# Annual Report 2016-17

# Department of Housing and Public Works

# Letter of compliance

The Honourable Mick de Brenni MP

Minister for Housing and Public Works and

Minister for Sport

Level 31, 1 William Street

Brisbane Qld 4000

19 September 2017

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2016–17 and financial statements for the Department of Housing and Public Works.

I certify that this Annual Report complies with:

* the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 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 91 of this annual report.

Yours sincerely

Liza Carroll

Director-General

Department of Housing and Public Works

# Communication Objective

This Annual Report provides information about the Department of Housing and Public Works’ financial and non-financial performance for 2016–17. 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 2016–20* and the 2016–17 Service Delivery Statements.

This report has been prepared for the Minister to submit to Parliament. It has also been prepared to meet the needs of stakeholders including the Australian and local governments, industry and business associations, community groups, and staff.

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

### Online Open Data Reporting

Content for the following annual reporting requirements can also be accessed on the department’s website at http: // [www.](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 2016–17

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# Message from the Director-General

IMAGE: LIZA CARROLL, DIRECTOR-GENERAL, DEPARTMENT OF HOUSING AND PUBLIC WORKS

The 2016–17 year has seen the Department of Housing and Public Works continue to make significant progress on implementing our priorities in the areas of housing, building and procurement. The department supports Queensland’s economic wellbeing and aims to improve the quality of life for people and communities.

I am proud to present the Department of Housing and Public Works’ 2016–17 annual report. It outlines the progress we have made in contributing to the Government’s objectives and recognises the significant work that we have delivered to achieve the direction set out in our *Strategic Plan 2016–20*.

### Better lives, greater opportunities for people and communities

A centrepiece of the department’s work this year was the launch of the $1.8 billion *Queensland Housing Strategy 2017–2027*, a 10-year framework that will drive key reforms to revitalise our housing and homelessness system and ensure our housing assistance system is fair and responsive.

Keeping Queenslanders at the centre of the services we deliver remained a core focus in 2016–17. The department assisted approximately 72,000 low income households with social rental housing, and helped more than 200,000 low income households to access or remain in the private housing market.

Other key pieces of work in the housing space were completed, including new social housing, upgrades and modifications to existing homes, and the delivery of NRL House in Townsville. Strong progress was also made toward achieving home ownership on Aboriginal and Torres Strait Islander land.

The department launched the Dignity First Fund in 2016–17, an initiative aimed at assisting Queenslanders experiencing homelessness to live with dignity. This fund was just one of many projects delivered to support the most vulnerable in our community, including families escaping domestic and family violence.

Fairness and consumer protection for retirement village residents was also an area of focus for the department, with amendments to legislation governing the sector making significant progress.

The department also played a role in enabling the delivery of essential services in remote communities by building new government employee housing in areas where needed.

### A safer, fairer and sustainable environment for industries

Our work in the building space was underpinned by extensive engagement with the building and construction sectors through the release of the *Queensland Building Plan discussion paper*. Of the identified areas of reform, the department commenced drafting changes to legislation regarding non-conforming building products to make buildings safer for all Queenslanders. A proposal to improve security of payment for subcontractors was also progressed to deliver a fairer system.

Other milestones achieved in 2016–17 included partnering with the Queensland Fire and Emergency Services to legislate changes to smoke alarm laws and implementing reforms to expand the Queensland Home Warranty Scheme.

Sustainable built infrastructure and fleet management were other features of the department’s service delivery this year, achieved through energy saving retrofits, the use of Green Star Performance rating tools and emission standards for vehicle procurement.

Greater value and support for employment and economic opportunities

In 2016–17, strong foundations were laid to help the department drive our procurement agenda, including the establishment of the Office of the Chief Advisor – Procurement, new governance arrangements through the Queensland Government Procurement Committee and the Procurement Industry Advisory Council as well as the establishment of six Category Councils across government.

There was a continued focus on strengthening engagement and increasing certainty for industry through the publication of forward procurement pipelines, a new sourcing process to boost participation and partnerships with Aboriginal and Torres Strait Islander Councils to build capability and capacity.

The department also played a key role in the delivery of the Advancing Queensland Schools program, helping drive economic activity in communities across the state.

These achievements, and continued work will be supported by the new Queensland Government Procurement Strategy which we have been developing for release in early 2017–18.

We have remained committed to using assets and resources more efficiently to achieve better value through the successful trial of a car-sharing model and aggregated procurement arrangements with vehicle manufacturers, to achieve cost savings to government.

The delivery of the department’s government accommodation services was dominated by the implementation of Phase 1 of the Brisbane CBD and Fringe Government Office Accommodation Strategy – which will see 16,000 public servants moving into new accommodation across the broader Brisbane area. The strategy also provides opportunities to embrace new ways to work, with whole-of-government distributed work centres opening in Robina and Maroochydore, and agile workspace fitouts being piloted.

Empowered people in a collaborative, integrated organisation

Collaboration was a highlight of the department’s work in 2016–17, particularly during Severe Tropical Cyclone Debbie in March. The department’s business areas worked together to respond to the disaster providing vital housing and building and engineering services.

We have maintained our commitment to investing in our people to help us to deliver on our vision and meet our objectives. We launched a number of initiatives aimed at building an empowered workforce including the online learning and talent management system MyCareerHub.

Ongoing commitment to a healthy and safe workplace saw the department achieve some excellent results including reduced absenteeism and strong participation in health assessments, flu vaccinations and mental health awareness training. The department also made significant progress toward achieving White Ribbon accreditation.

In the wake of the department’s Capability Blueprint exercise, working together as One Department was a key theme in 2016–17. The focus was on programs encouraging mobility and leadership at all levels, using new technology to drive innovative service delivery and providing opportunities for teams to collaborate and engage more closely.

The activities and achievements outlined in this report show that we are well placed to deliver our future programs of work, and are a strong reflection of our talented and dedicated workforce. I thank all staff for their ongoing work and commitment to supporting our vision and delivering high quality services to Queenslanders.

Liza Carroll, Director-General

IMAGE: LADY, TWO YOUNG CHILDREN AND DOG IN PARK

Part 1

# Our Department

### Our Vision

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

### Our Purpose

The Department of Housing and Public Works is established under the *Public Service Act 2008*.

We support Queensland’s economic wellbeing and contribute to improving the quality of life for people and communities. We seek to balance social outcomes with business and economic outcomes.

We are responsible for delivering benefits to Queensland through a diverse range of services to people, communities, industry and government in the areas of housing, building, fleet and asset management and procurement services. As an organisation, we are also committed to achieving better outcomes for Aboriginal and Torres Strait Islander peoples and their communities.

We provide and/or regulate housing assistance and homelessness services for those who are in need.

We deliver, manage, construct and maintain government assets, office accommodation, fleet and employee housing.

We develop and administer policy, legislation and standards for building and residential services industries.

We enable more efficient procurement across government.

To deliver these services, we operate as One Department, coordinating and integrating our broad range of business.

Our four long-term strategies, which aim to deliver outcomes for all Queenslanders, are:

* a Housing Strategy to help build better housing futures for all Queenslanders
* a Building Strategy, being delivered through the Queensland Building Plan, to drive liveable, innovative and sustainable buildings and houses for all Queenslanders
* a Procurement Strategy to ensure best practice procurement that supports local jobs and businesses and improves social outcomes for all Queenslanders
* a One Department Strategy to integrate and innovate for the future as we deliver our services for all Queenslanders

We also partner, collaborate, consult and engage with communities, government and non-government agencies and with industry to inform our work and achieve outcomes.

Our diversity of services is our challenge as well as our strength.

### Supporting Queensland Government Objectives

We support the Queensland Government’s objectives for the community through:

* delivering quality frontline human services by providing responsive and integrated housing and homelessness services
* creating jobs and a diverse economy by promoting economic participation and supporting economic growth through safe and fair building policy, innovative procurement and service delivery
* building safe, caring and connected communities by consulting and listening to the community to inform our policies and service delivery
* protecting the environment by delivering sustainable built infrastructure and fleet management.

### Our Operating Environment

A range of factors impacted on the Department of Housing and Public Works’ operating environment in 2016–17 including:

* the growing number of Queenslanders experiencing issues with housing access and affordability
* the introduction of the National Disability Insurance Scheme (NDIS) in Queensland on 1 July 2016, impacting on the demand for accessible and affordable housing solutions into the future
* long term funding arrangements with the Australian Government on the National Partnership on Remote Housing
* the renewed emphasis on environmental sustainability of buildings and the Queensland Government fleet, including climate change mitigation and energy saving initiatives
* exploration of a new whole-of-government procurement operating model.

### Managing Our Delivery Risks

Effective risk management helps ensure our achievements and inform our decision-making. We reviewed our department’s key risks in consideration of our changing environment. This resulted in the confirmation of some existing risks and refinement of others. We monitor the following seven strategic risks which might potentially impact on our service delivery each quarter:

* social/human services meeting client needs
* business services and products addressing customer requirements
* outcomes for Aboriginal and Torres Strait Islander peoples
* our workforce capability
* protecting workers and people from harm to their health, safety and wellbeing
* business systems or ICT infrastructure meeting core strategic needs
* aligning plans and resources to strategic direction and priorities.

### Our Values

We are committed to integrity and accountability, with our values underpinning everything we do. Our people are engaged in what they do, and are committed to the following core public service values as well as the additional value of a healthy and safe workforce.

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

# Organisational Structure

As at 30 June 2017, the department consisted of five divisions: Housing and Homelessness Services, Queensland Government Procurement, Public Works and Asset Management, Building Industry and Policy, and Corporate Services and the Aboriginal and Torres Strait Islander Strategy Unit which reported directly to the Director-General. 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 70 to 86.

### Structural Change

In 2016–17, the following structural changes occurred to ensure that our department is well positioned to meet the Government’s priorities and respond to changes in strategic direction for the delivery of housing and homelessness services, procurement and built asset management:

* Queensland Government Procurement division was created, replacing the Procurement Transformation Division to deliver a new whole-of-government, agency-led, centrally enabled procurement model in Queensland.
* a new Public Works and Asset Management division was created to improve collaboration, information flow and integration of service delivery across the built asset and facility management functions of the department.
* the Strategic Asset Management division was realigned:
* QFleet was relocated under the new Queensland Government Procurement division
* Government Employee Housing, Queensland Government Accommodation Office, and the Disaster Coordination Unit were relocated to form part of the newly formed Public Works and Asset Management division
* Queensland Government Gazette was relocated to Corporate Services to be integrated with other publication responsibilities.
* Building and Asset Services became a business area under the Public Works and Asset Management division.
* Building Industry and Policy division increased to include the role of whole-of-government lead agency for the Building Construction and Maintenance (BCM) category and Contract Services which develops and maintains best practice tendering and contracts for government building projects.
* the Housing and Homelessness Services division implemented final phases of an organisational reshape to better position the delivery of contemporary human services to Queensland’s most vulnerable people.

