered an interactive, geo-coded dashboard for analysing the impact of unpaid State Penalty Enforcement Registry debts for Queensland Treasury
* delivered an interactive analytics dashboard to give a holistic understanding of the relative strengths and weaknesses in disaster management across Queensland for the Inspector-General Emergency Management
* delivered a data and analytical model to link multiple datasets, including place-based data, to better understand current and future demand for housing and homelessness services
* enabled more than 73 per cent of Queensland Magistrates Court claims documents to be filed electronically (eFiling), delivering efficiencies for businesses by streamlining their debt recovery processes.

### Our future focus

* In 2018–19, the department will continue to provide responsive and integrated ICT infrastructure and information brokerage services that support the Queensland Government’s priorities by:
* improving bandwidth in regional areas by extending the multi-agency shared connectivity service to various locations across the state including Far North Queensland
* implementing the outcomes of evaluations of the *Data Centre Strategy* which will leverage the Data Centre as-a-Service panel
* further maturing cyber security operations, including hunting, intrusion detection and protection capabilities, and growing the operational network for threat and intelligence sharing
* collaborating with agencies to deliver data insights and analytics projects and commencing a whole-of-government data sharing program.

### Service Standards

| CITEC1 | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| **Service: CITEC ICT** |  |  |
| **Effectiveness measures** |  |  |
| CITEC ICT customer satisfaction | >70% | 84% |
| *CITEC ICT has successfully implemented a dedicated program of work to improve services and outcomes for its customers. This is reflected in the high result for 2017–18 Actual.* |  |  |
| **Efficiency measures** |  |  |
| CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA) | ($2.373m) | $3.395m |
| *Positive variance between 2017–18 Target/Estimate and 2017–18 Actual is due to lower than budgeted expenses and higher than anticipated revenue.* |  |  |
| **Service: CITEC information Brokerage** |  |  |
| **Effectiveness measures** |  |  |
| CITEC IB customer satisfaction | >80% | 91% |
| *The positive result for 2017–18 is attributed to high levels of customer satisfaction with the CITEC Confirm Service Centre as well as the quality and timeliness of the CITEC Confirm service.* |  |  |
| **Efficiency measures** |  |  |
| CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA) | ($3.707m) | ($0.068m) |
| *Positive variance between 2017–18 Target/Estimate and 2017–18 Actual is due to efficient management of costs and revenue streams.* |  |  |

Note:

1. *This service area was transferred from the (former) Department of Science, Information Technology and Innovation following machinery-of-government changes.*

## QFleet

### Our objective

To deliver benefits to the government through aggregated procurement of vehicles and associated services and the provision of a central pool of expertise in fleet management.

### What we do

QFleet is responsible for whole-of-government fleet policy development and implementation. Services include vehicle procurement and contract management, fleet advisory services to public sector departments, as well as government-funded organisations, in-service maintenance, accident management, and end-of-life repairs and vehicle remarketing. This supports government agencies to meet their service delivery outcomes for the community.

### Our achievements

###### Environmentally sustainable solutions

During the year, we released the *QFleet Electric Vehicle Transition Strategy for the Queensland Government motor vehicle fleet* and the *QFleet Environmental Strategy for the Queensland Government motor vehicle fleet*.

These strategies outline our approach to proactively developing an environmentally sustainable fleet and reducing emissions in the government’s fleet of more than 10,000 passenger and light commercial vehicles.

We continued to develop innovative solutions throughout the year, to deliver on our environmental sustainability commitment.

In 2017–18, we:

* purchased Australian Carbon Credit Units to offset QFleet’s 2016–17 motor vehicle greenhouse gas emissions through the Aboriginal Carbon Fund Pty. Ltd. which was delivered through three savannah burning projects led by traditional owners in Kowanyama, Aurukun and Pormpuraaw
* partnered with the Department of Environment and Science to develop and implement strategies to offset the Queensland Government motor vehicle fleet’s 2017–19 greenhouse gas emissions.

###### Delivering value through efficiencies

We continued to seek greater value and support for employment and economic opportunities throughout the year, through efficient use of resources.

In 2017–18, we:

* implemented the Standing Offer Arrangement for tyres and associated services, including a mandated membership to Tyre Stewardship Australia which helps reduce the amount of end-of-life tyres damaging the environment via landfill, illegal dumping or undesirable export while increasing the recycling rate of end-of-life tyres
* implemented the pilot Brisbane CBD car sharing model and undertook a desktop feasibility study of car sharing in regional locations to improve vehicle use and lower overall fleet operational costs
* implemented the aggregated motor vehicle procurement program for 2017–18 following negotiations with vehicle manufacturers to deliver improved value for money in government vehicle procurement.

### Our future focus

In 2018–19, the department will continue to deliver responsive fleet initiatives that will make a difference to Queenslanders by:

* implementing the car sharing model to applicable Queensland Government departments in the Brisbane CBD and in one regional location
* purchasing a software-as-a-solution fleet management system, and commencing implementation in partnership with the Public Safety Business Agency and the Queensland Ambulance Service
* implementing the *QFleet Environmental Strategy* and *QFleet Electric Vehicle Transition Strategy* and continuing to improve the environmental profile of motor vehicles available to government departments to deliver frontline services to Queenslanders
* awarding a new Standing Offer Arrangement for the provision of motor vehicle disposal and remarketing services for the Queensland Government fleet.

### Service Standards

| QFleet | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| **Effectiveness measures** |  |  |
| Overall customer satisfaction | 85% | 85% |
| *This is a biennial survey with the next survey to be undertaken in 2019–20.* |  |  |
| **Efficiency measures** |  |  |
| Current ratio | 3.2:1 | 2.04:1 |
| *Variance between the 2017–18 Target/Estimate and 2017–18 Actual is mainly due to a higher than budgeted operating surplus which increases the provisions for tax and dividends in current liabilities.* |  |  |
| Return on net assets | 3.4% | 6.9% |
| *Variance between the 2017–18 Target/Estimate and 2017–18 Actual is mainly due to a higher operating surplus.* |  |  |
| Gearing level | 65% | 66% |
| Percentage of vehicle fleet use compared to agreed lease parameters | 90% | 87.3% |

## Queensland Shared Services

### Our objective

To provide modern corporate services and trusted advice to other government departments and statutory bodies to enable them to meet government policies and objectives.

### What we do

Queensland Shared Services facilitates a range of corporate services including finance and human resource (HR) management to government departments and statutory bodies, excluding Queensland Health and the Department of Education and Training.

### Our achievements

###### Delivering services across government

We delivered a range of services and activities throughout the year that contributed to the efficient running of government.

In 2017–18, we:

* provided high-quality advice, assurance and innovative government-to-government services
* collaborated with our customers to deliver HR/payroll and finance migration for agencies impacted by machinery-of-government changes
* paid approximately 70,000 Queensland Government employees, under 13 Acts, 18 Awards and 18 Certified Agreements, with 99 per cent accuracy
* facilitated 3,798 community recovery payments totalling $1.6 million for 2018 disaster events.

###### Digital transformation

We continued to reshape our engagement and services to government customers during the year, through digital transformation, collaboration and economies of scale.

In 2017–18, we:

* delivered a system upgrade to the shared finance solution and a single agency HR/payroll solution
* migrated employees from an out-of-support payroll system to the supported shared payroll system
* implemented systems to enhance quality controls on Queensland Government corporate card payments to minimise risk of fraud
* changed HR/payroll systems to enable Queensland public servants to choose an alternative superannuation fund provider.

### Our future focus

In 2018–19, the department will continue to deliver responsive services and initiatives that will make a difference to Queenslanders by:

* maintaining and upgrading HR/payroll and finance systems to enhance functionality
* partnering with agencies to migrate the remaining out-of-support payroll systems
* collaborating to deliver data and analytics solutions, such as corporate identity management and system integration, to provide real-time reporting and insights for agencies
* piloting robotics software to gain efficiencies and increase accuracy from repetitive data entry tasks
* collaborating to deliver a single sign-on solution for customers.

### Service Standards

| Queensland Shared Services1 | 2017–18  Target/Est. | 2017–18  Actual |
| --- | --- | --- |
| Service area: HR |  |  |
| **Effectiveness measures** |  |  |
| Percentage of Payroll Services delivered within Service Agreement standards | ≥97% | 99% |
| Client satisfaction with HR services | 80% | 55% |
| *The 2017–18 Actual results for HR is below the target of 80% and in 2018–19 QSS will continue to focus on improvements through improved technology and business processes. Based on customer feedback, designing services to make them more streamlined and seamless for end users, is expected to increase customer satisfaction with HR and Finance Services.* |  |  |
| **Efficiency measures** |  |  |
| Number of pays processed per full-time equivalent (FTE) per fortnight | ≥350 | 303 |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is due to several enterprise bargaining increases being delivered during the period along with a significant increase in the proportion of manual forms and timesheets that needed to be processed. This has required resourcing to be maintained at original levels resulting in less pays processed per FTE. QSS is working with the Customer Board to deliver improvements to pricing in 2018–19 which will assist customers to move away from manual channels which in turn will improve the performance.* |  |  |
| Service area: Finance |  |  |
| **Effectiveness measures** |  |  |
| Percentage of Finance Services delivered within Service Agreement standards | ≥95% | 85% |
| *Variance between 2017–18 Target/Estimate and 2017–18 Actual is due to one specific finance service not meeting the service agreement. The service of processing vendor and customer master data requests did not meet the targets for several months due to additional fraud protection controls and checks being added. These resulted in longer processing times. Adjustments to staffing levels to cater for the longer processing times were not made immediately, however QSS has now adjusted workload distribution to ensure the staffing levels are adequate and service agreements have been restored.* |  |  |
| Client satisfaction with Finance Services | 80% | 57% |
| *The 2017–18 Actual results for Finance Services is below the target of 80% and in 2018–19 QSS will continue to focus on improvements through improved technology and business processes. Based on customer feedback, designing services to make them more streamlined and seamless for end users, is expected to increase customer satisfaction with HR and Finance Services.* |  |  |
| **Efficiency measures** |  |  |
| Number of accounts payable transactions processed per FTE per annum | ≥7,500 | 9,422 |
| *The increase in 2017–18 Actual result is due to the increased use of electronic workflow and process automation in the accounts payable function.* |  |  |

*Notes*

1. *This service area was transferred from the (former) Department of Science, Information Technology and Innovation following machinery-of-government changes.*

# Our People

### Workforce Profile

###### Staffing

|  |  |
| --- | --- |
| **Service areas** | **Staffing numbers[[1]](#footnote-1) 30 June 2018** |
| Housing and Homelessness Services | 1,173.3 |
| Building Industry and Policy | 88.1 |
| Public Works and Asset Management | 1,172.1 |
| Queensland Government Procurement | 93.4 |
| Sport and Recreation Services | 252.3 |
| Digital Capability, Information and Transaction Based Services | 576.8 |
| Queensland Shared Services | 929.9 |
| Strategic ICT | 366.8 |
| Queensland Government Chief Information Office | 52.5 |
| Corporate Services | 580.5 |
| **Total** | 5,285.7 |

Due to the impact of machinery-of-government changes, a separation rate is not able to be calculated for the 2017—18 report.

**Equity statistics as at 30 June 2018**

|  |  |  |
| --- | --- | --- |
| **Employment and equal opportunity group** | **Targets (if none, please delete column)** | **Actual** |
| Women in senior management (Senior Executive Service and Senior Officer positions) | 50% | 41.7% |
| Aboriginal and Torres Strait Islander staff | 3% | 3.2% |
| People from a non-English speaking background | 10% | 13.1% |
| People with a disability | 8% | 3.5% |

|  |  |
| --- | --- |
|  | **2017–18 result** |
| Aboriginal and Torres Strait Islander representation | 3.2% |
| Seasonal Influenza vaccinations | 3,593 |
| Training under the Leadership at all Levels framework | 179 |
| Percentage of our management cohort who are women | 41.7% |
| Health assessments | 718 |
| Staff who attended mental health awareness training | 950 |

## Strategic workforce planning

Our *People and Culture Strategy 2016–20* identifies our department’s strategic workforce priorities and aligns with the delivery of the whole-of-government and departmental priorities as well as key themes arising from the annual Working for Queensland Survey.

###### Managing employee performance

The department’s *Performance Excellence Framework* fosters and supports a workplace culture of high performance through programs, initiatives and actions that maximise the potential of our employees. This framework is achieved through focusing on the following four key areas of the employment relationship:

* recruit and induct
* engage
* perform and review
* recognise and reward.

In 2017–18, we rolled out a suite of performance excellence resources including:

* Leading Performance: Workplace Conversations (111 attendees)
* Recruitment and Selection (85 attendees)
* Practical Emotional Intelligence (137 attendees).

###### Workplace attendance

As at 30 June 2018, the annual number of days of unplanned absenteeism per employee was 11.05 days for the pre- machinery-of-government areas of department. This is an increase by an average 0.66 days per employee against the 30 June 2017 result of 10.39. The annual unplanned absenteeism days per employee for Digital Technology (former DSITI areas) was 12.24 days and Sport and Recreation Services was 8.82 days.

Addressing absenteeism through a range of strategies is a priority for our department.

In 2017–18, we:

* implemented the *Healthy and Safe Workforce Action Plan 2018–20*
* achieved White Ribbon Australia Workplace Accreditation demonstrating our commitment to supporting employees affected by domestic and family violence
* offered access to the Employee Assistance Services and the Early Intervention Centre as a means of reducing the rate and impact of employee injury and illness, both physical and psychological
* provided initiatives such as health assessments, skin checks and flu vaccinations through the department’s Pathways Health and Wellbeing Program
* provided ongoing quarterly business area and employee unplanned absenteeism reports
* delivered the Managing for Results Workplace Health and Safety training program including domestic and family violence, risk management and workplace behaviours.

###### Leadership and management development

Our leadership and management development programs are an important component in the development of our future leaders and improving leadership capability across the department.

Our programs include the Leadership at all Levels Framework, Managing for Results (M4R), Taking the Lead and Emerging Leaders Program (ELP).

In 2017–18, we:

* supported 47 employees to complete the Managing for Results program, which focuses on the foundational skills of management and leadership to optimise individual and organisational productivity, performance and service delivery
* supported 64 employees to complete our Taking the Lead program, which aims to help participants to effectively lead and influence, inspire others and provide direction
* continued to support the 13 new graduates recruited across three different graduate programs in 2016–17, with these two-year programs continuing during 2017–18
* continued to roll out the *Performance Excellence Framework module*, Leading Performance: Workplace Conversations sessions
* developed the Practical Emotional Intelligence session, with 137 employees attending the one-day workshop
* continued to expand the MyCareerHub learning management system (LMS) with a total of 27,256 course enrolments registered
* in addition to its five mandatory modules, MyCareerHub:
* now hosts over 230 courses or recordable activities covering a wide range of topics, business areas and course categories
* provides a platform for hosting various e-learning courses
* manages divisional or role specific compliance-based documents and presentations
* provides end-to-end administrative functionality for face- to-face training.
* reviewed the system support structure for MyCareerHub following its full implementation, to ensure we were using the system to its full capability, capturing all departmental training and managing its growing system functionality
* adopted and established a decentralised support model and a Learning Coordinator Network to cater to the department’s geographical and functional diversity
* granted MyCareerHub system access to existing users who regularly develop, administer and coordinate area-specific training, as well as provide system support to their respective divisions
* adopted two existing learning management systems – MyCareer (former DSITI) and iLearn (Sport and Recreation) following machinery-of-government changes in December 2017, while we explore opportunities to consolidate all employees on a single LMS solution.

###### Supporting work-life blend

We continued to support flexible working arrangements through a range of flexible work possibilities.

All staff have the right to request a flexible arrangement, related to the hours they work, the places they work and the types of arrangements they use, such as using a distributed work centre which allows employees to work from a designated office space that is closer to their home.

Our Employee Assistance Service also continued to support employees to manage their work-life blend through professional coaching and support provided by face-to-face consultations, telephone and online counselling services.

###### Workplace health, safety and wellbeing

In addition to the five Queensland public sector values, a sixth ‘Healthy and Safe Workforce’ value continues to be a focus for us.

In 2017–18, we:

* continued to implement the *Healthy and Safe Workforce Action Plan 2018–20* which focuses on improving workplace health and safety systems and culture to improve our overall workplace health and safety performance
* had a reduction in worker’s compensation statutory costs
* achieved White Ribbon Australia Workplace Accreditation, demonstrating our commitment to supporting employees affected by domestic and family violence
* established the Workplace Health and Safety Sub-Committee to support our workplace health and safety strategic objectives
* installed Automatic External Defibrillators in our workplaces
* successfully recertified the Building and Asset Services safety management system to *AS/NZS 4801:2001 Occupational health and safety management systems*
* facilitated the completion of online workplace health and safety inductions for over 23,500 contractors engaged by Building and Asset Services
* delivered Domestic and Family Violence training to over 50 per cent of our staff
* conducted over 1,700 skin cancer checks
* administered over 3,500 seasonal influenza vaccinations.

###### Industrial and Employee Relations Framework

There are four certified agreements covering employees in the department:

* *QBuild Field Staff Certified Agreement 8 (2011)* – covering Building and Asset Services field staff
* *Building and Asset Services Office Staff Certified Agreement 2016* – covering Building and Asset Services office staff
* *QFleet Certified Agreement 2016* – covering QFleet staff
* *CITEC Certified Agreement 2016* – covering CITEC staff
* *State Government Entities’ Certified Agreement 2015 (Core Agreement)* – covering the remainder of the department’s employees.

During 2017–18, we continued to negotiate a replacement certified agreement for Building and Asset Services field staff.

Throughout the year, we continued to actively implement the government’s policies on union encouragement and employment security.

We also actively encourage unions in the workplace by:

* providing information about unions to new employees
* allowing employees full access to union delegates or officials during work hours
* acknowledging the role the union delegates have to play within the workplace through continued operation of consultative committees at the agency and local work unit level.

Our department has also actively supported employment security by maximising permanent employment through the continued conversion of temporary employees to permanent, where possible. We also actively consult with unions about organisational change and restructuring.

###### Early retirement, redundancy and retrenchment

During 2017–18, there was no redundancy costs to our department.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Question** | **2014** | **2015** | **2016** | **2017** |
| There is adequate focus on workplace safety at my workplace | 81% | 85% | 84% | 85% |
| People in my workgroup are committed to workplace safety | 85% | 87% | 86% | 87% |

###### Code of Conduct

The *Code of Conduct for the Queensland Public Service* sets out the standards of behaviour that apply to all employees.

The Code of Conduct also applies to volunteers, students, and on-hired personnel who perform work in any capacity for the department.

During 2017–18, we continued to train all employees on the Code of Conduct during induction and then annually thereafter. Our department also provides workplace behaviour training to staff which aligns with the standard of behaviour outlined in the Code of Conduct.

Volunteers, students, and on-hired personnel also trained on the Code of Conduct during induction.

###### Celebrating achievements

The achievements of staff were celebrated throughout the year, through a series of formal and informal events including:

* divisional awards ceremonies
* departmental Recognition of Excellence Awards ceremony (held on 27 October 2017)
* Australia Day Achievement Awards ceremony (held on 26 January 2018)
* National Aboriginal and Islanders Day Observance Committee (NAIDOC) Awards ceremony (held on 4 July 2017).

###### Special events

We also celebrated a number of special events and observances. In 2017–18, we:

* contributed over 13,000 handwoven stars to the One Million Stars to End Violence project, a temporary public art installation by Maryann Talia Pau, forming part of Festival 2018 for the Commonwealth Games and displayed in King George Square during March and April 2018
* raised funds and awareness for a number of charities supporting people who have experienced domestic and family violence, and people who are experiencing, or are at risk of homelessness
* continued to display two specially designed canvases in regional workplaces to raise awareness of the White Ribbon message and celebrate the achievement of White Ribbon Workplace Accreditation
* encouraged staff to participate in the CEO Challenge Darkness to Daylight Challenge Run in May 2018, to raise funds and help shine a light on the issue of domestic and family violence
* supported our Director-General and other departmental leaders to join the Vinnies CEO Sleepout in June 2018, with our leaders raising over $14,000 to help fight homelessness
* launched the Workplace Health and Safety Risk Management e-learning module during Safe Work Month in October 2017, and celebrated the month across the department through a range of local initiatives.

# Case Study

### Building Industry Fairness Reforms

IMAGE: TRADESPERSON STANDING IN CONSTRUCTION SITE

The Queensland Government’s new *Building Industry Fairness (Security of Payment) Act 2017* brings together three separate pieces of legislation to protect subcontractors and implement Project Bank Accounts.

The new laws mean Queensland will have the strongest protections for subcontractors anywhere in Australia.

Project Bank Accounts will safeguard progress payments from head contractors to first-tier subcontractors and protect subcontractors’ retention monies in the event head contractors become insolvent.

Phase 1 of Project Bank Accounts, which commenced on 1 March 2018, covers all government building projects valued between $1 million and $10 million. Phase 2 will extend Project Bank Accounts to all private sector projects over $1 million and is expected to commence in 2019.

The department supported the effective implementation of Project Bank Accounts by providing unlimited support to government agencies, building contractors and the banking sector.

This included an extensive suite of customer focused materials published for principals, head contractors, subcontractors and banks to assist with their understanding and compliance.

Information sessions were conducted across the state for head contractors and consultants to ensure readiness and understanding of the PBA requirements by all parties involved in first contracts.

Between February and June 2018, we conducted 28 intensive, small group information sessions, attended by 264 head contractors and consultants across Queensland, including Cairns, Townsville, Mackay, Gladstone, Gold Coast and Rockhampton. Future sessions will deliver a further 13 sessions to more than an estimated 1,000 subcontractors.

Since the commencement of PBAs, 20 government projects requiring PBAs have been awarded and as at 30 June 2018, there had been 12 projects awarded. The protections afforded by PBAs will ensure subcontractors working on these projects can be confident they will be paid for the work they do.

# Case Study

### Community Digital Champions

IMAGE: FROM LEFT, JAMES WALKER AND PENNY DOUGLAS

The Advance Queensland Community Digital Champions program encourages Queenslanders to explore and enjoy the benefits of the digital age by sharing the stories and activities of inspirational Queenslanders.

Our Champions come from all walks of life and are passionate and outstanding individuals who want to give back to their communities by helping others to become digitally savvy.

They are teachers, young people, business people and seniors who represent a range of industries, communities and demographic groups throughout Queensland.

Champions like Penny Douglas who is passionate about empowering seniors to use digital technology, or fifth generation farmer James Walker who is showing farmers how diversification into tourism and technology can help rural properties in changing times.

Through their volunteer activities, the Community Digital Champions seek to show how being able to navigate the digital world can dramatically enhance quality of life.

As a result, this contributes to economic, educational and social outcomes for all Queenslanders.

Champions are based throughout the state and help a variety of groups gain skills including senior citizens, Aboriginal Peoples and Torres Strait Islander Peoples, people with a disability, people from non-English speaking backgrounds and people living in regional and remote communities.

# Case Study

### The Queensland Government IT Graduate Program

IMAGE: 3 GRADUTES LOOKING AT A LAPTOP

The Queensland Government IT Graduate Program is a two- year leadership program that aims to develop a workforce geared for a digital future. Supported by the Queensland Government Chief Information Office, the program responds to the unique needs of government agencies, placing graduates in a range of technical and non-technical roles.

The program provides a two-year contract with a Queensland Government agency, an interactive learning program, networking opportunities across government, mentoring and support.

High numbers of graduates go on to gain established careers and opportunities on some of our most innovative digital projects, and contribute to our responsive and digital future.

Rebecca, who began the program in February as a graduate remote sensing scientist with the Department of Environment and Science, said the program was a great opportunity to really kick start her career.