# Our Organisational Structure

## Minister for Housing and Public Works

### **Executive Director, Aboriginal & Torres Strait Islander Strategy Unit**

### **Director, Internal Audit**

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

#### **Deputy-Director, Housing 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

#### **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

As at 30 June 2017

# Severe Tropical Cyclone Debbie – Working Together

We are proud of our work in response to disasters. It is at these times that we see how well our agency pulls together to do what needs to be done. This year, our staff worked tirelessly in the lead up to, and aftermath of Severe Tropical Cyclone Debbie, to help people in affected communities like Proserpine, Bowen, and Mackay to access vital support and recovery services.

Motivated by a desire to help their fellow Queenslanders, staff from across the department showed dedication and compassion as they came together in a massive coordinated effort to provide support to those who needed it most.

As the cyclone intensified in late March 2017, Housing Service Centre staff worked around the clock providing advice and support to vulnerable public housing tenants as well as housing support to the broader community in areas likely to be impacted by the cyclone. Staff flew from Brisbane to Cairns, Townsville and Mackay to support their local colleagues on the ground, and other support staff prepared to help where needed.

Six experts in disaster coordination, logistics and communication were deployed to the State Disaster Coordination Centre at Kedron to strengthen the Government’s response team. Over 350 staff from business areas were deployed to affected areas for response and recovery activities.

In the immediate aftermath of the cyclone the recovery effort was in full swing, with a focus on helping people deal with the impacts while maintaining the safety of staff and the public as the highest priority. The different areas of HPW worked seamlessly together with a shared purpose of helping those most in need.

Building and Asset Services’ (BAS) team of condition assessors undertook Rapid Damage Assessments of buildings and government assets and arranged to carry out necessary repairs. From Tuesday 4 April 2017, BAS also undertook Structural Assistance Grant Assessments in Mackay.

Over 2,300 properties were damaged across the state as a result of the cyclone and flooding. A total of 146 contractors undertook around 4,000 repair jobs on government building assets state-wide.

The Government’s fleet provider, QFleet also played a vital role in supplying urgently needed vehicles to agencies involved in the disaster recovery effort following Tropical Cyclone Debbie.

QFleet arranged for the transportation of vehicles to Townsville to assist with community recovery work. The team also identified and prepared other roadworthy vehicles for possible deployment, and contacted vehicle manufacturers to see what vehicles were available at dealerships in Ayr, Bowen, Proserpine, Mackay, Townsville, Cairns and Rockhampton.

Short-term emergency accommodation was provided for 171 people affected by the cyclone including 31 people evacuated to Cairns and 106 tourists who were holidaying in the Whitsundays when Tropical Cyclone Debbie struck.

Housing support staff had a strong presence at Disaster Recovery Hubs in Bowen, Proserpine, Cannonvale and Mackay in addition to having some outreach teams in the northern beaches area. In a huge effort, Housing Services staff also visited or checked in with over 600 public housing tenants ranging from the Far North to south-east Queensland, to ensure they were safe.

HPW staff also answered the call for Ready Reservists, with 42 staff deployed to help in the recovery effort. Ready reservists play a key role in areas such as meeting and greeting people impacted by disasters, and helping affected householders to complete financial assistance application forms.

Our passion for helping Queenslanders in need also drives us to look at new and innovative ways of responding in the face of natural disasters. One of our dedicated staff members developed an inspection tool that enabled assessors to provide accurate early reports on damage to BAS customer assets in the aftermath of Tropical Cyclone Debbie.

The department continued to work with other agencies to assess learnings from the event and implement changes to better prevent, prepare for, respond to and recover from the impacts of future events.

IMAGE: TWO MEN IN FRONT OF HELICOPTER

IMAGE: WORKER IN PERSONAL PROTECTIVE CLOTHING REMOVING FALLEN TREE

IMAGE: TWO HOUSING AND PUBLIC WORKS STAFF AT DISASTER RECOVERY HUB

Part 2

# Our Achievements against our Strategic Plan

We delivered a new Strategic Plan for 2016–20. The new plan reframed our strategic direction into four key objectives and for the first-time defined key indicators for each of these objectives.

### Our Objectives

Our strategic objectives were:

* for people and communities to experience better lives and greater opportunities through the delivery of a safe, accessible, responsive, integrated housing system and for the department to support other government agencies to deliver their essential services
* to have a safer, fairer and sustainable environment for industries through effective policy development and administration, that also supports business innovation and growth
* to support employment and economic opportunities in Queensland’s communities, and deliver value through the department’s effective use of resources, strategic procurement, and strong partnerships
* to empower our people by being a collaborative, integrated organisation, focussed on quality services and performance excellence.

The following pages highlight our key achievements against our strategic objectives and how we measured our performance during 2016–17.

# Objective 1: People and communities

### Better lives, greater opportunities for people and communities

To build a fair and responsive housing assistance system that provides a continuum of services, we:

* launched the $1.8 billion *Queensland Housing Strategy 2017–2027*, a 10-year framework which will drive key reforms to revitalise our housing and homelessness system
* implemented a Mental Health Demonstration Project to test a new preventative and early intervention, collaborative approach to integrated housing, health and human service delivery
* launched the Dignity First Fund to assist those experiencing homelessness
* commenced trialling new services for high need client groups, including homeless young people on the Gold Coast and women and children escaping domestic and family violence on the Sunshine Coast
* delivered NRL Cowboys House to provide accommodation in Townsville for students from Aboriginal and Torres Strait Islander communities to pursue employment, education and training opportunities.

**To improve access to safe, accessible and affordable homes, we:**

* announced, as part of the Queensland Housing Strategy, the $1.6 billion Housing Construction Jobs Program which over the next 10 years will deliver more social and affordable housing across the state, including leveraging partnerships with private industry and local governments, and support job creation through a pipeline of development
* built and purchased 562 new social housing dwellings (including in Aboriginal and Torres Strait Islander communities)
* provided 10,109 upgrades to existing social housing dwellings, including disability modifications
* continued efforts to support home ownership on Aboriginal and Torres Strait Islander land.

To support other government departments that are delivering essential services, particularly in more regional and remote communities, we:

* delivered 31 new government employee residences in Thursday Island, Cooktown, Mornington Island and Weipa enabling the provision of essential services in these communities
* delivered fit-for-purpose vehicles for Queensland Corrective Services and the Department of Education and Training.

To improve the health and safety of people in their homes through effective policy and regulation, we:

* drafted amendments to the Residential Services (Accreditation) Act 2002, the Retirement Villages Act 1999 and the Manufactured Homes (Residential Parks) Act 2003 to enhance fairness and consumer protection
* investigated unregulated operators of residential services.

### Our Performance

Data below will be presented as infographics

|  |  |  |
| --- | --- | --- |
| Performance Indicator | Measure | Result |
| Needs-based housing assistance reforms | Housing Strategy developed and implementation in progress | *Queensland Housing Strategy 2017–2027* published  Action Plan 2017–20 published |
| Needs-based housing assistance reforms | Percentage of new households assisted into government-managed social rental housing who were in very high or high need | 92% |
| Needs-based housing assistance reforms | Proportion of total new households assisted to remain in or move to the private housing rental market that were assisted through the National Rental Affordability Scheme, RentConnect, Rental Grants, the Housing and Employment Program, Bond Loans or QSTARS | 78.57% |
| Needs-based housing assistance reforms | 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 | 65.7% |
| Client Satisfaction | Overall client satisfaction with:  Bond loans | 96% |
| Client Satisfaction | Public housing | 85.8% |
| Client Satisfaction | Community housing | 78.3% |
| Level of compliance with residential sector legislation | Percentage of residential sector compliance with the *Residential Services (Accreditation) Act 2002* | 93% |
| Level of compliance with residential sector legislation | Percentage of residential sector compliance with the *Retirement Villages Act 1999* | 98% |
| Level of compliance with residential sector legislation | Percentage of residential sector compliance with the *Manufactured Homes (Residential Parks) Act 2003* | 96% |
| Government employee housing matched to need | Percentage of new government employee housing in remote Aboriginal and Torres Strait islander locations | 55% |

# Objective 2: Industry, business and the environment

### A safer, fairer and sustainable environment for industries

To engage with the building and residential living industries to encourage innovation and growth and inform policy, we:

* consulted extensively with industry and communities throughout Queensland through the release of the Queensland Building Plan – A discussion paper for industry and consumers.

**To develop and advance policy that ensures safer and fairer building and residential living industries we:**

* drafted legislative changes relating to non-conforming building products to improve safety, and established the Non-Conforming Building Products Audit Taskforce
* progressed proposals to improve security of payment for subcontractors
* drafted amendments to three Acts relating to the residential living industry to promote fair trading practices, and encourage growth and viability.

To develop innovative solutions to address environmental sustainability solutions, we:

* introduced improved motor vehicle emissions standards for vehicle procurement to remove vehicles with higher emissions from the fleet
* continued auditing energy usage in Queensland Government office accommodation, started energy saving retrofits in the portfolio and continued to pilot the use of the Green Star Performance rating tool.

### Our Performance

|  |  |  |
| --- | --- | --- |
| Performance Indicator | Measure | Result |
| Policy reforms for safer and fairer industries | Queensland Building Plan developed and implementation in progress | Queensland Building Plan consultation completed |
| Environmental sustainability in the government asset portfolio | Measure under development in 2016–17 | New energy service standard for government accommodation developed for introduction in 2017–18 |

# Objective 3: Value for Queensland

### Greater value and support for employment and economic opportunities

**To link with industry, business and government sectors to drive strategic and innovative procurement, we:**

* established the Office of the Chief Advisor – Procurement to provide advice and drive outcomes across the public sector
* implemented new governance arrangements through the Queensland Government Procurement Committee and the Procurement Industry Advisory Group
* progressed drafting the Queensland Government Procurement Strategy to better engage and work with industry and business.

**To generate new ideas and solutions through partnerships and collaborations, we:**

* oversaw the establishment of six Category Councils across government and led the Building Construction and Maintenance and General Goods and Services categories
* partnered with Aboriginal and Torres Strait Islander Councils to deliver maintenance services and build capability in these communities to support local employment and business development
* implemented a new sourcing process for General Goods and Services to identify opportunities for local small and medium sized businesses, Aboriginal and Torres Strait Islander businesses, and social enterprises to participate in whole-of-government supply arrangements.

**To use our resources and assets more efficiently and responsibly to deliver services through forward planning, smarter practices and leveraging of government resources, we:**

* published forward procurement pipelines to make planned procurements more visible, encourage small business to supply to government, and give greater certainty to industry
* established a whole-of-government panel arrangement for in-vehicle monitoring systems and fleet optimisation services to enable more efficient and cost-effective use of agency vehicles.
* as part of the *Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25,* vacated the Queens Wharf Brisbane precinct and moved thousands of public servants across the Brisbane CBD and fringe areas.

### Our Performance

|  |  |  |
| --- | --- | --- |
| Performance Indicator | Measure | Result |
| Smarter and more efficient use of resources | Work point density – new fitout Office Accommodation | 12.6 |
| Smarter and more efficient use of resources | Percentage of vehicle fleet utilisation compared to agreed lease parameters | 87.7% |
| Procurement practice reforms | Progress of government procurement reform program implementation | Procurement reforms progressed as programmed |
| Support for regions through contracting arrangements | Percentage of maintenance spend on facility management with local/regional suppliers | 87.2% |

# Objective 4: Our organisation

### Empowered people in a collaborative, integrated organisation

**To invest in our people and achieve performance excellence and workplace diversity, we:**

* developed the One Department Strategy to encourage a culture of collaboration
* implemented MyCareerHub, an online learning and talent management system that provides all employees with improved access to training and development opportunities
* implemented the Healthy and Safe Workforce Action Plan 2016–18 to improve the systems for preventing and managing employee injury/illness, health and wellbeing, and improve our organisational health and safety culture.

**To progress strong leadership and engagement, a professional culture and good governance to motivate values-driven service delivery, we:**

* progressed key executive-led projects on strategic leadership capabilities, leadership at all levels, data analytics capabilities, and innovation, to better position our department to meet future challenges
* delivered Taking the Lead, Managing for Results and Emerging Leaders programs and developed a leadership at all levels framework.

**To embrace changing technology and tools to ensure responsive solutions, flexible operations and service innovation, we:**

* provided Wi-Fi to all departmental offices across the state, allowing mobile devices to seamlessly connect to the corporate network and provide guest Wi-Fi for personal or other mobile devices with filtered internet access
* participated in a trial of shared network connectivity to Roma with other government agencies, producing results which increased bandwidth and lowered costs.

**To engage with staff and customers to develop responsive service delivery, we:**

* implemented a range of new engagement processes under the building construction and maintenance procurement category, including a Collaboration Forum for government and industry to work together on strategies, and an Industry Reference Group to provide 16 industry bodies with opportunities to provide feedback to the department
* implemented a Tenant Engagement Program that creates opportunities for public housing tenants to engage with the department and their neighbourhoods

### Our Performance

Data below will be presented as infographics

|  |  |  |
| --- | --- | --- |
| Performance Indicator | Measure | Result |
| Staff satisfaction and empowerment | One Department Strategy developed and implementation in progress | One Department Strategy launched. Implementation in progress. |
| Staff satisfaction and empowerment | Improved leadership and engagement | 54% |
| Skilled and culturally capable workforce | Improved performance and development (EOS) (HR) | 62% |
|  | Progress of the implementation of the Aboriginal and Torres Strait Islander Advancement Framework | Framework completed. |
| Support for a diverse workforce | Support workforce diversity (EEO surveys): |  |
| Support for a diverse workforce | Percentage of Aboriginal and Torres Strait Islander people | 4.8% |
| Support for a diverse workforce | Percentage of people with a disability | 4.2% |
| Support for a diverse workforce | Percentage of women in leadership | 42.0% |
| Support for a diverse workforce | Percentage of people from non-English speaking backgrounds | 7.8% |
| Progressive and responsive systems | Use of mobile devices by staff to access departmental services | 36% |
| Progressive and responsive systems | Availability of online services to staff and clients (no. of services) | 42 |
| Progressive and responsive systems | Wi-Fi accessibility across departmental sites | 90% |

Part 3

# Our Service Areas and Commercialised Business Units

The performance information of the Department of Housing and Public Works is published in the annual Service Delivery Statements and presented by service areas. These service areas align to the broad types of services delivered by our department. Service areas have defined objectives.

Our service areas are:

* Housing and Homelessness Services
* Government Accommodation and Building Policy Services
* Procurement Services

Our department also delivers services through our two commercialised business units:

* Building and Asset Services
* QFleet

The following pages highlight our achievements under each service area and commercialised business unit.

## Housing and Homelessness Services

### Our Objective

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

### What We Do

Housing 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 Services also includes the Office of the Registrar which oversees the National Regulatory System for Community Housing (NRSCH) in Queensland. The NRSCH is a national system for registration, monitoring and regulation of community housing providers. It provides uniform legislation that regulates community housing organisations with the aim of growing the capability and capacity of these organisations. The Registrar operates independently from the funding arm of Housing Services.

**Building a better housing future for all Queenslanders**

The *Queensland Housing Strategy 2017-2027* is a 10-year framework to deliver better housing pathways, drive key reforms, and targeted investment to provide every Queenslander with the opportunity to access a safe, secure and affordable home that meets their needs and enables participation in social and economic activity.

The Strategy was released by the Queensland Premier on 12 June 2017, and is backed by a $1.8 billion investment to deliver more social and affordable housing, and transform the way housing and homelessness services are delivered to better support people in need.

The Housing Construction Jobs Program is a core initiative of the Strategy, redefining how the Queensland Government will deliver housing to support urban renewal, generate new jobs, provide affordable housing, and drive innovative housing design that responds to contemporary needs.

The Strategy also ensures those most in need are supported by a safety net of targeted early interventions, flexible packages of support, supportive social housing and genuine wraparound services. Young people, women and children escaping domestic and family violence, and people at risk of homelessness, in particular, will be able to access more early intervention and prevention services before they reach crisis point.

The housing and homelessness services reforms outlined in the Strategy will be driven by a more person-centred approach to service delivery. This will involve collaborating with people to identify what they need and want, the resources and skills they already possess, and the additional services they need to achieve their housing aspirations.

The modernisation and better integration of homelessness, housing and human services will deliver coordinated support that enables people to meet their needs, and progress through the housing continuum, from homelessness through to home ownership.

The *Queensland Housing Strategy 2017-2020 Action Plan* documents the specific steps the department will take toward achieving the 10-year vision and sets out clear priorities for implementation. These actions set the foundations for longer term reform, and will guide and inform the development of subsequent action plans.

IMAGE: GROUP OF PEOPLE WALKING PAST ANOTHER SMALL GROUP OF PEOPLE OF VARIOUS AGES

### Our Achievements

Improving Housing Assistance

In 2016–17, we:

* released the *Queensland Housing Strategy 2017–2027* to shape the strategic direction of housing assistance, homelessness services, housing affordability and specific issues affecting Aboriginal and Torres Strait Islander peoples.
* assisted 71,992 low-income households with social rental housing, including 7,197 new households
* delivered 562 (482 completions, 80 purchases) new social housing dwellings, 656 construction commencements and completed 10,109 upgrades to existing dwellings to maximise asset life or improve amenities to meet specific tenant needs such as disability modifications
* commenced the roll out of smoke alarm upgrades to 71,800 social housing dwellings to improve tenant safety
* partnered with Churches of Christ to deliver a 40-apartment development in Acacia Ridge, targeted at seniors aged over 55 years and people with a disability
* commenced a 12-month trial of a tenant hub at Kingston, to test a place-based approach to tenancy engagement to deliver improved services, a safer neighbourhood and support tenants to build pathways to a better future
* continued to implement a Mental Health Demonstration Project to test a new preventative and early intervention, collaborative approach to integrated housing, health and human service delivery. This will better enable people who are experiencing mental illness, mental health issues or related complex needs to sustain their social housing tenancies
* implemented a Tenant Engagement Program that creates opportunities for public housing tenants to engage with the department and their neighbourhoods as well as builds confidence and new skills that may improve other life outcomes, including better health, access to education, employment and greater community connection
* investigated options for the establishment of a Housing and Homelessness Service Hub in Toowoomba to test an integrated service delivery model, co-locating government, non-government housing, homelessness and other support services, aimed at ensuring clients have their housing and support needs addressed in a cohesive way
* worked with the Department of Communities, Child Safety and Disability Services and the National Disability Insurance Agency, to ensure a seamless transition to the National Disability Insurance Scheme for housing and homelessness services. This includes working to improve access to existing housing and increase the supply of accessible and affordable housing that responds to the needs of people with a disability
* developed an action plan to better position housing assistance services on the Gold Coast in response to increased demand for housing assistance, anticipated due to the Commonwealth Games
* supported whole-of-government forums to progress an integrated child and family support system which contributes to reforms of the Queensland Child Protection Commission of Inquiry final report
* contributed to the Better Planning for Queensland Reform, led by the Department of Infrastructure, Local Government and Planning, to facilitate improved housing affordability and diversity outcomes in communities across Queensland
* reviewed the public housing rent policy to ensure fairness
* progressed amendments to the *Retirement Villages Act 1999* and the *Manufactured Homes (Residential Parks) Act 2003,* to enhance fairness and consumer protection, balanced with industry viability
* released the ‘Seniors Living Series’ to help seniors make informed decisions about where to live during retirement, and things to be considered when making these decisions
* progressed amendments to the *Residential Services (Accreditation) Act 2002* to ensure the regulatory framework protects residents, promotes fair trading practices, and encourages the growth and viability of the residential services industry
* released a new *Guideline for Medication Assistance* to support residential services to develop policies and procedures, implement safe practices and minimise the risk of harm from inappropriate use of medication by residents.