*“The workshops that the Graduate Program takes you through are amazing learning experiences and really help develop our skills,”* she said.

The program has been running since 2007 and recruits an average of 35 graduates a year, placing them across five to 10 agencies. The IT Graduate Program is just one graduate recruitment strategy from the Queensland Government, supported in part by the Public Service Commission, which delivers the candidate application portal.

Graduates may have qualifications in technical and non- technical fields, including marketing, human resources, business analysis, software development, network support and information security.

# Case Study

### Queensland Procurement Policy

IMAGE 1: CHEF PREPARING FOOD

IMAGE 2: TRADES PRESON WORKING WITH CABLES

Each year the Queensland Government spends over $14 billion on the essential goods and services needed to deliver quality frontline services to Queenslanders.

Queensland Government’s agency-led, centrally enabled innovative procurement model has positioned the Queensland Government at the forefront of delivering effective and efficient procurement services.

The *Buy Queensland* approach which underpins the *Queensland Procurement Policy* is helping to ensure local businesses, quality jobs and better social outcomes are all front and centre when taxpayer dollars are spent, delivering maximum benefit to our state.

To encourage buyers and suppliers to adopt this approach and deliver improved services, extensive engagement sessions were delivered to 1,044 buyers and 1,494 suppliers in 17 locations around the state.

*“I think this will be great for small business. We are a small business and we compete in a very competitive market place dominated by multi-national players, and I want to see that change in Queensland.”*

The Buy Queensland approach has specific targets that support the achievement of the government’s economic, social and environmental objectives by ensuring greater opportunities

for local businesses and social enterprises to supply to government and providing jobs and career pathways for disadvantaged Queenslanders.

# Governance

IMAGE: DEPARTMENT OF HOUSING AND PUBLIC WORKS EXECUTIVE LEADERSHIP TEAM

FRONT ROW: ANDREW SPINA, CHRISTINE CASTLEY, GRAHAM ATKINS, LIZA CAROLL, ROBYN TURBIT, PAIGE RIDGEWELL,

BACK ROW: ANDREW MILLS, KIMBERLY SWORDS, DALLAS STOWER, IRENE VIOLET, DON RIVERS

Corporate governance is the set of responsibilities and the way a department sets direction and manages performance of its functions and operations. This is to ensure objectives are achieved, risks and control structures are managed, and accountabilities and obligations are discharged in accordance with our principles.

Our governance arrangements assist the Director-General,

as the accountable officer, to meet the requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009*, the *Public Sector* *Ethics Act 1992* and other legislative and accountability requirements.

We continue to maintain our commitment to high standards of professional conduct, and honest and ethical business practices, which effectively supports our department’s strategic management and monitors the achievement of business objectives.

### Executive Leadership Team

The Executive Leadership Team is our principal governing body. It supports the Director-General in meeting legislative requirements and accountabilities. The Executive Leadership Team is responsible for setting the strategic direction of the department, effective planning and resource allocation and overseeing the department’s performance, program and project management.

The role of the Executive Leadership Team is to:

* set our department’s goals and performance levels
* establish our department’s culture and appetite for risk
* provide direction for our risk management system
* provide stewardship over the implementation of our programs and policies
* monitor performance against planned business activities as well as the financial performance of our department
* provide a forum for debating and discussing strategic and key operational issues.

**Chair:** Director-General

**Members:**

* Deputy Director-General, Housing and Homelessness Services
* Deputy Director-General, Public Works and Asset Management
* Deputy Director-General, Sport and Recreation Services
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General, Corporate Services
* Assistant Director-General and Chief Advisor, Queensland Government Procurement
* Assistant Director-General, Strategic ICT
* Assistant Director-General, Digital Capability, Information and Transaction Based Services
* Assistant Director-General, Queensland Shared Services
* Queensland Government Chief Information Officer

As at 30 June 2018, the Executive Leadership Team was supported by seven committees which advised on matters within their terms of reference. The Chairs of these committees report to the Executive Leadership Team.

###### Our Executive Leadership Team as at 30 June 2018

###### Liza Carroll

Chair: Director-General

*BEd, MEd (Hons)*

Liza joined the Department of Housing and Public Works in August 2015. In her role as the Director-General, Liza leads the department in the delivery of a range of housing, building, sports, digital and procurement services across Queensland. She provides impactful leadership in order to enable whole-of-government collaboration in delivering on government’s commitments and priorities.

Liza previously held the role of Associate Secretary, Head of Indigenous Affairs in the Department of Prime Minister and Cabinet, where she was responsible for bringing together over 1,500 staff from eight different departments to form the new Indigenous Affairs portfolio in 100 locations across Australia. Prior to this, Liza was the Deputy Secretary in the Department of Families, Housing, Community Services and Indigenous Affairs with responsibility for housing, homelessness, families, children, women’s issues, gambling and community services.

Liza has a Master of Education (Hons) majoring in Sociology and a Bachelor of Education. She was awarded the Public Service Medal for her work leading ‘Ahead of the Game: Blueprint for Reform in the Australian Public Service’.

###### Christine Castley

Member: Deputy Director-General, Housing and Homelessness Services

*BA/LLB, MPA*

Christine has been with the department since March 2016, bringing with her over 20 years’ experience in the public sector, and has been instrumental in leading the development of Queensland’s 10 year *Housing Strategy*. Christine has led and coordinated a wide range of whole-of-government social and justice issues in her previous role of Senior Executive Director of Social Policy with the Department of the Premier and Cabinet. In 2014–15, Christine led the Secretariat to the Government’s Taskforce on Domestic and Family Violence. Christine has also worked in the Department of Natural Resources and Mines, the Department of State Development and the Queensland Performing Arts Trust.

###### Graham Atkins

Member: Deputy Director-General, Public Works and Asset Management

*BASc (Quantity Surveying), ADip App Sc (Building)*

Graham has vast experience in the building and construction industry spanning a number of decades. Graham has contributed to the Executive Leadership Team in his role as Deputy Director-General since joining the department in July 2011. 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. Graham holds a Queensland Open Builders Licence.

###### Kimberley Swords

Member: Assistant Director-General and Chief Advisor, Queensland Government Procurement

*BVSc (Hons), MBA, GAICD*

Kimberley was appointed as Assistant Director-General and Chief Advisor, Queensland Government Procurement in April 2017.

Kimberley has a strong public-sector background, working most recently as Deputy Secretary in the Australian Department of Environment. She has also worked in Victoria for the Department of the Premier and Cabinet, and in a number of policy and program roles across the state’s planning, transport and agriculture portfolios. Before joining the department, Kimberley was a Principal at the Nous Group, leading the public policy practice in Queensland.

###### Paige Ridgewell

Member: Deputy Director-General, Sport and Recreation Services

*BLeisSt, MBA, MPP*

Paige has more than 30 years’ experience in the sport and recreation industry as an athlete, coach and administrator.

Since joining the Queensland Government in 1993, Paige has held positions in program development and delivery, infrastructure development, industry development and capacity building, land use planning, research, governance, legislation and policy. During her public service career, Paige has worked across a number of portfolios including main roads, racing, infrastructure and planning, national parks, sport and recreation.

Prior to this role, Paige was the Executive Director in Strategic Policy and Racing Industry Governance, where she successfully merged her government and industry experience to lead the development of strategic policy and strategic planning.

###### Don Rivers

Member: Assistant Director-General, Building Industry and Policy

*Dip Arch, GDip (Building Project Mgt)*

Don was appointed to the role of Assistant Director-General, Building Industry and Policy in July 2013. Don is responsible for the delivery of policy development and legislative reform related to the building industry and maintaining open and professional stakeholder engagement with the design and building construction sector on behalf of the department.

Don joined the department in 1995 after 20 years in the private sector as an architect, delivering many of Queensland’s capital works projects. Don has held a number of positions in the department’s former commercialised business unit, Project Services, including Regional Architect, Client Manager, Portfolio Director and General Manager.

###### Robyn Turbit

Member: Assistant Director-General, Corporate Services

*BComm, BEcon*

Robyn has worked in various iterations of the Department of Housing and Public Works for about 30 years. Robyn was

appointed as the first Internal Audit Manager for the department and went on to fill a variety of positions until her appointment to the Assistant Director-General, Corporate Services position in 2007.

In the span of her 40-year career, Robyn has worked in various public and private sectors, predominantly in accounting, auditing and governance functions; and has undertaken roles using many employment styles, including full-time, part-time, telecommuting and contracting.

###### Dallas Stower

Member: Assistant Director-General, Strategic ICT

*BBus (Comp), GradCert (PSM) GAICD*

Dallas has over 30 years’ experience in the ICT industry across a range of senior leadership positions. In his role as Assistant

Director-General, Strategic ICT, Dallas leads the development and implementation of initiatives that strengthen Queensland’s ICT service delivery. Dallas is responsible for ICT Strategic Sourcing, CITEC ICT, Strategic ICT Projects and CITEC Information Brokerage.

Dallas commenced his ICT career with the Department of Defence in Canberra and followed up with a number of roles in the Australian Public Service before returning to his home state of Queensland. His senior leadership roles in Queensland include General Manager, CITEC; Executive Director, Telecommunications and Digital Economy Coordination Office; and Chief Information Officer, Queensland Rail.

###### Andrew Spina

Member: Assistant Director-General, Digital Capability, Information and Transaction Based Services

*BSc (Comp)*

Andrew has worked in the Queensland public sector for more than 30 years and has extensive experience in leading the delivery of information and communications technology services and the delivery of government services.

Andrew has undertaken Deputy Director-General and Assistant Director-General roles providing strategic leadership to CITEC, ICT Strategic Sourcing, ICT Renewal, Smart Service Queensland, Queensland State Archives, the One-Stop Shop program and digital economy development programs.

Andrew’s previous appointments include Associate Director- General, Government ICT, Department of Public Works; Chief Information Officer, Department of Communities and Public Works and Housing; and roles in CITEC and Treasury.

###### Irene Violet

Member: Assistant Director-General, Queensland Shared Services

*MAICD, BA (Psych), BHealthSc, MBA*

Irene has been in the role of Assistant Director General, Queensland Shared Services since May 2015. In this role Irene is responsible for modernising and optimising the shared services used by 25 Queensland Government agencies and departments. She brings to this role a wealth of experience in customer service, digital transformation and management of high-volume processing, primarily in a commercially oriented public-sector environment.

In her previous role as General Manager, Corporate Services at WorkCover Queensland, she was responsible for the contact centre, high volume processing centres and specialist advisory teams such as customer compliance. Irene also held a number of senior management roles in customer service at WorkCover.

###### Andrew Mills

Member: Queensland Government Chief Information Officer

*BSc, MSc (Electronic Systems)*

Andrew was appointed Queensland Government Chief Information Officer in January 2014. In this role he provides independent advice to Ministers, Directors-General and agencies. Advice focusses on management and investment issues for information and communication technology (ICT) enabled initiatives from a whole-of-government perspective to deliver improved services to Queenslanders.

Andrew’s priorities include increasing transparency of ICT projects in government, improving governance processes for investment in ICT, strengthening the Queensland Government’s cyber security preparedness and improving the usage and sharing of data and information to improve services to Queenslanders.

### Governance Committees

#### Audit and Risk Committee

The accountable officer has established an Audit and Risk Committee pursuant to sections 28(3) and 35(1) of the *Financial and Performance Management Standard 2009* (the Standard). The committee supports the Director-General in discharging responsibilities under the Financial *Accountability Act 2009* and the Standard, and other relevant legislation and prescribed requirements through the provision of independent advisory services.

The committee’s charter sets out the authority, roles and responsibilities, membership and operations expected of the committee. The committee observed its charter in 2017–18 and had due regard to the *Audit Committee Guidelines.*

**Chair:** Eric Muir FCPA (External Member)

**Members:**

* Assistant Director-General and Chief Advisor, Queensland Government Procurement
* Assistant Director-General, Queensland Shared Services (joined in March 2018)
* General Manager, Strategy, Policy and Programs, Housing and Homelessness Services
* Executive Director, Government Employee Housing, Public Works and Asset Management

**External member:** Neil Jackson, FCPA

In 2017–18, the Audit and Risk Committee:

* considered and endorsed the department’s 2016–17 financial statements
* considered the client strategy, plan and fees proposed by the Queensland Audit Office
* considered Queensland Audit Office reports and associated recommendations
* considered internal audit reports and recommendations
* endorsed the internal audit charter as well as the strategic and annual internal audit plan
* considered the updates on financial management and risk management
* endorsed the committee’s charter and workplan
* updated the Director-General on relevant matters, opinions, decisions and recommendations made by the committee
* assessed the effectiveness of the internal audit function
* performed a self-assessment on the effectiveness of the committee
* approved the closure of internal and external audit recommendations.

The Audit and Risk Committee met on five occasions during 2017–18.

Remuneration was paid to the two external members, Eric Muir ($10,980) and Neil Jackson ($9,948).

#### Information Steering Committee

The Information Steering Committee ensures that information, and communication technology (ICT) services and capabilities employed by the department (through the Information Services Directorate) support the efficient operation of the department’s business areas while aligning to the department’s strategic objectives and the government’s priorities and whole-of- government ICT strategies and objectives.

**Chair:** Assistant Director-General, Corporate Services

**Members:**

* Deputy Director-General, Housing and Homelessness Services
* Deputy Director-General, Public Works and Asset Management
* Deputy Director-General, Sport and Recreation Services
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General and Chief Advisor, Queensland Government Procurement
* Assistant Director-General, Queensland Shared Services
* Assistant Director-General, Strategic ICT
* Assistant Director-General, Digital Capability, Information and Transaction Based Services
* Chief Information Officer, Corporate Services
* Chief Finance Officer, Corporate Services
* Queensland Government Chief Information Office representative

**Observer:** Director, Internal Audit

**External Member:** Nerida Budd, Gartner

In 2017–18, the Information Steering Committee:

* monitored progress, issues and risks for ICT projects for the department
* noted and assisted in the progress of the application portfolio management project, fleet management system replacement project and the car sharing model and implementation project
* noted the update on Information Standard 18 (IS18) information security report and the proposed establishment of the Information Security Management System
* endorsed in principle the eDRMS functionality rollout project
* endorsed the HPW ICT Dashboard and the ICT Strategic Plan 2017–2021
* noted the HPW key systems roadmap.

#### People and Culture Committee

The People and Culture Committee supports the Director-General and the Executive Leadership Team in ensuring a strategic focus is maintained in relation to people and culture that is aligned with corporate direction. The focus of the committee is to:

* guide the development, implementation and ongoing review of best practice people and culture strategies and programs
* provide leadership in the renewal of the department’s organisational culture
* build workplaces that reflect the public service and the department’s values.

**Chair:** Executive Director, Human Resources

**Members:**

* Executive Director, Central and South West Queensland Operations, Building and Asset Services, Public Works and Asset Management
* Executive Director, Customer Relationships and Program Management, Building and Asset Services, Public Works and Asset Management
* Director, Business Management, Government Employee Housing, Public Works and Asset Management
* Executive Director, Service Delivery, Housing and Homelessness Services
* Manager, Building Industry and Policy
* General Manager, QFleet, Queensland Government Procurement
* Manager, Workforce Capability, Human Resources, Corporate Services

During 2017–18, our department, through its People and Culture Committee:

* updated and continued the delivery of the *People and Culture Strategy*
* achieved an overall average improvement in positive scores of about 2.2% since 2016 – more specifically we have achieved significant improvements in organisational leadership (+5%), learning and development (+4%) and agency engagement (+3%)
* continued its participation in graduate programs, recruiting nine graduates as part of a two-year HPW Graduate Program, three graduates as part of the Policy Futures Graduate Program and one graduate as part of the IT Graduate Program
* continued to offer a range of centralised capability programs, aligned to the *Leadership at all Levels Framework* and *Performance Excellence Framework*
* went live with our learning and talent management system, MyCareerHub, with four mandatory and three optional online modules – intended both as a hosting platform for online learning, as well as a system to manage, simplify and automate much of the end-to-end administrative components of face-to-face training
* held the 18th annual Recognition of Excellence Awards
* delivered initiatives to enhance capability and provide a healthy and safe work environment
* promoted and participated in the White Ribbon Accreditation process.

#### Workplace Health and Safety Peak Committee

The Workplace Health and Safety Peak Committee is responsible for providing effective leadership and strategic direction in relation to the operation of our department’s workplace health and safety management systems.

**Chair:** Director-General

**Members:**

* Deputy Director-General, Housing and Homelessness Services
* Deputy Director-General, Public Works and Asset Management
* Deputy Director-General, Sport and Recreation Services
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General and Chief Advisor, Queensland Government Procurement
* Assistant Director-General, Corporate Services
* Assistant Director-General, Digital Capability, Information and Transaction Based Services
* Assistant Director-General, Queensland Shared Services
* Assistant Director-General, Strategic ICT
* Executive Director, Human Resources, Corporate Services
* Area Manager, Service Delivery, Housing and Homelessness Services

During 2017–18, our department, through its Workplace Health and Safety Peak Committee, endorsed the:

* implementation of the *Healthy and Safe Workforce Action Plan 2018–20*
* ongoing commitment to obtaining White Ribbon Accreditation, which is an integral component to providing support to our staff affected by domestic and family violence
* ongoing delivery of our Pathways Health and Wellbeing Program that supports staff to improve their overall health
* procurement and installation of Automated External Defibrillators in all workplaces
* establishment of the Workplace Health and Safety Sub- Committee
* external review of our workplace health and safety management system
* provision of employee and manager support services to improve our department’s case management outcomes.

#### Property Asset Management Committee

The Property Asset Management Committee:

* ensures the effective utilisation and management of departmental built infrastructure
* oversees the linkage between service planning and service delivery and between built infrastructure policy formulation and delivery
* oversees the development of the departmental *Total Asset Management Plan*
* monitors the department’s capital expenditure, project milestones, funding programs and reporting obligations
* monitors the department’s asset valuation methodologies, results and impacts of revaluation exercises and review of impairment indicators.

**Chair:** Deputy Director-General, Public Works and Asset Management

**Members:**

* Assistant Director-General, Building Industry and Policy
* Chief Finance Officer, Corporate Services
* General Manager, Building and Asset Services, Public Works and Asset Management
* General Manager, Strategy and Policy, Housing and Homelessness Services
* General Manager, Strategy, Policy and Programs, Housing and Homelessness Services
* Executive Director, Capital and Assets, Housing and Homelessness Services
* Executive Director, Accommodation Office and Government Employee Housing, Public Works and Asset Management
* Executive Director, Building Industry and Policy
* Executive Director, Building Construction and Maintenance, Building Industry and Policy
* Executive Director, Contract Services, Building Industry and Policy
* Executive Director, Infrastructure and Regional Delivery, Sport and Recreation Services

In 2017–18, the Property Asset Management Committee:

* reviewed the *Total Asset Management Plan* outcomes, agreed to priority allocations and endorsed consequential budget and risk strategies
* monitored built-infrastructure delivery risks across both planning and construction phases
* fostered an asset management culture within the department which considers resilience outcomes.

#### Strategic Procurement Committee

The Strategic Procurement Committee advises the Director-General on procurement policy and practice and leads delivery of excellence in procurement across the department.

**Chair:** Assistant Director-General and Chief Advisor, Queensland Government Procurement

**Members:**

* Assistant Director-General, Corporate Services
* Assistant Director-General, Strategic ICT
* General Manager, Building and Asset Services, Public Works and Asset Management
* General Manager, Housing Strategy, Policy and Programs, Housing and Homelessness Services
* Executive Director, General Goods and Services, Queensland Government Procurement
* Executive Director, Building Construction and Maintenance, Building Industry and Policy
* Executive Director, Office of the Chief Advisor Procurement, Queensland Government Procurement
* Executive Director, Queensland Government Accommodation Office, Public Works and Asset Management
* Executive Director, Government Employee Housing, Public Works and Asset Management
* Executive Director, Infrastructure and Regional Delivery, Sport and Recreation Services

In 2017–18, the Strategic Procurement Committee:

* provided strategic direction to the department to implement the *Queensland Government Procurement Strategy 2017* and the *Queensland Procurement Policy 2018*
* commenced implementation of recommendations in response to the Queensland Audit Office report on confidentiality and disclosure of government contracts (Report 8: 2017–18)
* coordinated reporting on *Queensland Procurement Policy 2017* implementation to assess progress
* established a procurement capability baseline for the new department and developed the first ever four-year departmental strategic plan for procurement.

### Strategic Planning, Performance Monitoring and Reporting

The department’s *Performance Management Framework* defines our governance, planning, risk management and performance reporting arrangements.

The framework demonstrates how the department contributes to the achievement of the Government’s strategic priorities through our performance management approaches.

We ensure that our services are delivered efficiently and effectively through our performance reporting mechanisms.

Our performance reporting arrangements are established in line with the Department of the Premier and Cabinet’s *Queensland Government* *Performance Management Framework*.

In 2017–18, we further refined our governance, planning, risk management and performance reporting processes in response to changing business needs and machinery-of-government changes. These refinements ensured we continue to monitor progress towards achieving our strategic objectives and delivering our commitments, and strengthened our capacity to identify and respond to issues and support decision-making.

### Risk Management

Our *Risk Management Framework* outlines the risk management processes and practices that guide risk management within the department and aligns it closely with our governance and accountability structures. Our risk appetite outlines the level of risk that the department is willing to accept in carrying out its operations. During 2017–18, we continued to have a moderate appetite for risk, except for workplace health and safety, and fraud and corruption – for which there is no tolerance.

Revision of the *Risk Management Framework* commenced during 2017–18. The revised framework will embrace best practice principles from across the Queensland public sector, accommodate impacts of machinery-of-government changes, and reflect the new international standard for risk management. The framework will be finalised in early 2018–19.

Actions to embed good risk management practices across the department are captured in the department’s *Risk Management Strategy 2017–20.* This strategy outlines planned actions relating to risk management policy, processes, culture, capability and technology. It covers a three-year period and

is revised annually. In accordance with the strategy, divisions progressed risk maturity actions, including those identified in risk management process audits undertaken during 2016–17. Communication, awareness-raising and capability development activities were undertaken during the year to reinforce good risk management practices.

### Integrity Services

The department has a dedicated Integrity Services Unit which provides expert, high level advice, management and coordination of significant and complex public service

administrative investigations about corrupt conduct matters (including fraud and corruption), as well as recommending and monitoring actions to prevent future wrongdoing.

The department demonstrates its commitment to maintaining high integrity standards through its integrity framework, which aims to deliver high performance, professional standards and public confidence through the effective prevention, detection and response to instances of fraud and corruption. The framework outlines the processes necessary to set, implement and monitor integrity standards, and manage instances of non- conformance.

During 2017–18, the department issued a suite of fraud and corruption prevention initiatives that form part of HPW’s annual fraud and corruption prevention plan. These include regular emails and other communications relating to HPW’s commitment and expectations to maintain the highest standards of professional conduct, ethical business practices and meeting public expectations of transparency and integrity and the department’s zero tolerance to fraud and corruption.

### Internal Audit

In accordance with section 29 of the Financial and Performance Management Standard 2009, the Director-General has established the Internal Audit function as a key component of the department’s governance framework.

The Internal Audit function operates under an approved internal audit charter as required under Section 30 of the Standard. The charter defines the purpose, authority and roles and responsibilities of the function and is consistent with the

requirements of the International Standards for the Professional Practice of Internal Auditing as set by the Institute of Internal Auditors. The Internal Audit function applies and upholds the principles of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors’ formal Code of Ethics.

The Internal Audit function operates independently and provides assurance to the Director-General on whether the department’s financial and operational controls are operating in an efficient and effective manner. It also supports the department through the provision of independent and objective consulting activities. The function has no direct authority or responsibility for the activities it reviews and does not have authority to perform operational functions or activities.