Delivering Private Market Assistance

In 2016–17, the department assisted over 200,000 low income households to access or remain in the private housing market. To achieve this, we:

* assisted 17,410 households to secure and sustain a home in the private rental market through RentConnect services
* provided 23,334 new bond loans to households unable to pay full rental bonds, provided 5,066 rental grants to households experiencing a housing crisis or who were unable to afford some of the immediate costs of moving
* assisted 42,676 households through Home Assist Secure by providing free information and referral about home maintenance and repairs, to people over 60 and those who have a disability
* assisted 2,209 new households to access affordable housing and provided $27.211 million as incentives to investors to support over 10,200 affordable private rental dwellings across the state through the National Rental Affordability Scheme (NRAS)
* continued to support the Park and Village Information Link to provide free, independent and specialised legal advice and information to 216 households
* delivered the Housing and Employment Program to 88 households to assist people in undertaking training, education and employment
* provided 109,298 instances of advice and assistance through the Queensland State-wide Tenants’ Advice and Referral Service (QSTARS)

**Total number of new households assisted with private rental market assistance to remain in or move to the private rental market**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Product** | **2012–13** | **2013–14** | **2014–15** | **2015–16** | **2016–17** |
| Bond loans | 22,231 | 22,864 | 22,596 | 23,301 | 23,334 |
| Rental grants | 3,926 | 4,201 | 3,803 | 4,283 | 5,066 |
| RentConnect | 9,010 | 12,771 | 17,910 | 17,071 | 17,410 |
| Housing and Employment Program | 21 | 14 | 22 | 101 | 88 |
| National Rental Affordability Scheme | 1,906 | 3,902 | 3,105 | 2,685 | 2,209 |
| Queensland State-wide Tenants’ Advice and Referral Service 1 | NA | NA | NA | 32,0571 | 109,298 |
| Home Assist Secure | 61,986 | 54,348 | 50,047 | 44,248 | 42,676 |
| **New households assisted** | **99,080** | **98,100** | **97,483** | **123,746** | **200,072** |

1. Part year result as the Queensland State-wide Tenants’ Advice and Referral Service commenced 1 October 2015

|  |  |  |  |
| --- | --- | --- | --- |
| **Measure** | **2014-15** | **2015-16** | **2016-17** |
| New households assisted into Government-managed social rental housing who were in very high or high need (%) | 91.6 | 91 | 91.8 |
| 2016-17 Target | 90 | 90 | 90 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Measure** | **2014-15** | **2015-16** | **2016-17** |
| Average wait time to allocation for assistance with Government-managed social rental housing for clients in very high or high need (months) | 8.1 | 7.1 | 6.5 |
| 2016-17 Target | 8 | 8 | 8 |

Improving outcomes in Aboriginal and Torres Strait Islander communities

In 2016–17, we:

* continued to develop and refine processes supporting home ownership on Aboriginal and Torres Strait Islander land, working to resolve outstanding Land Holding Act and Block holder entitlements and to make social housing dwellings available for purchase. In particular, we ensured dwellings transferred to home ownership were in good condition by completing condition assessments on 48 dwellings, approving works on 39 dwellings and completing works on six dwellings.
* responded to six requests for a 99-year home ownership lease, with one lease finalised
* delivered NRL Cowboys House, a 52-unit facility in Townsville, for students from Aboriginal and Torres Strait Islander communities pursuing employment, education and training opportunities
* delivered 106 new dwellings and commenced construction of 243 new dwellings to reduce overcrowding
* achieved all agreed National Partnership on Remote Housing targets and exceeded all performance benchmarks
* completed the construction of Dale Parker Place, a supported specialist accommodation facility in Townsville consisting of 40 self-contained units providing shelter for rough sleepers
* maintained and refurbished existing dwellings in Aboriginal and Torres Strait Islander communities.

Reducing homelessness

In 2016–17, we:

* launched the Dignity First Fund to assist Queenslanders experiencing homelessness to live with dignity and approved:
* 24 projects under round one
* 31 projects under round two
* commenced the delivery of three new initiatives funded under the National Partnership Agreement on Homelessness – Domestic and Family Violence (DFV) Mobile Support, Youth Mobile Support, and Multi-Disciplinary Street to Home
* commenced trialling new services for high need client groups including: the Gold Coast Project for Homeless Youth (Bill Hoyer House), immediate supported accommodation service for young people, and the Lions in Place mobile support service for women and children who are homeless as a result of escaping domestic and family violence on the Sunshine Coast
* purchased two, eight-bedroom facilities in Roma to be used as a homelessness temporary supported accommodation service for women and children escaping domestic and family violence
* established an agreement between the department and QShelter to tackle complex problems and reduce housing stress in Queensland, by establishing the conditions necessary for the community housing sector to successfully work with government to increase the supply of affordable housing
* commenced work to deliver a women’s shelter in Coen, in partnership with the Department of Communities, Child Safety and Disability Services
* commenced work to replace shelters for women and children escaping domestic and family violence in Aboriginal and Torres Strait Islander communities of Pormpuraaw, Cherbourg and Woorabinda
* piloted refuges that cater for families with companion animals as part of the service provision for women escaping domestic and family violence
* worked with Queensland Treasury’s Social Benefit Bond Pilot Program to deliver innovation in cross agency collaboration for improved housing outcomes for young people exiting statutory care or custody.

Regulatory Services

In 2016–17, we:

* completed the assessment of 77 applications from non-government community housing providers seeking registration under the National Regulatory System for Community Housing
* completed the assessment of 10 applications from local government community housing providers seeking registration under the Queensland State Regulatory System for Community Housing
* completed a targeted investigation into unregulated operators of residential services. There were 36 complaints received relating to 64 properties during the investigation period. 100% of the complaints received during the investigation period have been actioned.

### Our Future Focus

In 2017–18, the department will continue to deliver initiatives that will make a difference to Queenslanders by:

* implementing the *Queensland Housing Strategy 2017–2020 Action Plan*, which will drive key service delivery reforms and targeted investment across the entire housing continuum
* progressing the Housing Construction Jobs Program, as part of the Housing Strategy
* developing an Aboriginal and Torres Strait Islander Housing Action Plan dealing with housing outcomes and complex challenges
* continuing to work with communities and local governments to assist with home ownership in discrete Aboriginal and Torres Strait Islander communities
* expanding the department’s capabilities in housing market data collection, research and analysis, to ensure that program planning is robust and evidence based and meets the needs of local communities
* funding projects under the Dignity First Fund to assist Queenslanders experiencing homelessness, to live with dignity as well as prevent or reduce homelessness.

Infographics**:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Queensland’s public housing clients had the**  **Highest level of client satisfaction in Australian** | | **Customer Satisfaction Highest in Australia**  **Households with a member with a disability in public housing** | |
|  | QLD | National Average | QLD | National Average |
| **2014** | 83.8% | 72.4% | 81.1% | 66.4% |
| **2016** | 85.8% | 73.1 % | 81.1% | 66.6% |

Source: AIHW National Social Housing Survey 2016, as reported in Report on Government Services 2017, vol. G, Housing and homelessness, Productivity Commission, Canberra.

### Service Standards – Our Results for 2016–17

| Housing and Homelessness Services | 2016–17  Target/Est. | 2016–17  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Level of overall client satisfaction |  |  |
| Public Housing  Variance between 2016-17 target/estimate and 2016-17 actual is due to improved client satisfaction that may be attributed to a range of service delivery factors such as the quality of dwelling conditions and implementation of four new policies: Fair absence from your home, Fair listing for vacancy, Fair expectations of behaviour and Fairer Rent Policy. | 80% | 85.8% |
| Community Housing  Variance between 2016–17 target/estimate and 2016–17 actual is due to the original estimate being based on available data and anticipated trends at that time. The 2016–17 actual is the 2016 satisfaction result published in the Report on Government Services 2017. Ongoing registration of community housing providers under the National Regulatory System for Community Housing is anticipated to improve tenant satisfaction in the future. The scheme provides tenants with greater assurance about the social housing system by establishing a consistent regulatory environment and clear performance measures for providers to meet. | 80% | 78.3% |
| Bond Loans  This service standard has been discontinued in the Service Delivery Statement 2017–18 as it only represents a portion of all private housing products offered by the department. In addition, the Bond Loan survey is only conducted on a triennial basis, which is viewed as inadequate for annual measurement purposes. Any future survey results will be reported through Annual Reports. | 95% | 96% |
| Home Assist Secure  This service standard has been discontinued in the Service Delivery Statement 2017–18 as it only represents a portion of all private housing products offered by the department. In addition, the Home Assist Secure survey is only conducted on a triennial basis, which is viewed as inadequate for annual measurement purposes. There is no 2016–17 target/estimate or 2016–17 actual as this is a triennial measure and the next survey would have been undertaken in 2017–18. Any future survey results will be reported through Annual Reports. | .. | n/a |
| Percentage of new households assisted into Government-managed social rental housing who were in very high or high need | 90% | 92% |
| Percentage of department owned social rental housing dwellings in acceptable condition | 98% | 98.9% |
| 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 | 64% | 65.7% |
| Variance between 2016–17 target/estimate and 2016–17 actual is due to the original estimate being based on available data and anticipated trends at that time. The 2016–17 actual is based on published Report on Government Services data. |  |  |
| Proportion of exits from social rental housing to private market housing that were tenant initiated | 48% | 49.8% |
| This service standard has been discontinued in the Service Delivery Statement 2017–18 as it focuses on a small component of the overall service area and is not reflective of the department’s current service delivery focus and effort. |  |  |
| 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, Housing and Employment Program or Bond Loans | 45% | 52.8% |
| This service standard has been discontinued in the Service Delivery Statement 2017–18 due to a change in the calculation methodology. This measure has been replaced by a new service standard which includes the Queensland State-wide Tenant Advice and Referral Service (QSTARS) from 2017–18. |  |  |
| Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards  Variance between 2016–17 target/estimate and 2016–17 actual is due to the composition of completed dwellings varying to the original plan. Some dwellings not requiring accessibility features were completed earlier than planned, and some with accessibility features originally planned to be completed in 2016–17 will now be completed in 2017–18. | 50% | 44% |
| Average wait time to allocation for assistance (months) with Government-managed social rental housing for clients in very high or high need | 8 | 6.5 |
| Variance between 2016–17 target/estimate and 2016–17 actual is due to a slight increase in the number of allocations in recent months. While allocation times improved in 2016–17, tightening of the rental market and other external housing market conditions are likely to continue to have an effect during 2017–18. |  |  |
| Percentage of homelessness services clients who requested assistance relating to domestic and family violence and received this assistance | 87% | 87.5% |
| Percentage of under-occupied Government-owned and managed social rental housing | 14.0% | 15.8% |
| Variance between 2016–17 target/estimate and 2016–17 actual is due to maintaining existing practices in anticipation of a policy review and broader strategy being developed and implemented in 2017–18 to manage under-occupancy. |  |  |
| Proportion of government-owned social rental housing stock matched to greatest demand | 54% | 54% |
| **Efficiency measures** |  |  |
| Average tenancy and property management administration cost per households assisted | $1,233 | $1,202 |
| Variances between the 2016–17 target/estimate and 2016–17 actual are primarily due to households assisted remaining relatively stable with lower than anticipated rates of exits. |  |  |

## 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 and construction industry and provide effective and efficient Queensland building and plumbing policy and legislation.

### What We Do

Government Accommodation and Building Policy Services deliver the Queensland Government’s office accommodation and employee housing portfolio and manage significant building and property initiatives. Services include developing and advising on building and plumbing legislation, codes, building policy, research, standards, design and building industry engagement in Queensland. Services also include strategic asset management of an owned accommodation portfolio of approximately 200 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. Government Accommodation and Building Policy Services provides planning, strategy and policy development, leasing and tenancy management, and maintenance management across owned and leased portfolios.