The Internal Audit function prepared a strategic audit plan which provided an overall strategy for the function and an annual internal audit plan setting out the audits intended to be carried out during the year.

Internal Audit has a quality improvement program to ensure the effective efficient and economical operation of the function.

Internal Audit coordinates its activities with the Queensland Audit Office to obtain satisfactory audit coverage and minimise duplication of effort.

In 2017–18, Internal Audit:

* completed 20 audits and three management requests which included performing data analytics
* provided consulting activities and participated in ongoing program and project assurance
* identified significant operational and financial risks by considering the department’s risk registers and risk management processes.

Internal Audit had due regard to the *Audit Committee Guidelines*.

### Information Systems and Recordkeeping

Recordkeeping is actively managed within departmental business areas. The department’s recordkeeping policy suite provides formal assignment of the roles and responsibilities of all staff. The department manages records within business information systems and the electronic document and records management system (eDRMS).

In 2017–18 the department has made:

* significant progress in the capture and use of digital records through the department’s eDRMS within Housing Service Centres across Queensland
* annual version upgrades to the department’s eDRMS application to ensure the system is reliable and the information and records held are managed and secure
* the department’s eDRMS application compliant by adopting the new general retention and disposal schedule
* authorised disposal activities in accordance with authorised retention and disposal schedules annually
* regular stakeholder feedback available to Queensland State Archives in response to whole-of-government recordkeeping artefacts.

### Information Technology

The Information Services Directorate has innovative, agile and cost-effective information technology services that enhance the delivery of quality services across the department through the *ICT Strategic Plan 2017–21*.

Supporting the Queensland Government’s digital adoption has changed the way ICT services are provided by highlighting the use of information, giving departmental staff the support, choice and creativity to be smarter in the way the department uses technology.

The Information Services Directorate Service Desk provides support to staff across the state. The Service Desk manages an average of 5,656 enquiries per month from departmental officers.

The increase in services in 2017–18 is due to the transition of the former Department of Science, Information Technology and Innovation into the department.

|  |  |  |  |
| --- | --- | --- | --- |
| **Service type** | **2015–16** | **2016–17** | **2017–18** |
| **Self service** | 2,011 | 1,600 | 1,319 |
| **In person** | 1,547 | 1,312 | 479 |
| **By form** | 6,534 | 6,838 | 1,045 |
| **By email** | 21,419 | 19,910 | 15,394 |
| **By phone** | 34,944 | 27,657 | 49,641 |
| **Total** | 66,455 | 57,317 | 67,878 |

### External Reviews

**Evaluation of Domestic and Family Violence 72-Hour Shelter and Mobile Support Services**

* The Shelter and Mobile Support Services were established in 2015 in response to Recommendation 84 of the ‘*Not Now, Not Ever*’ Report. An evaluation of the initiative was completed in February 2018.
* The overarching finding of the evaluation was that the services addressed a need for housing support and increased the supported accommodation capacity in Brisbane and Townsville however did not deliver a distinct value over and above other crisis accommodation and support responses.
* The delivery of mobile support was also found to be an efficient and effective way to support many women and children.
* The evaluation found that the shelters meet contemporary design principles, in that they are accessible for people with disability, pet friendly, secure and private.
* The evaluation highlighted the availability of appropriate longer-term housing options and support as a critical element to achieve positive outcomes for women experiencing homelessness. It is expected that key actions being delivered through the *Queensland Housing Strategy 2017–202*7 will deliver increased housing options for this cohort.
* The evaluation has provided useful insights to inform policy and service delivery development and many of the learnings have been embedded into the design and delivery of new shelter services.

###### Payment Card Industry Data Security Standards (PCI DSS) review

Payment Card Industry Data Security Standards (PCI DSS) review – as part of Smart Service Queensland’s ongoing Payment Card Industry (PCI) compliance requirements an annual independent review was conducted by Shearwater Solutions Pty Ltd (payment card industry specialist) in line with the current PCI DSS. The review confirmed Smart Service’s Contact Centre and Queensland Government Service Centres were PCI-compliant in July 2017. This was re-certified in May 2018.

###### Other reviews

In 2017–18, the department was involved in several external reviews including:

* ASAE 3402 Assurance audit of CITEC 2017–18. QAO assessed CITEC’s description of its internal controls over ICT infrastructure and related services as at 28 February 2018 and on the design of controls related to the control objectives stated in the description. QAO concluded that, in all material respects, CITEC’s description of its internal controls over ICT infrastructure and related services were suitably designed. Nine audit recommendations were made and agreed to by CITEC to strengthen internal controls.
* ASAE 3402 Assurance Audit of Queensland Shared Services (QSS) 2017–18. QAO reported on QSS’ description of its account payable, payroll and general IT control systems for processing customers’ transactions from 1 July 2017 to 30 June 2018 and on the design and operation of controls related to the control objectives stated in the description. QAO concluded that, in all material respects, the QSS control objectives in the system descriptions were suitably designed and operated from 1 July 2017 to 30 June 2018. A total of nine audit recommendations were made and agreed to by QSS to strengthen internal controls.
* Auditor-General of Queensland: Report to Parliament No. 11: 2017–18 – Queensland state government: 2016–17 results of financial audits: the department obtained an unmodified audit opinion on the 2016–17 financial statements.
* Auditor-General of Queensland: Report to Parliament No. 8: 2017–18 – Confidentiality and disclosure of government contracts. QAO made a total of four recommendations in relation to contract disclosure and the use of confidentiality provisions in government contracts in February 2018. To action the recommendations, the Office of the Chief Advisor – Procurement, released guidance for government agencies on the use and disclosure of confidentiality provisions in government contracts. Work also commenced on enhancements to the guidelines for contract disclosure.

The department responds to recommendations made by Coroners in findings of inquests. In 2017–18, the department:

* as sole agency, provided an implementation update for one recommendation from a 2014 inquest dealing with fire safety in farm stay accommodation
* as lead agency, finalised reporting for one recommendation from a 2015 inquest relating to electrocution by passing legislative amendments to the *Queensland Building and Construction Commission Act 1991* in Parliament on 24 August 2017 which addressed the issues raised by the Coroner finalised reporting for a recommendation from a 2016 inquest regarding pool safety
* responded to four recommendations from a 2016 inquest relevant to building industry inspections and standards (relating to awnings) – as supporting agency provided an initial joint response with another department on three recommendations and as sole agency provided an initial response to a fourth recommendation
* responded to requirements for information in two coronial investigations where the deaths concerned occurred in a public housing property and a women’s shelter respectively.

### Whole-of-government plans and specific initiatives

We have a number of whole-of-government and specific purpose

plans including:

* *Aboriginal and Torres Strait Islander Advancement Strategy and Action Plan 2017–20*
* ICT Disaster Recovery Plan
* *People and Culture Strategy 2016–20*
* *HPW Inclusion and Diversity Plan 2015–20, which includes:*
* Multicultural Action Plan
* Disability Services Plan
* Cultural Capability Action Plan
* *Healthy and Safe Workforce Action Plan 2018–20*
* *Strategic Internal Audit Plan 2017–18*
* Fraud and Corruption Control Plan
* ICT Work Plan
* *HPW Waste Reduction and Recycling Plan 2017–20*
* *Open Data Action Plan 2017–19*
* Disaster Management Plan
* *Queensland Government Enterprise Architecture (QGEA)*
* *Queensland Housing Strategy 2017–27*
* *Digital 1st: Advancing our Digital Future 2017–21*
* *One-Stop Shop Plan 2013–18*
* IT Graduate Program
* Queensland Building Plan
* Queensland Government Procurement Plan

###### Specific initiatives

Our department is committed to building policy capability through participation in the whole-of-government Policy Futures Graduate Program. The aim of developing high-performing, outcomes-focused policy professionals is achieved by providing graduates a unique opportunity to undertake placements in three agencies over two years, including a 12-month learning and development program.

We are committed to a workforce geared for the digital future through our participation in the Queensland Government IT Graduate Program. The program is designed to complement the department’s existing workforce strategy by meeting the specific skill shortages in IT roles and developing skills in the areas needed most.

We released the *Queensland Building Plan* a blueprint that sets the Government’s long-term strategic direction to deliver a safer, fairer, more sustainable building and construction industry.

The department continued to work closely with the Department of State Development, Manufacturing, Infrastructure, and Planning and other key built infrastructure asset owning agencies to develop the Building Information Modelling (BIM) draft policy and principles for Queensland. This will support the state’s initiative to progressively implement the use of BIM on all major building and construction infrastructure projects by 2023.

### National Agreements and National Partnership Agreements

In 2017–18, we worked collaboratively with other levels of government through the:

* Development and negotiation of a new National Housing and Homelessness Agreement (NHHA), which commenced on 1 July 2018 and will provide $313.6 million in Commonwealth funding in 2018–19 and nearly $1.6 billion over five years to 2022–23 to support housing and homelessness services for vulnerable Queenslanders. The NHHA replaces the National Affordable Housing Agreement (NAHA) and the Transitional National Partnership Agreement on Homelessness from 1 July 2018.
* Implementation of the Transitional National Partnership Agreement on Homelessness 2017–18, which secured a further 12 months of funding to enable homelessness service continuity whilst the National Housing and Homelessness Agreement was being developed.
* Implementation of the NAHA, which expired on 30 June 2018. The 2018 COAG Performance Report listed Queensland as ‘improving’ its performance against the NAHA benchmark for reducing homelessness, despite national figures not meeting the targeted reduction of seven per cent between 2008 and 2017–18.
* Expiration of the National Partnership Agreement on Remote Housing as at 30 June 2018 with agreement to extend finalisation of new constructions by 31 December 2018 and a new Employment and Education Facility by 31 December 2019. The 2018 COAG Performance Report listed Queensland as ‘on track’ to meet the National Partnership on Remote Housing performance benchmark for the construction and refurbishment of homes, whilst national progress was listed as ‘not on track.’
* Participation in the Australian Government’s review of the National Partnership on Remote Housing, and negotiation with the Australian Government around future funding arrangements for remote Indigenous housing in Queensland.
* Strata Title Inspection Scheme Project Agreement, which provides funding of up to $12.5 million over a four-year period from 1 July 2018 to 30 June 2021 to the State, represented by the department to facilitate the provision of engineering assessment’s on strata titled properties. The agreement’s proposed objective is to reduce the cost of home, contents and strata insurance premiums in the cyclone areas of North Queensland.
* Intergovernmental Agreement between the Australian Government, states and territories that establishes the Australian Building Codes Board.
* Australasian Procurement and Construction Council, which is a peak council, the members of which are responsible for procurement, construction, asset management and property policy delivery for the governments of Australian states and territories, the Commonwealth and New Zealand.

# Legislation administered by the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport as at 30 June 2018

The Department of Housing and Public Works was established in 2012 under the *Public Service Act 2008* section 14(1).