IMAGE: TWO WORKERS ON BUILDING SITE

IMAGE: WORKER ON BUILDING SITE CARRYING BUILDING MATERIALS

**Consulting on Building Reforms**

Everyday more than 220,000 Queenslanders earn a living in the building and construction industry across the state. They make an enormous impact on the communities in which we live.

This is why our department reached out to Queenslanders in extensive state-wide consultation sessions through the *Queensland Building Plan – A discussion paper* for industry and consumers which addressed ten proposed areas of reform ranging from Non-Conforming Building Products (NCBPs) and Security of Payment to Inclusive Communities and Liveable Housing Design.

Sessions were held in 15 key locations including Cairns, Bundaberg and Toowoomba providing the opportunity for 1,100 stakeholders to have their say about the development of a Queensland Building Plan and set the long-term strategic direction of the building and construction industry.

Additional consultations included: 19 deep dive sessions, 13 trade breakfasts at Bunnings stores, 13 trade breakfasts at Reece stores and a stall for four days at the Courier-Mail Home Show in Brisbane. We also received over 800 written submissions and over 1,700 responses to the online surveys.

The outcome of these consultations will be the Queensland Building Plan which will guide changes to policy and legislation to create a safer, fairer and more sustainable industry. It will also enhance consumer confidence in the industry and drive innovative, liveable and sustainable design.

Processes will be simplified and unnecessary red tape reduced to improve efficiency and save both time and money while compliance frameworks and improved regulatory powers will result in having the right person and materials for the job at hand.

Changes to laws for NCBPs will mean that all players in the building supply chain will have to take responsibility for ensuring building products are safe and fit for intended purpose.

New laws for Security of Payment will ensure that subcontractors are paid in full and on time for the work they do.

While consultation played a key role in determining priorities, it also highlighted issues within the building and construction industry that require further, targeted collaboration with stakeholders.

The Building Industry and Policy team continues to work with industry, peak bodies and consumers, so that Queenslanders get the safe, secure and productive building and construction industry they deserve.

### Our Achievements

Delivering Building Industry Policy

In 2016–17, we:

* launched the Queensland Building Plan – A discussion paper for industry and consumers addressing ten proposed areas of reform
* progressed the Building and Construction Legislation (Non-conforming Building Products—Chain of Responsibility and Other Matters) Amendment Bill 2017. The Bill, which included enhanced provisions for improving safety on building and construction sites, was introduced to Parliament in May 2017
* worked closely with the Queensland Fire and Emergency Services to legislate changes to building legislation through the *Building Fire Safety (Domestic Smoke Alarms) Legislation Amendment Regulation 2016,* which introduced the requirement for photoelectric interconnected smoke alarms in response to coronial recommendations leading from the tragic fire in 2011 at Slacks Creek
* supported local economies and regional communities through the wild dog fencing regulation
* maintained strong relationships with stakeholders and industry by representing with departmental representation on the Service Trades Council and the QBCC’s Fire Protection Working Group
* implemented reforms to expand the Queensland Home Warranty Insurance Scheme
* progressed proposals to improve security of payment for subcontractors in the building and construction industry
* commenced work to implement Project Bank Accounts on government building and construction projects from 1 January 2018
* continued to work with the Sustainable Built Environment National Research Centre which is a leader in fostering collaboration between industry; government and research organisations to improve Australia’s built environment industry
* as a founding partner, the department, in conjunction with the National Trust of Australia (Qld), sponsored the Brisbane Open House event in October 2016 where a record number of 68,000 people visited 100 buildings over the two days. This is a free public festival that celebrates Brisbane’s architecture and offers behind-the-scenes access to buildings across the city.
* organisations to improve Australia’s built environment industry.

New flexible ways of working

The ability to work anywhere, at any time is important to ensure our business continuity, including in times of natural disaster. Finding new ways of working is also key to supporting our workforce to embrace flexible working arrangements.

When we start working anywhere, or at any time, we need to rethink what and how we are using our office space. We are doing just that, with the department currently running two pilots: the agile working pilot in the Brisbane CBD where people share desks and collaborative spaces, and the Distributed Work Centre pilot in Ipswich, Robina and Maroochydore where people book workspaces, when needed, working closer to their home base.

Both pilots were designed from the user perspective and pioneer new ways of working that support flexibility and mobility across government. They required physical space and behavioural change programs and consistent virtual technology solutions (tablets, laptops and collaboration software) that allow people to ‘work anywhere’.

To date, the results have been overwhelmingly positive showing an increase in staff wellbeing, collaboration and productivity. In addition, the department has been able to improve the utilisation of existing space and contain rental costs.

IMAGE: BALCONY OVERLOOKING BEACH

Infographic: Consulting on building reforms

* 15 consultation sessions attended by over 1,100 industry stakeholders
* 19 Deep dive sessions
* Received over 800 written submissions and over 1,700 responses to the online surveys

Delivering government accommodation

In 2016–17, we:

* continued the implementation of Phase 1 of the *Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25*. By the end of 2017, Phase 1 will see 16,000 public servants move across the Brisbane CBD and Fringe Areas to 1 William Street and various CBD and fringe buildings. As part of Phase 1, the government vacated the Queens Wharf Brisbane precinct for the Integrated Resort Development
* commenced the development of Phase 2 of the *Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25,* focusing on replacing a number of expiring leases aimed at achieving rent savings and improving utilisation rates across the government office accommodation portfolio
* negotiated over 250 new or renewed leases comprising over 160,000m2 of office space and negotiated lease make-good savings to government
* developed and implemented a comprehensive facilities management service including the provision of security, cleaning, concierge and visitor management services for the 75,000m2 of 1 William Street, Brisbane
* reduced the vacant space across the portfolio to 1.07%.
* continued to implement environmentally sustainable measures to reduce waste, through improved separation and recycling
* continued to audit energy usage in government office accommodation and initiated energy saving retrofits in the owned and leased office building portfolios, as part of all maintenance and upgrade programs and or lease renewals
* continued to pilot the use of a Green Star Performance rating tool for three owned regional office buildings and the Green Star Interiors rating tool at one building in Brisbane
* piloted a new agile fitout for Queensland Government Accommodation Office staff
* opened two new whole-of-government Distributed Work Centres in Robina and Maroochydore in addition to the centre opened in Ipswich in 2015–16. The three Distributed Work Centres now enable more than 120 government workers to avoid lengthy commutes to the Brisbane CBD, preserve work/life blend and increase productivity.

Delivering government employee housing

In 2016–17, we:

* delivered 31 new government employee residences to enable provision of essential services and retention of skilled government staff in Thursday Island, Cooktown, Mornington Island and Weipa
* delivered maintenance, upgrade and improvement programs to enhance the quality and standard of government employee housing
* improved occupancy of government employee housing 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 for them
* transferred the ownership of 90 properties and 40 parcels of vacant land from the Department of Education and Training as part of phase two of the government employee housing centralisation project.

Coordinating disaster response

In March-April 2017, Severe Tropical Cyclone Debbie impacted many areas of Queensland. The department continues to be an integral part of Queensland’s disaster management arrangements by providing support to other agencies in the key role of building and engineering services and was actively involved in the response and recovery to the disaster.

In 2016–17, we:

* received and processed 310 applications for emergency housing assistance (all were closed by 13 June 2017)
* assisted a further 171 people with short term emergency accommodation throughout the event in the North Queensland Region
* made more than 1,000 calls to vulnerable social housing tenants to check on their welfare
* deployed 42 staff as part of the Community Recovery Ready Reserve, with a number of officers doing repeat deployments
* completed 1,991 damage assessments of government buildings
* progressed work to repair government buildings. As at 22 June 2017, 70 per cent (6,518) of the 9,373 requested tasks were completed on site
* received requests from the Department of Communities, Child Safety and Disability Services for 385 Structural Assistance Grant assessments (as at 27 June 2017). 94% (362) had been completed.

### Our Future Focus

In 2017–18, the department will continue to deliver initiatives that will make a difference to Queenslanders through:

* progressing reforms through the Queensland Building Plan
* implementing Project Bank Accounts on government building and construction projects from 1 January 2018 and preparing for broader introduction from 2019
* collaboratively working with the Australian Government, states and territories, industry and relevant regulators to address issues relating to non-conforming building products
* implementing reforms to the Prequalification (PQC) system and provide industry visibility of a forward pipeline of opportunities
* implementing the *Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–2025* including a reduction in the government office portfolio through vacating expiring leases and consolidating where possible the tenancy and space management of the Government’s leased office portfolio
* commencing a targeted four-year capital, maintenance and upgrade program, to deliver safe and secure government employee housing in regional and remote locations across the state, including Aboriginal and Torres Strait Islander communities, thereby enabling police, teachers, medical professionals and associated government employees to deliver critical frontline services to the people of Queensland
* delivering 46 new government employee housing residences to support the provision of essential government services in regional and remote areas including Aurukun, Doomadgee, Baralaba, Saibai Island and Winton
* continuing to implement a new regional tenancy management model that better supports leasing agencies and government employee tenants to initiate and manage the practical and legislative aspects of their tenancy, such as lease documentation and entry/exit condition assessments.

### Service Standards – Our Results for 2016–17

| Government Accommodation and Building Policy Services | 2016–17  Target/Est. | 2016–17  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Return on investment - commercial properties included in the office portfolio  The purpose of this service standard is to measure the return to government on the level of assets employed/owned by the department for the provision of office accommodation. Variance between 2016–17 target/estimate and 2016–17 actual is due to normal fluctuations in gross rental income and property valuations, resulting in the commercial property portfolio's net return on investment exceeding the benchmark target and continuing to track private sector investment performance measures. | ≥6.5% | 6.9% |
| Return on investment - government employee housing  The purpose of this service standard is to measure the return to government on the level of assets employed/owned by the department for the provision of accommodation to government employees. | ≥1.5% | 2.06% |
| **Vacancy rate - office portfolio**  The purpose of this service standard is to assess the rate of vacancy within the office accommodation portfolio. The data is used as an indicator of the effectiveness of the service area's ability to strategically manage its leased and owned portfolios. | ≤4% | 1.07% |
| **Vacancy rate - government employee housing**  The purpose of this service standard is to assess the rate of vacancy within the government employee housing portfolio. The data is used as an indicator of the effectiveness of the service area's ability to strategically manage its leased and owned portfolios. Variance between 2016–17 target/estimate and 2016–17 actual is due to the downturn in occupancy in the mining sector that is impacting rental returns and vacancy rates resulting in agencies reducing requirements for employee housing in these locations. A large portion of the government employee housing portfolio is located in these areas, with the current average vacancy rate of around 6%. Although the department is continuing to adopt strategies to minimise vacancy rates, the factors affecting the 2016–17 performance are likely to continue through 2017–18, with expected continuation of highly competitive rental markets and some decline in rent revenues due to increased vacancies. | ≤5% | 5.75% |
| Efficiency measures |  |  |
| **Work point density - average**  The purpose of this service standard is to determine the level of work point density for government offices. This area excludes special purpose areas such as conference room facilities. | 13.5m² per  person | 13.5m² per  person |
| **Work point density - new fitout**  The purpose of this service standard is to determine the average level of utilisation to be implemented for new government office fitouts. Special purpose areas such as customer services centres and conference room facilities are excluded from this calculation. The variance between the target and actual is due to using existing built areas in some new fitouts and the inclusion of non-standard office facilities in other fitouts. | 12m² per  person | 12.6m² 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

Procurement Services manages the Queensland Government’s procurement policy and related frameworks. 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.

**Infographic: Improving procurement capability**

* 2,000 public sector staff - Completed procurement and leadership training programs.
* 300 Procurement officers and contract managers attended contract management training.
* 1,800 attendees for QTravel Region Roadshow.

**New way of doing business**

Effective government procurement supports the delivery of frontline services such as housing and social services, as well as the building and maintenance of important infrastructure assets such as roads, schools and hospitals. With over $18 billion spent each year, Queensland Government procurement provides the opportunity to ensure government spending can achieve positive economic, social and environmental outcomes across the state.

In July 2016, the Office of the Chief Advisor - Procurement (OCA-P) was established to deliver a new whole-of-government, agency-led, centrally enabled procurement model in Queensland.

The new procurement operating model empowers agencies, strengthens governance, enhances industry engagement, develops procurement capability, and improves systems, data and reporting. The model prioritises forward planning, greater engagement and a category management approach to create and sustain value for money and make it easier to do business with government.

Improved engagement with industry and enhancing overall capacity and capability to deliver for the individual categories has been a hallmark of the new procurement approach.

A new governance framework was introduced to support the new operating model. From the first meeting of the Procurement Industry Advisory Group in September 2016, OCA-P has engaged business advocates and representatives of industry associations on issues of strategic importance to establish a clear pathway towards improved government procurement.

Six Category Councils were also established to provide strategic leadership for each individual category group and to deliver a strategic direction for each category.

This collaborative approach has demonstrated that better engagement can deliver better outcomes.

The new operating model and greater industry engagement are providing a foundation for the development of the Queensland Government Procurement Strategyand the revised Queensland Procurement Policy, due to be launchedin 2017–18*.* The new strategy will deliver an approach which prioritises local jobs, improves processes for agencies and suppliers, increases the visibility of the forward pipeline of procurement opportunities and demonstrates the value of the new operating model.

IMAGE: LADY FOLDING LAUNDRY FOR LAUNDRY SERVICE IMAGE: TRADESMAN WORKING

### Our Achievements

In 2016–17, we:

* formed the Procurement Industry Advisory Group to strengthen engagement with industry
* developed the General Goods and Services Category Strategy to ensure a whole-of-government approach to creating and sustaining value
* facilitated the creation of six Category Councils across government and created cross-agency Category Working Groups and developed category plans to support implementation of the General Goods and Services Category Strategy
* hosted 120 staff representing, 28 government and industry organisations, at a Building Construction and Maintenance Category Collaboration Forum. The purpose of the forum was to work together on strategies to improve value through building construction and maintenance expenditure and discuss the government’s pipeline of work
* established the Smoke Alarm Procurement Group to ensure a collaborative whole-of-government approach to the procurement of smoke alarms
* awarded new whole-of-government standing offer arrangements for salary packaging administration services, novated leasing services and for the supply of electricity to small sites within Queensland
* attracted 1,800 attendees to the QTravel Regional Roadshow held across Queensland during April and May 2017, focusing on online booking tool changes (cancellations and changes online) and airfare booking classes
* continued to increase procurement capability across the public sector by delivering procurement and leadership training programs to over 2,000 staff, ensuring agencies are delivering quality outcomes for Queenslanders.
* commenced work on a procurement data strategy and a set of minimum data requirements to improve our procurement data and to enable better decision making
* continued to support the professionalisation of the procurement function by delivering contract management training to over 300 procurement officers and contract managers across the sector
* implemented a new sourcing process for General Goods and Services to identify opportunities for local small and medium sized businesses, Aboriginal and Torres Strait Islander businesses, and social enterprises to participate in whole-of-government supply arrangements.

### Our future focus

In 2017–18, the department will continue to deliver initiatives that will make a difference to Queenslanders through:

* releasing of the Queensland Government Procurement Strategy and the revised Queensland Procurement Policy
* continuing to implement the whole-of-government procurement operating model
* providing an agency led, centrally enabled function that takes a best practice category management approach to the procurement of general goods and services and enabling Queensland Government departments to construct and maintain Queensland’s building infrastructure through the management of the Building Construction and Maintenance category
* driving value for money outcomes for Queensland by enabling government agencies to leverage spend and resources to deliver more services
* embedding category management for the the Building Construction and Maintenance category
* providing advice, support, frameworks and tools, to enable agencies to increase opportunities for local suppliers and grow regional economies
* embedding non-price considerations, including social procurement into government procurement processes, to facilitate opportunities for improved outcomes for targeted social groups
* ensuring local and regional economic benefits are delivered by all Queensland Government agencies, backed by an effective compliance and referral unit.

Clarke Creek school kids say thanks

When Tropical Cyclone Debbie swept across the Queensland coastline, many schools were badly damaged. Local Building and Asset Services teams across the State helped get many schools back up and running, including at Clarke Creek State School.

Staff received tokens of appreciation from the school’s students for their efforts in managing repairs and renovations, including the removal of large fallen trees on the school grounds.

IMAGE 1: Letter from child 1 from Clarke Creek school

Text:

Dear Ashley, David and chainsaw gang.

Thank you for supporting us and our school. Without you we would not be here today. You have done a lot for us and we can’t thank you enough. The grounds look wonderful and you mad (sic) the area safe to play and work.

Kind regards, Max, year 4.

IMAGE 2: Letter from child 2 from Clarke Creek school

Text:

Dear Ashley and the Chainsaw Gang

Thank you so much for bringing brightness to our school. We really appreciate the wonderful thing people have done for us. If you could see them you would see a giant smile you helped put there.

Thank you from Ben. (year 5)

### Service Standards – Our Results for 2016–17

| Procurement Services | 2016–17  Target/Est. | 2016–17  Actual |
| --- | --- | --- |
| **Effectiveness measures** |  |  |
| Overall satisfaction with advice and support provided by the Office of the Chief Advisor – Procurement (internal to government) | .. | 56% |
| There is no 2016–17 Target/Estimate as this was a new measure introduced in 2016–17 with baseline data collected in 2016–17. |  |  |
| Overall satisfaction with advice and support provided by the Office of the Chief Advisor – Procurement (external to government) | .. | 75% |
| There is no 2016–17 target/estimate as this was a new measure introduced in 2016–17 with baseline data collected in 2016–17. |  |  |
| **Efficiency measures** |  |  |
| An efficiency measure is being developed for this service area and will be included in a future Service Delivery Statement. |  |  |

## 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 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 regional and remote communities of Queensland.

### Our Achievements

In 2016–17, we:

* partnered with Housing and Homelessness Services and Government Employee Housing, to develop a strategy to deliver integrated maintenance and upgrade services on all government housing stock
* continued to work closely with the Department of Science, Information Technology and Innovation on the development of a whole-of-government asset life cycle management system that aims to facilitate better longer term strategic planning and budget allocations
* partnered with Aboriginal and Torres Strait Islander Councils to successfully deliver maintenance services and build capability and capacity in these communities by supporting local employment and local small business development
* maximised value for money procurement and contract management outcomes, through increased engagement of local businesses that maintain a presence within the proximity of where the goods or services were supplied
* encouraged innovative procurement solutions through local industry by undertaking early market engagement activities for the capital works programs in Aboriginal and Torres Strait Islander communities under the National Partnership on Remote Housing
* supported the delivery of 223 dwelling commencements and 95 dwelling completions under the National Partnership on Remote Housing
* extended facilities management agreements designed to reduce future unplanned maintenance works, through bundling maintenance tasks to achieve improved value for money outcomes, to a further 69 government facilities
* continued to maintain a rapid response capacity to support disaster recovery, urgent after-hours repairs, asbestos issues, and vandalism impacting on government facilities
* supported the Department of Education and Training in delivering their Advancing Queensland Schools Program, which commenced in 2016–17.

### Our Future Focus

In 2017–18, the department will continue to deliver initiatives that will make a difference to Queenslanders by delivering strategic solutions in partnership with government agencies, including:

* developing a category management approach for building construction and maintenance works to further strengthen procurement engagement activities with local and regional communities
* phasing the implementation of a social procurement framework and supporting documentation to enhance sustainable and strategic procurement practices and contribute to building stronger communities
* continuing to partner with Aboriginal and Torres Strait Islander Councils to deliver capital and maintenance programs under the National Partnership on Remote Housing and the National Affordable Housing Agreement, to maximise employment opportunities and provide economic stimulation to those remote communities
* reducing preconstruction planning and procurement timeframes for detached housing projects delivered in Aboriginal and Torres Strait Islander communities, from a current average of 44 weeks to an average of 28 weeks, saving 16 weeks in pre-delivery time over a four-year period
* Strengthening the role and recognition of Building and Asset Services (BAS) in delivering construction services and trade skills in Queensland including through increased capacity and opportunities for apprentices.