* *Architects Act 2002*
* *Building Act 1975*
* *Building and Construction Industry Payments Act 2004*
* *Building Industry Fairness (Security of Payment) Act 2017*
* *Housing Act 2003*
* *Housing (Freeholding of Land) Act 1957*
* *Inala Shopping Centre Freeholding Act 2006*
* *Major Sports Facilities Act 2001*
* *Manufactured Homes (Residential Parks) Act 2003*
* *Mt. Gravatt Showgrounds Act 1988*
* *Plumbing and Drainage Act 2002*
* *Planning Act 2016 (to the extent the provisions relate to the administration of the development tribunal under that Act: Chapter 6; Section 282; and Schedule 1)*
* *Professional Engineers Act 2002*
* *Public Records Act 2002*
* *Queensland Building and Construction Commission Act 1991*
* *Residential Services (Accreditation) Act 2002*
* *Residential Tenancies and Rooming Accommodation Act 2008*
* *Retirement Villages Act 1999*
* *Schools of Arts (Winding Up and Transfer) Act 1960*
* *Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981*
* *Sports Anti-Doping Act 2003*
* *Subcontractors’ Charges Act 1974*
* *Sustainable Planning Act 2009*

### Statutory bodies

The following statutory bodies and authorities prepare separate annual reports that are provided to the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport.

|  |  |  |
| --- | --- | --- |
| **Name of body as described in the constituting Act** | **Constituting Act** | **Annual reporting arrangements** |
| Board of Architects of Queensland | *Architects Act 2002* | Annual report to Parliament |
| Board of Professional Engineers of Queensland | *Professional Engineers Act 2002* | Annual report to Parliament |
| Queensland Building and Construction Commission | *Queensland Building and Construction Commission Act 1991* | Annual report to Parliament |
| Residential Tenancies Authority | *Residential Tenancies and Rooming Accommodation Act 2008* | Annual report to Parliament |
| Mt Gravatt Showgrounds Trust | *Mt. Gravatt Showgrounds Act 1988* | Annual report to Parliament |
| Queensland Academy of Sport Board | *The Board is not established under an Act* | Included in Annual Report |
| Stadiums Queensland | *Major Sports Facilities Act 2001* | Annual report to Parliament |

# Government bodies, boards and committees

The following bodies, boards and committees were active during 2017–18 with reporting arrangements to the department. Additional information on government bodies is available on the department’s website:

[www.hpw.qld.gov.au](http://www.hpw.qld.gov.au/)

###### Development tribunals

The development tribunals provide a cost effective, timely and accessible non-court based dispute-resolution service for deciding appeals against decisions of local governments and private building certifiers about a range of building, plumbing and planning matters, and infrastructure charges notices.

Referees are appointed by the Minister under the Planning Act 2016 for a maximum term of three years at a time.

###### The Building Industry Fairness Reforms Implementation and Evaluation Panel

On 12 June 2018, the Honourable Mick de Brenni MP, Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport announced the establishment of the Building Industry Fairness Reforms Implementation and Evaluation Panel.

As a requirement of the *Building Industry Fairness (Security of Payment) Act 2017*, the panel has been appointed to evaluate the suite of 2017 building reforms, including *the Building Industry Fairness Act*, and the *Building and Construction Legislation (Non- conforming Building Products – Chain of Responsibility and Other Matters) Act 2017*.

The panel is chaired by Bronwyn Weir with Jennifer Robertson as Deputy Chair and Troy Lewis and Fionna Aitchison Reid as members.

###### Brisbane Housing Company Ltd

Brisbane Housing Company Ltd is a not-for-profit organisation that delivers affordable housing and mixed tenure developments that incorporate elements of social housing, National Rental Affordability Scheme 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.

###### Queensland Academy of Sport (QAS) Board

The QAS Board provides advice and makes recommendations on policies, plans and practices to develop and nurture high performance sport in Queensland, and the overall direction of QAS.

The board provided expert advice on the National Sports Plan, the proposed amalgamation of the state institutes and academies of sports, community engagement activities and the QAS Strategic Plan.

The board does not have any corporate governance or statutory responsibilities and is not established under legislation.

# Our Locations

### Department of Housing and Public Works

Head Office

1 William Street

Brisbane, Qld 4000

GPO Box 2457, Brisbane Qld 4001

Website: www.hpw.qld.gov.au

Corporate Services

AM60

60 Albert Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2901

Email: oadgcs@hpw.qld.gov.au

### Building and Asset Services office locations

The regional offices are supported by a network of district offices and depots across the state.

Building and asset services

Level 5, AM60, 60 Albert Street, Brisbane Qld 4000

GPO Box 2937

Brisbane Qld 4001

Phone: 07 3008 3300

Email: bas@hpw.qld.gov.au

SOUTH EAST QUEENSLAND

South East Queensland regional offices

45 Barrack Road

PO Box 626

Cannon Hill Qld 4170

Phone: 07 3008 2116

Fax: 07 3906 1722

Level 1, 19 Corporate Drive

PO Box 626

Cannon Hill Qld 4170

Phone: 1300 650 917

District offices

Sunshine Coast

14–28 Lee Street

PO Box 1680

Caboolture Qld 4510

Phone: 07 5432 0600

Fax: 07 5420 2050

South Coast

Level 3 Eastside Robina

232 Robina Town Centre Drive

Robina Qld 4226

PO Box 3156

Robina Post Shop

Robina Town Centre Qld 4230

Phone: 07 5514 9400

Fax: 07 5583 1943

Ipswich

Level 5, 117 Brisbane Street

PO Box 5

Ipswich Qld 4305

Phone: 07 3432 2813

Chermside

Level 2, 113 Kittyhawk Drive

Chermside Qld 4032

Phone: 07 3008 2116

PO Box 2088

Chermside Centre

Chermside Qld 4032

Depots

Beenleigh

George Street

Beenleigh Qld 4207

(back of Beenleigh State High School)

Phone: 07 3807 6394

Fax: 07 3287 5788

Borallon

75 Ivan Lane

Ironbark Qld 4306

Phone: 07 3432 2825

Northgate

36 Fraser Road

Northgate Qld 4013

Phone: 07 3406 9106

Fax: 07 3256 6239

Wacol

Old Moreton A Building

260 Wacol Station Road

Wacol Qld 4076

Phone: 07 3837 6501

WIDE BAY BURNETT

Wide Bay Burnett Regional Office

Maryborough

44 Ariadne Street

PO Box 299

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

District office

Bundaberg

85 Dr Mays Road

PO Box 3065

Bundaberg Qld 4670

Phone: 07 4158 9700

Fax: 07 4131 5760

Depots

Bundaberg

85 Dr Mays Road

Bundaberg Qld 4670

Phone: 07 4158 9700

Fax: 07 4131 5760

Gympie

8–10 King Street

Gympie Qld 4570

Phone: 07 5482 1827

Fax: 07 5482 7681

Kingaroy

51 Prince Street

Kingaroy Qld 4610

Phone: 07 4162 2129

Fax: 07 4162 5043

Maryborough

44 Ariadne Street

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

South West Queensland

South West Queensland Regional Office

Toowoomba

120-124 Mort Street

PO Box 666

Toowoomba Qld 4350

Phone: 07 4614 2300

Fax: 07 4615 3529

District office

Charleville

46 Edward Street

PO Box 177

Charleville Qld 4470

Phone: 07 4593 2200

Fax: 07 4656 5069

Roma

62 Arthur Street

P0 Box 1029

Roma Qld 4455

Phone: 07 4578 4000

Fax: 07 4624 3009

Depots

Toowoomba

120–124 Mort Street

Toowoomba Qld 4350

Phone: 07 4614 2300

Charleville

46 Edward Street

Charleville Qld 4470

Phone: 07 4593 2200

Chinchilla

Leichardt Street

Chinchilla Qld 4470

Phone/Fax: 07 4668 9884

Roma

62 Arthur Street

Roma Qld 4455

Phone: 07 4578 4000

Central Queensland

Central Queensland Regional Office

Rockhampton

149 Bolsover Street

PO Box 247

Rockhampton 4700

Phone: 07 4838 9600

Fax: 07 4938 4831

District office

Emerald

14 McKenzie Street

PO Box 1012

Emerald 4720

Phone: 07 4988 1204

Fax: 07 4983 7451

Gladstone

7 Soppa Street

Gladstone Qld 4680

Phone: 07 4977 7103

Fax: 07 4979 2155

Mackay

36 Tennyson Street

PO Box 86

Mackay Qld 4740

Phone: 07 4862 7500

Fax: 07 4967 1031

Longreach

91 Galah Street

Longreach Qld 4730

Phone: 07 4658 3718

Depots

Bowen

Lot 303, Beach Avenue Queens Beach

Bowen Qld 4805

North Queensland

North Queensland Regional Office

Townsville

9–15 Langton Street

Garbutt Qld 4814

PO Box 561

Townsville Qld 4810

Phone: 07 4412 2300

Fax: 07 4799 5401

District office

Mount Isa

5 Traders Way

Sunset Qld 4825

PO Box 1659

Mount Isa Qld 4825

Phone: 07 4437 2520

Fax: 07 4747 2777

Depots

Ayr

203 Edward Street (cnr Churchill St)

Ayr Qld 4807

Phone: 07 4783 5367

Fax: 07 4783 5179

Charters Towers

Hodgkinson Street

Charters Towers Qld 4820

Phone: 07 4787 2367

Fax: 07 4787 7415

Doomadgee

Goodeedawa Road

Doomadgee Qld 4830

Phone: 07 4745 8086

Fax: 07 4745 8043

Ingham

Palm Terrace

Ingham Qld 4850

Phone: 07 4776 0972

Fax: 07 4776 3193

Mornington Island

Lardil Street

Gununa

Mornington Island Qld 4871

Phone/Fax: 07 4745 738

Mount Isa

5 Traders Way

Sunset Qld 4825

Phone: 07 4437 2520

Fax: 07 4747 2777

Normanton

7 Simpson Street

Normanton Qld 4890

Phone/Fax: 07 4745 1019

Palm Island

Butler Bay

Palm Island Qld 4816

Phone: 07 4770 1426

Townsville

9–15 Langton Street

Garbutt Qld 4814

Phone: 07 4412 2300

Fax: 07 4799 5401

Far North Queensland

Far North Queensland Regional Office

Cairns

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

District Office

Thursday Island

44 Victoria Parade

PO Box 397

Thursday Island Qld 4875

Phone: 07 4212 3390

Fax: 07 4069 1778

Depots

Atherton

20 Albrecht Street

PO Box 845

Tolga Qld 4882

Phone: 07 4095 5901

Fax: 07 4095 5905

Bamaga

Lui Street

PO Box 91

Bamaga Qld 4876

Phone/fax: 07 4069 3272

Cairns

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

Innisfail

6 Laurie Street

Innisfail Qld 4860

Phone/Fax: 07 4061 2175

Kowanyama

Kunjun Street

Kowanyama Qld 4876

Mareeba

Wallace Drive

Mareeba Qld 4880

Phone: 07 4092 4398

Fax: 07 4092 4298

Thursday Island

44 Victoria Parade

PO Box 397

Thursday Island Qld 4875

Phone: 07 4212 3390

Fax: 07 4069 1778

Weipa

6 Tonkin Drive

PO Box 509

Weipa Qld 4874

Phone: 07 4069 7963

Fax: 07 4069 9657

### Housing Service Centres

For more detailed contact information, visit www.qld.gov.au/housing

Housing Service Centres are open 8.30am to 4.30pm Monday to Friday unless stated otherwise.

Email contact: [ICCHousingEnquiries@smartservice.qld.gov.au](mailto:ICCHousingEnquiries@smartservice.qld.gov.au)

Housing and Homelessness Services

Level 19, 41 George Street

Brisbane Qld 4000

GPO Box 690

Brisbane Qld 4001

Phone: 07 3007 4401

Far North Queensland Region

Office of the Regional Director, Far North Queensland Region

Level 3, William McCormack Place

5B Sheridan Street

Cairns Qld 4870

Phone: 07 4036 5538

Cairns Housing Service Centre

Level 3, 5B Sheridan Street

William McCormack Place

PO Box 471

Cairns Qld 4870

07 4036 5460 - 1800 623 208 (within area)

Maintenance enquiries: 1300 650 910

Email:cairnshsc@hpw.qld.gov.au

Herberton Queensland Government Agent Program

56 Grace Street,

Herberton Qld 4887

PO Box 43 Ravenshoe

Phone:07 4097 6660

9am to 1pm and 1.30pm to 4.30pm Thursday only

Malanda Queensland Government Agent Program

Echo Building, 3 English Street

Malanda Qld 4886

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

9.00am to 12.30pm and 1pm to 4pm Friday only

Mount Garnet Queensland Government Agent Program

Police Station, Cnr Garnet and Agate Streets

Mount Garnet Qld 4872

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

10.00am to 3.30pm Monday and Wednesdays only

Ravenshoe Queensland Government Agent Program

Grigg Street, PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

9am to 1pm and 1.30pm to 4.00pm Monday to Friday

Cape York Housing Service Centre

Level 3, William McCormack Place 1

5B Sheridan Street

PO Box 471

Cairns Qld 4870

Phone: 07 4036 5555

Fax: 07 4036 5575

Aurukun

Sam Kerindun Business Centre

502 Kang Kang Road and Kor’an Street

Aurukun Qld 4892

PO Box 471, Cairns Qld 4870

Phone: 07 4060 6140

8.30am to 12.00pm Monday to Friday alternate weeks

If the office is unattended contact the Cape York

Housing Service Centre Cairns

Lockhart River

Freddie Clarence Moses Retail Complex

Lot 31, Ilway Street

Lockhart River Qld 4871

PO Box 471, Cairns Qld 4870

Phone: 07 4060 7334

Fax: 07 4060 7089

Monday to Friday alternate weeks

If the office is unattended contact the Cape York Housing Service Centre Cairns

Coen

Wellbeing Centre

1 Taylor Street, Coen Qld 4892

Monday to Thursday alternate weeks

If the office is unattended contact the Cape York Housing Service Centre Cairns

Pormpuraaw

19 Pormpuraaw Street

Pormpuraaw Qld 4871

Phone: 07 4051 0459

Monday to Friday alternate weeks

If the office is unattended contact the Cape York Housing Service Centre Cairns

Kowanyama

The Old Guest House

Chapman Road

Kowanyama Qld 4871

Monday to Friday alternate weeks

If the office is unattended contact the Cape York Housing Service Centre Cairns

Cooktown Hub – Laura, Cooktown, Hope Vale and Wujal Wujal

12 Walker Street

PO Box 988

Cooktown Qld 4895

Phone: 07 4082 2300

Fax: 07 4069 5098

Email: HHS-Cooktown-Hub@hpw.qld.gov.au

Maintenance enquiries:

1300 650 910

If the office is unattended contact the Cape York Housing Service Centre Cairns

Hope Vale

1 Muni Street

Hope Vale Council Office Complex

PO Box 988

Cooktown Qld 4895

Phone: 07 4060 9231 and 07 4060 9182

Fax 07 4060 9184

9.00am to 4.30pm Monday to Thursday

Friday 9am to 1pm

If the office is unattended contact Cooktown Hub or Cape York Housing Service Centre Cairns

Wujal Wujal

127 Hartwig Street

PO Box 988

Cooktown Qld 4895

Phone: 07 4060 8360

10am to 3pm Tuesday

If the office is unattended contact Cooktown Hub or Cape York Housing Service Centre Cairns

Northern Peninsula Hub – Bamaga, Seisia, Injinoo, Umagico, New Mapoon

203 Mugai Street

Seisia Qld 4876

8.30am to 4.30pm Monday to Friday

PO Box 77 Bamaga Qld 4876

Phone: 07 4069 3588 or 07 4069 3599

Email: HHS-NPA@hpw.qld.gov.au

Weipa Hub Office – Napranum, Mapoon

Corner Kerr Point Road and Commercial Avenue

PO Box 1330

Weipa Qld 4874

Phone: 07 4082 4702

Fax: 07 4069 7348

Maintenance enquiries 1300 650 910

If the office is unattended contact the Cape York Housing Service Centre Cairns

Mapoon

1 Red Beach Road

Mapoon Qld 4874

PO Box 1330 Weipa Qld 4874

07 4090 9012

Phone: 07 4036 5555

8.30am to 4.00pm Monday to Thursday

If the office is unattended contact Weipa Hub or Cape York Housing Service Centre Cairns

Napranum Community Office

3201 Wa-Tyne Street

Napranum Qld 4874

PO Box 1330

Weipa Qld 4874

Phone: No listing

If the office is unattended contact Weipa Hub or Cape York Housing Service Centre Cairns

Thursday Island Housing Service Centre

37–45 Douglas Street

PO Box 514

Thursday Island Qld 4875

Phone: 07 4212 3700

Fax: 07 4090 3782

Email: thursdayislandhsc@hpw.qld.gov.au

North Queensland Region

Office of the Regional Director, North Queensland Region

Level 2, Yellow Foyer

143 Walker Street

PO Box 953

Townsville Qld 4810

Phone: 07 4724 8571

Collinsville Queensland Government Agent Program

64 Sonoma Street

PO Box 58

Collinsville Qld 4804

Phone: 07 4785 5567

9.00am to 12.30pm and 2.00pm to 4.30pm - Monday to Friday

Mackay Housing Service Centre

22–30 Wood Street

PO Box 978

Mackay Qld 4740

Phone: 07 4862 9500

1800 069 237 (within area)

Maintenance enquiries: 1300 650 914

Email: mackayhsc@hpw.qld.gov.au

Mount Isa Housing Service Centre

19 West Street

PO Box 1866

Mount Isa Qld 4825

Phone: 07 4437 2700

1800 620 466 (within area)

Maintenance enquiries: 1300 650 912

Email: mtisahsc@hpw.qld.gov.au

**Mount lsa Housing Service Centre** – Doomadgee

275 Sharpe Street Council Admin Building

Doomadgee Qld 4830

PO Box 1866

Mount Isa Qld 4825

Phone: 07 4745 8351 if unattended call 07 4437 2700

8.30am to 4.30pm Monday to Friday

Email: HHSMtIsaRemoteComm@hpw.qld.gov.au

Mount lsa Housing Service Centre – Mornington Island

Shop 1 and 2, 306 Lardil Street

Rural Transaction Centre Gununa

Mornington Island Qld 4871

PO Box 1866

Mount lsa Qld 4825

Phone: 07 4745 7032 or 07 4745 7471

Fax: 07 4745 7483

8.30am to 4.30pm alternate weeks

Email: HHSMtIsaRemoteComm@hpw.qld.gov.au

Townsville Housing Service Centre – Palm Island Community Office

Lot 72 Main Street

Palm Island Qld 4816

Phone: 07 4799 5382

8.30am to 4.30pm, Monday to Friday (closed between 12.30pm and 1.15pm )

Email: HHS-Palm-Island@hpw.qld.gov.au

Townsville Housing Service Centre

Level 2, 143 Walker Street

PO Box 953

Townsville Qld 4810

Phone: 07 4724 8500 or

Toll free: 1800 806 197 (within area)

Email: [townsvillehsc@hpw.qld.gov.au](mailto:townsvillehsc@hpw.qld.gov.au)

Central Queensland/North Coast Region

Office of the Regional Director, Central Queensland/North Coast Region

Level 3, 209 Bolsover Street

PO Box 1503

Rockhampton Qld 4700

Phone: 07 4848 7054

Email: HHS-SD-CQNCR-ORD@hpw.qld.gov.au

Bundaberg Housing Service Centre

16 Quay Street

PO Box 1120

Bundaberg Qld 4670

Phone: 07 4331 7900

1800 809 835 (within area)

Maintenance enquiries: 1300 137 687

Email:bundaberghsc@hpw.qld.gov.au

Emerald Housing Service Centre

99 Hospital Road

PO Box 37

Emerald Qld 4720

Phone: 07 4988 1600

Maintenance enquiries: 1800 823 090

Email: emeraldhsc@hpw.qld.gov.au

Gladstone Housing Service Centre

Level 2, 20–22 Herbert Street

PO Box 5082

Gladstone Qld 4680

Phone: 07 4899 2400

Maintenance enquiries: 07 4977 7104

8am to 5pm Monday to Friday

Email: gladstonehsc@hpw.qld.gov.au

Maroochydore Housing Service Centre

Queensland Government Service Centre

Ground Floor

12 First Avenue

PO Box 99

Maroochydore Qld 4558

Phone: 07 5352 7333

Maintenance enquiries: (separate areas use the below maintenance number)

Coolum Beach and South: 1300 650 916

Peregian Beach and North: 1300 137 687

Email: maroochydorehsc@hpw.qld.gov.au

Maryborough Housing Service Centre

116 Lennox Street

PO Box 535

Maryborough Qld 4650

Phone: 07 4324 8600

1800 623 242 (within area)

Maintenance enquiries: 1300 137 687

Email: maryboroughhsc@hpw.qld.gov.au

Moreton Bay Housing Service Centre

Level 5, Caboolture Square Shopping Centre

60–78 King Street

PO Box 588

Caboolture Qld 4510

Phone: 07 5432 0700

Email: moretonbayhsc@hpw.qld.gov.au

Rockhampton Housing Service Centre

Level 3, 209 Bolsover Street

PO Box 1330

Rockhampton Qld 4700

Phone: 07 4848 7000

1800 801 176 (within area)

Maintenance enquiries: 1800 817 029

Email: rockhamptonhsc@hpw.qld.gov.au

Woorabinda

201 Carbine Street

Woorabinda Qld 4713

Phone: 07 4925 9019

Fax: 07 4925 9001

Email: HHSWoorabindaIndigenousCommunity@hpw.qld.gov.au

Brisbane Region

Office of the Regional Director, Brisbane Region

Level 1, 831 Gympie Road, Chermside

PO Box 2361

Chermside Centre

Chermside Qld 4032

Phone: 07 3007 4386

Buranda Housing Service Centre

Level 1, 221 Logan Road, Woolloongabba

PO Box 230

Stones Corner Qld 4102

Phone: 07 3873 7700

Email: burandahsc@hpw.qld.gov.au

Chermside Housing Service Centre

Level 3, 18 Banfield Street, Chermside

PO Box 2352

Chermside Qld 4032

Phone: 07 3917 4600

Maintenance enquiries: 07 3896 9973

Email: chermsidehsc@hpw.qld.gov.au

Fortitude Valley Housing Service Centre

Level 7, 515 St Pauls Terrace, Fortitude Valley

PO Box 445

Fortitude Valley Qld 4006

Phone: 07 3034 6500

Maintenance enquiries: 07 3872 0303

Email: fortitudevalleyhsc@hpw.qld.gov.au

lnala Housing Service Centre

Level 1, 14 Wirraway Parade, Inala

PO Box 258

lnala Qld 4077

Phone: 07 3723 2000

Maintenance enquiries: 07 3362 9230

Email: inalahsc@hpw.qld.gov.au

South West Region

South West Region

Office of the Regional Director, South West Region

Level 4, Icon Tower

117 Brisbane Street

PO Box 255

Ipswich Qld 4305

Phone: 07 3437 6044

Bayside Housing Service Centre

Shop 3, 8–12 Dollery Road

PO Box 91

Capalaba Qld 4157

Phone: 07 3034 9800

Maintenance enquiries: 07 3034 9891

Email: baysidehsc@hpw.qld.gov.au

Ipswich Housing Service Centre

Upper Ground Level, Icon Tower

117 Brisbane Street

PO Box 263

Ipswich Qld 4305

Phone: 07 3437 6000 or

Toll free: 1800 636 390

Maintenance enquiries: 07 3280 1778

Email: ipswichhsc@hpw.qld.gov.au

Gold Coast Housing Service Centre

Shop 80, Bazaar Street

Robina Town Centre

PO Box 4059

Robina Town Centre Qld 4230

Phone: 07 5645 8100

Maintenance enquiries: 1300 650 917

Email: goldcoasthsc@hpw.qld.gov.au

Logan Housing Service Centre

11 Station Road

PO Box 5

Woodridge Qld 4114

Phone: 07 3086 3700

Maintenance enquiries: 07 3086 3740

Email: loganhsc@hpw.qld.gov.au

Toowoomba and South West Housing Service Centre

Level 2, 10 Russell Street

Toowoomba

PO Box 418

Toowoomba Qld 4350

Phone: 07 4699 4400

1800 623 435 (within area)

Maintenance enquiries: 1300 650 915

Email: toowoombahsc@hpw.qld.gov.au

### Sport and Recreation Services

As at 30 June 2018, Sport and Recreation operate from a central head office in Brisbane and from a network of 16 offices throughout Queensland.

Sport and Recreation also operate the Queensland Recreation Centres on the Gold and Sunshine Coasts.