### Service Standards – Our Results for 2016–17

| Building and Asset Services | 2016–17  Target/Est. | 2016–17  Actual |
| --- | --- | --- |
| **Effectiveness measures** |  |  |
| Overall customer satisfaction | .. | .. |
| There is no 2016–17 target/estimate and 2016–17 estimated actual as this is a biennial measure with the next survey to be undertaken in 2017–18. |  |  |
| Percentage of maintenance spend on Building and Asset Services’ customer’s facilities with regional suppliers | 70% | 87.2% |
| Variance between 2016–17 target/estimate and 2016–17 actual is due to the refinement of data resulting in a better than anticipated result for this measure that was introduced in 2016–17. |  |  |
| **Efficiency measures** |  |  |
| Gross profit as a percentage of revenue generated from work delivered on behalf of BAS customers | 8.6 | 8.1 |
| Variance between the 2016–17 target/estimate and the 2016–17 actual is mainly due to an accounting treatment realigning the delivery of certain support costs. |  |  |
| Net profit before tax and dividends as a percentage of sales | 0.0 | 1.2 |
| Variance between 2016–17 target/estimate and the 2016–17 actual is mainly due to the increase in contribution from expected higher volume of sales. |  |  |
| Current ratio | 1.75:1 | 1.55:1 |
| Variance between 2016–17 target/estimate and 2016–17 actual is mainly due to higher cash balance at the start of the year than originally budgeted, and an increase in payables due to the anticipated increase in contractors’ invoices reflecting the higher volume of work at the end of the financial year. |  |  |

## QFleet

### Our Objective

To deliver benefits to the Government through aggregated procurement of vehicles and associated services, and provide 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

In 2016–17, we:

* completed the car sharing proof-of-concept in the Brisbane CBD to improve motor vehicle utilisation and distribution, by providing access to pooled motor vehicles using leading edge technology
* introduced improved motor vehicle emissions standards for vehicle procurement, to remove vehicles with higher emissions from the fleet
* established a whole-of-government panel arrangement for in-vehicle monitoring systems and fleet optimisation services, to provide a tool for agencies to collect vehicle data to enable more efficient and cost-effective use of their vehicles
* renegotiated aggregated procurement arrangements with vehicle manufacturers, leading to cost savings to government
* established the inter-departmental Road Safety Focus Network to link government fleet managers with workplace health and safety officers to share ideas to improve the safety of government drivers
* sourced and fitted out nine fit-for-purpose Dog Squad Vehicles for Queensland Corrective Services, specially configured to ensure the safe, comfortable and secure housing of the dogs during transportation
* coordinated the delivery of two Land Cruisers, fitted with security features, to Aurukun for the Department of Education and Training.

### Our Future Focus

In 2017–18, the department will continue to deliver initiatives that will make a difference to Queenslanders through:

* developing a strategy to increase the number of electric vehicles in the fleet
* investigating the feasibility of expanding the government car-sharing model to a regional location
* investigating alternative products and services to enhance QFleet’s provision of efficient and cost-effective transport solutions
* establishing a standing offer arrangement for whole-of-government use, to leverage spend on tyres and associated services through an approved panel of suppliers who are mandated to be members of Tyre Stewardship Australia.

**QFleet - mobilising our workforce for more than 25 years**

This year marked the 25th anniversary of QFleet. QFleet is one of the largest fleet managers and new car purchasers in Queensland.

QFleet is about much more than just buying, selling and hiring cars. In QFleet, evolution is part of business as usual.

Electric vehicle integration, ride sharing, Tesla and self-driving vehicle trials are all part of the vision of the future for QFleet.

Felicity Hawthorne, Acting General Manager of QFleet at the time of the anniversary said, "We are leaders, so we know we need to be on the front foot - not just in terms of providing transport but being a transport solutions provider".

"Most people understand that cars are depreciating assets, so our challenge is to deliver fleet vehicles that are fit for purpose, meet ANCAP Rating 5 standard safety criteria where we can, and deliver low or no emissions - all at the lowest total cost," Felicity explained.

Standing still is not an option in this dynamic industry- and that goes for QFleet's customer service focussed team too. Relationships are key - not only with customers, but with suppliers. In 2016-17, our effort continued to be rewarded through excellent customer satisfaction ratings.

"We know our role is important, and we know the work we do is intricately linked to every one of our department's plans. That might be in terms of building and housing, where we're mobilising staff delivering frontline services in every part of the state, or in terms of procurement where we're focussed on delivering the safest, low cost, low emission vehicles," she said.

"We're all about keeping public servants safe as they go about their work. It might not be frontline, but every member of my team knows how important this work is.

"And that's something we're proud of, every day."

IMAGE: LADY SITTING IN CAR

### Service Standards – Our Results for 2016–17

| QFleet | 2016–17  Target/Est. | 2016–17  Actual |
| --- | --- | --- |
| Effectiveness measures |  |  |
| Overall customer satisfaction | .. | .. |
| There is no 2016–17 Target/Estimate and 2016–17 actual as this is a biennial measure with the next survey to be undertaken in 2017–18. |  |  |
| **Efficiency measures** |  |  |
| Current ratio | 3.00:1 | 1.96:1 |
| Variance between 2016–17 Target/Estimate and 2016–17 Actual is mainly due to an increase in the dividend provision from a higher operating surplus and an increase in payables as a result of the timing of vehicle purchases. |  |  |
| Return on net assets | 5.0% | 8.3% |
| Variance between the 2016–17 target/estimate and 2016–17 actual is mainly due to a higher operating surplus. |  |  |
| Gearing level | 64% | 63% |
| Variance between 2016–17 Target/Estimate and 2016–17 Actual is mainly due to a higher operating surplus, partially offset by additional borrowings to finance vehicle purchases. |  |  |
| Percentage of vehicle fleet utilisation compared to agreed lease parameters  Variance between the 2016–17 target/estimate and 2016–17 actual is mainly due to move to 48 month/80,000 km leases because of the government decision in 2012–13. The decision effectively grew the lease parameter mileage while actual distance travelled remained constant. Corrective measures are in place; however, a considerable number of existing leases will need to be realigned to bring utilisation to target. | 90% | 87.7% |

Part 4

# Our Governance

Our governance arrangements ensure we meet our strategic objectives and that our resources are allocated appropriately to maximise the cost-effective delivery of services.

Our governance framework assists 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. Our framework reflects our commitment to high standards of professional conduct, and honest and ethical business practices, effectively supports our department’s strategic management and monitors the achievement of our departmental business objectives. Our framework is based on the following principles:

* strong leadership
* responsible, informed and ethical decision making
* transparency, accountability and probity
* compliance with legislative and prescribed requirements
* embracing change and changing technology
* performance improvement.

The core elements of our governance arrangements, which are reviewed regularly, include:

* effective organisational structures, delegations and accountability mechanisms
* a comprehensive governance committee structure
* strategic planning, risk management, performance monitoring and reporting
* corporate policies, procedures and guidelines
* compliance and systems assurance reviews.

Working together as One Department

One Department is a central pillar of our Strategic Plan 2016–2020. It is about all staff working together across business areas, sharing our knowledge and ideas to collaborate and innovate.

Working as One Department is about harnessing all the existing tools and platforms we have in place, being bold, agile and flexible and building our capability for the future.

Mobility is a big part of One Department, and at HPW it is about getting the best out of people by providing opportunities for staff to work in different areas, develop new skills and bring new perspectives and approaches to the work we do.

One Department is also about looking for opportunities to collaborate on projects both big and small, through actively seeking advice and input from colleagues within the department as well as staff in other agencies and the private sector.

Our Executive Leadership Team are the department champions for key projects that promote our One Department priorities. These projects focus on improving our visibility and strategic leadership capabilities, fostering department-wide leadership at all levels, enhancing our data analytics capabilities, and promoting innovation.

## Executive Leadership Team

IMAGE: Photo of Executive Leadership team. Front (from left): Graham Atkins, Liza Carroll, Christine Castley. Back: Robyn Turbit, Don Rivers, Kimberley Dripps

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.
* provides a forum for debating and discussing strategic and key operational issues.

As at 30 June 2017, the Executive Leadership Team was supported by six committees which advised on matters within their terms of reference. The chairs of these committees report to the monthly Executive Leadership Team meetings.

Chair: Director-General

Members:

* Deputy Director-General, Housing and Homelessness Services
* Deputy Director-General, Public Works and Asset Management
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General, Queensland Government Procurement
* Assistant Director-General, Corporate Services
* Acting Executive Director, Aboriginal and Torres Strait Islander Strategy Unit

## Our Executive Leadership Team as at 30 June 2017

Liza Carroll

**Chair:** Director-General

**Bed, MEd (Hons)**

Liza was appointed as Director-General of the Department of Housing and Public Works in August 2015. She has over 15 years senior executive experience across the Australian and Queensland Governments. During this time Liza has delivered reforms in the areas of housing, homelessness, families, income support and communities.

Liza is the former Associate Secretary of Indigenous Affairs in the Department of the Prime Minister and Cabinet. She started her career in the early childhood education and higher education arenas.

Liza has a keen interest in public sector leadership and administration in terms of strategy and delivery for government and the community.

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. In her previous role of Senior Executive Director of Social Policy with the Department of the Premier and Cabinet, Christine led and coordinated a wide range of whole-of-government social and justice issues. In 2014–15 in particular, Christine led the Secretariat to the Government’s Taskforce on Domestic and Family Violence. Prior to this, Christine held senior positions 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

**BA Science (Quantity Surveying), Associate Dip. of Applied Science (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 Dripps

**Member:** Assistant Director-General, Queensland Government Procurement

**BVsc (Hons), MBA, GAICD**

Kimberley was appointed ~~as~~ Assistant Director-General, Queensland Government Procurement 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.

Don Rivers

**Member:** Assistant Director-General, Building Industry and Policy

**Dip Architecture, Grad Dip Building Project Management**

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 for almost 40 years across the private and public sectors predominantly relating to accounting, auditing and governance functions. Over this career span, she has undertaken her various roles using many employment styles, viz. full-time, part-time, telecommuting, and contracting.

Robyn has worked in a number of public sector departments but for the last 27 years within the various iterations of the Department of Housing and Public Works. 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.

Wayne Ah Boo

**Member:** Acting Executive Director, Aboriginal and Torres Strait Islander Strategy Unit

~~Qualifications:~~

**BBus (Accounting)**

Wayne is a Torres Strait Islander whose family ancestry extends to the Islands of Mabuiag and Iama. He has over 30 years experience working in Aboriginal and Torres Strait Islander affairs in Queensland. This has included a decade of work in the Australian Government with the Department of Aboriginal Affairs, the Public Service Commission and the Aboriginal and Torres Strait Islander Commission. During a 17-year period, he also held Executive and Senior roles within the Queensland Government in the areas of employment, education and housing. Wayne is passionate about helping his community and making a difference for Aboriginal and Torres Strait Islander peoples in Queensland.

## Governance Committees

### Audit and Risk Committee

The Audit and Risk Committee is appointed and authorised pursuant to sections 28 and 35 of the *Financial and Performance Management Standard 2009*. The committee acts as an advisory service to the Director-General to assist in the effective discharge of the Director-General’s responsibilities in the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and other relevant legislation and prescribed requirements. In doing so it provides independent comment, advice and counsel to the Director-General on financial statements, performance management, risk management, compliance and internal and external audits, including all Queensland Audit Office audit recommendations.