Phone: 13 74 68 (13 QGOV)

Email: SR\_Info@npsr.qld.gov.au

Fax: 07 3338 9226

South Coast Service Area

Underwood office

Unit 9 Level 1

54–66 Perrin Drive

Underwood Qld 4119

Phone: 07 3078 3188

Email: SR\_South Coast@npsr.qld.gov.au

Gold Coast office

1525 Gold Coast Highway

North Palm Beach QLD 4221

PO Box 50

Burleigh Heads Qld 4220

Phone: 07 5669 2114

Email: SR\_South Coast@npsr.qld.gov.au

North Coast Service Area

Sunshine Coast office

Level 6,

12 First Avenue

PO Box 3008

Maroochydore Qld 4558

Phone: 07 5459 6176

Email: north.coast@npsr.qld.gov.au

Brisbane

Level 6, 400 George Street

Brisbane Qld 4002

PO Box 15478

City East Qld 4002

Phone: 07 3333 5309

Email: srs.bris.sportrec@npsr.qld.gov.au

Ipswich office

Level 4 ICON Building

117 Brisbane Street

Ipswich Qld 4305

PO Box 3008

C/O Maroochydore Qld 4558

Phone: 0477 317 531

Email: north.coast@npsr.qld.gov.au

South West Service Area

Toowoomba office

Toowoomba Sports Ground

Ground Floor, Clive Berghofer Stadium

47 Arthur Street

PO Box 2259

Toowoomba Qld 4350

Phone: 07 4596 1006

Email: SRSSWSportRec@npsr.qld.gov.au

Bundaberg office

16 Enterprise Street

PO Box 618

Bundaberg Qld 4670

Phone: 07 4131 2702

Hervey Bay office

Ground Floor, Brendan Hansen Building

50-54 Main Street

PO Box 3054

Hervey Bay Qld 4655

Phone: 07 4125 9352

Dalby area office

30 Nicholson Street

PO Box 3

Dalby Qld 4405

Phone: 07 4531 8525

Warwick area office

Government Building

Cnr Guy and Fitzroy Streets

PO Box 13

Warwick Qld 4370

Phone: 07 4667 5100

Northern Service Area

Rockhampton office

61 Yeppoon Road

Parkhurst Qld 4701

PO Box 822

Rockhampton Qld 4700

Phone: 07 4936 0510

Email: northernsportrec@npsr.qld.gov.au

Emerald office

99 Hospital Road

PO Box 346

Emerald Qld 4720

Phone: 07 4991 0830

Townsville office

Townsville Sports House

3-9 Redpath Street

North Ward Qld 4810

PO Box 1468

Townsville Qld 4810

Phone: 07 4799 7010

Mount Isa office

Suite 27

Mount Isa House

Mary Street

Mount Isa Qld 4825

Phone: 07 4747 2186

Mackay office

Level 5

44 Nelson Street

Mackay Qld 4740

Phone: 07 4999 8520

Far North Service Area

Cairns office

Level 2, Building 2

William McCormack Place

5B Sheridan Street

Cairns QLD 4870

PO Box 2494

Cairns Qld 4870

Phone: 07 4222 5236

Email: srfarnorth@npsr.qld.gov.au

Mount Isa office

Suite 27, Mount Isa House

Mary Street

Mount Isa Qld 4825

Phone: 07 4747 2186

Mackay office

Level 5

44 Nelson Street

Mackay Qld 4740

Phone: (07) 4999 8520

### Digital Capability and information

Digital Capability and Information

140 Creek Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3719 7730

Email: oddgdts@dsiti.qld.gov.au

Queensland State Archives

435 Compton Road

Runcorn Qld 4113

PO Box 1397

Sunnybank Hills Qld 4109

Phone: 07 3037 6777

Email: info@archives.qld.gov.au

Smart Service Queensland

310 Ann Street

Brisbane Qld 4000

PO Box 10817

Brisbane Qld 4000

Phone: 13 QGOV (13 74 68)

Internet: www.qld.gov.au

SSQ contact centres

Garden Square Block B

643 Kessels Road

Upper Mt Gravatt Qld 4122

Phone: 13 QGOV (13 74 68)

79 Pineapple Street

Zillmere Qld 4034

Phone: 13 QGOV (13 74 68)

CITEC

Brisbane

317 Edward Street

Railway 1D

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3222 2555

Email: service@citec.com.au

140 Creek Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3222 2555

Email: service@citec.com.au

Queensland Shared Services

Brisbane

140 Creek Street

Brisbane Qld 4000

PO Box 474

Brisbane Qld 4000

Phone: 07 3222 2400

Self Service Centre

411 Vulture Street

Woolloongabba Qld 4102

Brisbane Qld 4102

PO Box 173

Brisbane Qld 4000

Phone: 07 3222 2400

Self Service Centre

Regional

Cairns

Level 4, 5B Sheridan Street

William McCormack Place

PO Box 2758

Cairns Qld 4870

Phone: 07 3222 2400

Self Service Centre

Gympie

Corner Louisa Street and Cartwright Road

Gympie Qld 4570

PO Box 395

Phone: 07 3222 2400

Self Service Centre

Maroochydore

Queensland Government Service Centre Ground Floor, 12 First Avenue

PO Box 5665

Maroochydore Qld 4558

Phone: 07 3222 2400

Self Service Centre

Robina

Corner Christine Avenue and Scottsdale Street

Robina Qld 4226

PO Box 4417

Robina Town Centre, Qld 4230

Phone: 07 3222 2400

Self Service Centre

Rockhampton

80–82 Denham Street

Rockhampton Qld 4700

Phone: 07 3222 2400

Self Service Centre

Toowoomba

532 Ruthven Street

Toowoomba Qld 4350

PO Box 1848

Phone: 07 3222 2400

Self Service Centre

Townsville

Level 4, 187 Stanley Street

Townsville Qld 4810

PO Box 1408

Phone: 07 3222 2400

Self Service Centre

### Other Departmental Offices

Building Legislation and Policy

Level 7, 63 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2502

Email: OADG.BLP@hpw.qld.gov.au

Development Tribunals

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 804 833

Email: registrar@qld.gov.au

Prequalification (PQC) System

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 072 621

Email: pqcregistrar@hpw.qld.gov.au

QFleet

Head Office

Mezzanine Level, 60 Albert Street

GPO Box 293

Brisbane Qld 4001

Phone: 07 3008 2633

Email: qfleet-mail@qfleet.qld.gov.au

Government Employee Housing

Head Office

Level 6, 60 Albert Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2722

Fax: 07 3224 5824

Email: governmentemployeehousing@hpw.qld.gov.au

Queensland Government Accommodation Office

Head Office

Level 4, 60 Albert Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2761

Fax: 07 3224 6266

Email: QGAO.enquiries@hpw.qld.gov.au

Queensland Government Chief Information Office

Level 24, 111 George Street

Brisbane Qld 4001

Phone: 13 GOV (13 74 68)

Email: qgcio@qgcio.qld.gov.au

Queensland Government Procurement

Level 15, 41 George Street GPO Box 123

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

Email: QGP–BetterProcurement@hpw.qld.gov.au

Regulatory Services (formerly Office of the Registrar)

Level 19, 41 George Street

GPO Box 690

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

Email: QldHousingRegistrar@hpw.qld.gov.au

Email: residentialservices@hpw.qld.gov.au

Queensland Government Service Centres

Brisbane

33 Charlotte Street

Brisbane Qld 4000

PO Box 10817

Brisbane Adelaide Street Qld 4000

Phone: 07 3227 7131

Cairns

5B Sheridan Street

Ground Floor, William McCormack Place

PO Box 5226

Cairns Qld 4870

Phone: 07 4048 9895

Maroochydore

Ground Floor

Mike Ahern Centre

Maroochydore Qld 4558

Phone: 07 5453 1816

# Glossary of Terms

AFL Australian Football League

AS/NZS Australia/New Zealand Standard

AO Administration Officer

FCPA Fellow of CPA Australia

FTE Full Time Equivalent

GC2018 Gold Coast Commonwealth Games 2018

GPO General Post Office

HRIS Human Resources Information System

ICT Information Communication Technology

MOHRI FTE Minimum Obligatory Human Resources Information Full Time Equivalent

NAIDOC National Aboriginal and Island Day Observance Committee

NHHA National Housing and Homelessness Agreement

NRAS National Rental Affordability Scheme

NRL National Rugby League

NRSCH National Regulatory System for Community Housing

PCI DSS Payment Card Industry Data Security Standard

QG Queensland Government

QAO Queensland Audit Office

QAS Queensland Academy of Sport

OSS One-Stop Shop

QGCIO Queensland Government Information Office

QGOV Queensland Government

QSS Queensland Shared Services

QSTARS Queensland Statewide Tenants Advice and Referral Service

SSQ Smart Service Queensland

TWIG Testing within Government

# Compliance Checklist

| **Summary of requirement** | | **Basis for requirement** | **Annual report reference** |
| --- | --- | --- | --- |
| **Letter of compliance** | * **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s** | ARRs *–* section 7 | 3 |
| **Accessibility** | * **Table of contents** * **Glossary** | ARRs – section 9.1 | 3  101 |
| * **Public availability** | ARRs – section 9.2 | 4 |
| * **Interpreter service statement** | *Queensland Government Language Services Policy*  ARRs – section 9.3 | 4 |
| * **Copyright notice** | *Copyright Act 1968*  ARRs – section 9.4 | 4 |
| * **Information Licensing** | *QGEA – Information Licensing*  ARRs – section 9.5 | 4 |
| **General information** | * **Introductory Information** | ARRs – section 10.1 | 6-14 |
| * **Agency role and main functions** | ARRs – section 10.2 | 8-9, 89, 92, 100 |
| * **Machinery of Government changes** | ARRs – section 31 and 32 | 13 |
| * **Operating environment** | ARRs – section 10.3 | 9 |
| **Non-financial performance** | * **Government’s objectives for the community** | ARRs – section 11.1 | 8 |
| * **Other whole-of-government plans / specific initiatives** | ARRs – section 11.2 | 87 |
| * **Agency objectives and performance indicators** | ARRs – section 11.3, | 9, 21- 62 ,92-100 |
| * **Agency service areas and service standards** | ARRs – section 11.4 | 21-62 |
| **Financial performance** | * **Summary of financial performance** | ARRs – section 12.1 | <http://www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx> |
| **Governance – management and structure** | * **Organisational structure** | ARRs – section 13.1 | 13-14 |
| * **Executive management** | ARRs – section 13.2 | 73-77 |
| * **Government bodies (statutory bodies and other entities)** | ARRs – section 13.3 | 91 |
| * ***Public Sector Ethics Act 1994*** | *Public Sector Ethics Act 1994*  ARRs – section 13.4 | 73 |
| * **Queensland public service values** | ARRs – section 13.5 | 114 |
| **Governance – risk management and accountability** | * **Risk management** | ARRs – section 14.1 | 83 |
| * **Audit committee** | ARRs – section 14.2 | 77 |
| * **Internal audit** | ARRs – section 14.3 | 84 |
| * **External scrutiny** | ARRs – section 14.4 | 85-86 |
| * **Information systems and recordkeeping** | ARRs – section 14.5 | 84 |
| **Governance – human resources** | * **Strategic workforce planning and performance** | ARRs – section 15.1 | 65-69 |
| * **Early retirement, redundancy and retrenchment** | Directive No.11/12 *Early Retirement, Redundancy and Retrenchment*  Directive No.16/16 *Early Retirement, Redundancy and Retrenchment* (from 20 May 2016)  ARRs – section 15.2, | 63  63 |
| **Open Data** | * **Statement advising publication of information** | ARRs – section 16 | 4 |
| * **Consultancies** | ARRs – section 33.1 | https://data.qld.gov.au |
| * **Overseas travel** | ARRs – section 33.2 | https://data.qld.gov.au |
| * **Queensland Language Services Policy** | ARRs – section 33.3 | https://data.qld.gov.au |
| **Financial statements** | * **Certification of financial statements** | FAA – section 62  FPMS – sections 42, 43 and 50  ARRs – section 17.1 | <http://www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx> |
| * **Independent Auditor’s Report** | FAA – section 62  FPMS – section 50  ARRs – section 17.2 | <http://www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx> |

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

1. All FTE data is based on active and paid parameters [↑](#footnote-ref-1)