The committee charter sets out the authority, responsibilities, membership and the operations of the committee. The charter has been prepared having regard to the Audit Committee Guidelines issued by Queensland Treasury in December 2009, and relevant provisions of the *Financial and Performance Management Standard 2009*. The committee observed the terms of its charter during 2016–17.

Chair: Eric Muir FCPA (External Member)

Internal members:

* 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

Past member 2016–17:

* Executive Director, Contract and Delivery Management, Housing and Homelessness Services

In 2016–17, the Audit and Risk Committee:

* considered, discussed and endorsed the annual financial statements 2015–16
* received updates and considered the management of risk in the department through presentation of key departmental risks and demonstration of the department’s risk management framework
* endorsed the internal audit charter as well as the strategic and annual internal audit plans for approval by the Director-General
* endorsed the committee charter and workplan
* considered the client strategy, plan and fees proposed by the Queensland Audit Office
* considered Queensland Audit Office reports and associated recommendations and application to the department
* 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 recommendations.

The Audit and Risk Committee met on five occasions during 2016–17.

Remuneration was paid to the two external members, Eric Muir ($9,790) and Neil Jackson ($8,033).

### Information Steering Committee

The Information Steering Committee ensures the department maximises the value of its business investments that have an information communication technology-enabled component, and supports the efficient operation of the department's business areas while also aligning with whole-of-government and departmental information communication technology 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
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General, Queensland Government Procurement
* Chief Information Officer, Corporate Services
* Chief Finance Officer, Corporate Services
* Queensland Government Chief Information Officer representative

Observer:

* Director, Internal Audit

External Member:

* Marcus Darbyshire, Gartner

In 2016–17, the Information Steering Committee:

* noted and assisted in the progress of the Future of Property and Tenancy Systems (FOPATS) program, iSpace External Hosting migration, Print-as-a-Service, and ServiceNow upgrade projects; and consideration for the ePlan room upgrade
* noted the update on the ICT Strategic Plan and Cyber Security Essential Eight
* endorsed the establishment of the initial state planning project to a deliver detailed business case and project plan to support the proposed Fleet Management System replacement project
* endorsed the Finance/Payroll and HPW key systems roadmaps
* endorsed in principle the requirement to develop a data capture tool to meet the new domestic smoke alarm legislation requirements
* endorsed the HPW ICT Dashboard and the approach to data loss technology and user awareness training.

### People and Culture Committee

The People and Culture Committee advises the Director-General on human resources policy, strategies and practices to ensure compliance with relevant legislation, directives and strategic objectives within the department.

Chair: Executive Director, Human Resources

Members:

* Executive Director, State-Wide 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
* Client Account Manager, Government Employee Housing, Public Works and Asset Management
* Manager, Chermside Housing Service Centre, Housing and Homelessness Services
* Manager, Building Industry and Policy
* Manager, Workforce Capability, Human Resources, Corporate Services

During 2016–17, the department through its People and Culture Committee:

* updated and continued the delivery of the People and Culture Strategy
* developed enhanced leadership capability through Managing for Results (M4R), Taking the Lead and Emerging Leaders Program (ELP)
* delivered initiatives to enhance capability and provide a healthy and safe work environment
* developed and implemented a departmental graduate program
* 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 the department’s safety management systems, the monitoring and review of workplace health and safety performance and risk management, and the continuous improvement of the department’s safety performance and culture.

Chair: Director-General

Members:

* Deputy Director-General, Housing and Homelessness Services
* Deputy Director-General, Public Works and Asset Management
* Assistant Director-General, Building Industry and Policy
* Assistant Director-General, Queensland Government Procurement
* Assistant Director-General, Corporate Services
* Executive Director, Human Resources, Corporate Services

During 2016–17, the department through its Workplace Health and Safety Peak Committee endorsed the:

* continued delivery of the Healthy and Safe Workforce Action Plan
* continued focus on supporting staff affected by domestic and family violence, including a commitment to obtain White Ribbon Accreditation
* continued delivery of the Pathways Health and Wellbeing Program
* continued delivery of a mental health awareness training program
* continued focus on the provision of employee and manager support services to assist the department in managing injuries, illnesses and complex cases.

### Property Asset Management Committee

The Property Asset Management Committee provides strategic oversight of the department’s property assets including acquisitions and capital works, maintenance and upgrade programs, asset disposals, and asset revaluation methodologies.

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

Members:

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

In 2016–17, the Property Asset Management Committee:

* provided strategic direction for the development of the department’s 10-year Total Asset Management Plan, to identify funding requirements
* monitored the department’s annual asset revaluations including methodologies, results and financial impacts
* provided oversight and strategic direction on the department’s capital, maintenance and upgrade programs
* monitored and provided oversight of the department’s various divestment and investment strategies

### Strategic Procurement Committee

The Strategic Procurement Committee acts as an advisory service to the Director-General and divisions of the department on procurement policy and practice.

**Chair:** Assistant Director-General, Queensland Government Procurement

Members:

* Executive Director, General Goods and Services, Queensland Government Procurement
* Director, General Goods and Services, Queensland Government Procurement
* Director, Building Construction and Maintenance, Building Industry and Policy
* Director, Procurement, Business Systems and Reporting, QFleet
* Director, Strategy, Policy and Performance, Queensland Government Procurement
* Manager, ICT Procurement Services, Information Services Directorate, Corporate Services
* Director, Corporate Services
* Director, Procurement – Programs, Housing and Homelessness Services
* Director Central Procurement, Building and Asset Services, Public Works and Asset Management

The Strategic Procurement Committee was established in November 2016 and its focus is to deliver excellence in procurement for the Housing Strategy construction program and the department’s responsibilities in leading the General Goods and Services, and Building~~,~~ Construction and Maintenance categories for the Queensland Government.

## Strategic Planning, Performance Monitoring and Reporting

Our department’s [Performance Management Framework](http://mydpw/corp/Planning/Documents/HPWPMFramework.pdf) is structured around four key areas of governance, planning, risk management and performance reporting. The framework demonstrates how the Government’s strategic priorities and targets inform departmental objectives and how these are operationalised through the business areas of the department.

Our department’s performance reporting mechanisms help ensure our strategic objectives are implemented and that services are delivered efficiently and effectively. Our performance reporting arrangements are established in line with the Department of the Premier and Cabinet’s Queensland Government Performance Management Framework.

In 2016–17, we improved mechanisms for monitoring progress towards achieving our strategic objectives and delivering our commitments as described in budget papers. Monthly and quarterly reporting changes strengthened our capacity to identify and respond to issues and support decision-making. Divisional operational planning was supported through the creation of a toolkit to guide planning processes.

## Risk Management

Our Risk Management Framework aligns to our governance and accountability structures. We have a moderate appetite for risk, except for workplace health and safety, and fraud and corruption, for which there is no tolerance.

During 2016–17, we continued to focus on improving our risk maturity by embedding and strengthening our risk management practices. Actions to achieve this were contained in the department’s *Risk Management Strategy 2016–18*. The strategy is reviewed and updated annually and aims to improve our risk management policies, processes, culture, capability and technology.

In accordance with our strategy, risk management process audits were undertaken across the entire department to assess the level of maturity in each division and identify areas for improvement. Additional communication and awareness-raising activities took place and a risk management capability development plan was rolled out. These actions reinforced sound risk management practices.

## Integrity Services

The department has a dedicated Integrity Services Unit (a specialist, independent advisory unit) which deals with complaints of corrupt conduct (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.

The framework comprises four key components:

* setting integrity standards by establishing clear departmental policy (including a Fraud and Corruption Prevention Policy and a Fraud and Corruption Control Plan)
* implementing integrity standards by communicating and demonstrating expected performance standards and supporting staff who report suspected wrongdoing
* monitoring integrity standards by undertaking planned and targeted reviews
* managing non-conformance by taking action that is appropriate and which supports public confidence in the department.

During 2016–17, the department issued a range of communication initiatives aimed at raising employee awareness about corrupt conduct (including fraud and corruption). Communications included a specific briefing for all departmental employees, misconduct prevention screensavers and regular emails issued to all staff.

## Internal Audit

In line with Section 61 of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, Internal Audit provides independent, objective assurance and advisory services designed to improve the operations and control environment of the department.

An approved charter formally defines the purpose, authority and responsibility of Internal Audit. The charter is consistent with the International Standards for the Professional Practice of Internal Auditing as set by the Institute of Internal Auditors. All members of Internal Audit apply and uphold the principles of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors’ formal Code of Ethics.

Internal Audit operates independently from the core activities of the department and is accountable to the Director-General for its efficient, effective and economical operation.

Internal Audit works according to a strategic and risk based annual audit plan. These plans are endorsed by the Executive Leadership Team and the Audit and Risk Committee prior to approval by the Director-General. Internal Audit attends and reports to every Audit and Risk Committee meeting on progress made in executing the annual audit plan. Reporting includes the status of the implementation of internal and external audit recommendations.

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

During 2016–17, the Internal Audit function had due regard to Queensland Treasury’s Audit Committee Guidelines, issued in 2012.

In 2016–17, Internal Audit:

* executed 20 planned and six unplanned projects which included advisory work and data analytics; and through these activities, provided assurance and advice that the department’s financial and operational controls are designed to manage risks, and achieve the department’s objectives in the areas reviewed
* provided monthly reports to management on potential anomalies identified through data analytics in the procure to pay process – this forms part of the program of work supporting a sustainable control environment for the department.

## Information Systems and Recordkeeping

The department views recordkeeping as an integral part of its business activities. The *Public Records Act 2002* and the Queensland State Archivist’s whole-of-government policies contribute to the foundations of departmental information management practices.

In 2016–17, the department has been actively working to:

* align electronic document stores to the departmental business classification scheme, ensuring consistency and increased findability of documents and information
* implement requirements for the management of business records including defining ephemeral information that can be destroyed when business requirements have been completed
* manage the transition of information from decommissioned information systems into inactive status to commence the retention period
* identify opportunities to provide recordkeeping advice and support.

## Information Technology

The Information Services Directorate supports the information and communication technology (ICT) strategic goals of the department through the *ICT Strategic Plan 2015–2019*. It aligns with the Queensland Government ICT Strategy and outlines how ICT will be used to enable and deliver on the department’s objectives, strategies and future ICT planning and investment.

With technologies moving to cloud computing, the ICT strategies are articulating departmental drivers for cloud adoption and evaluating current ICT assets and services. Detection and monitoring of user-initiated cloud services has been established through awareness programs.

Service desk support is provided to all offices located across Queensland. In 2014–15, 48,233 enquiries were logged, this increased in 2015–16 to 66,455 due to the introduction of an upgraded desktop environment with enhanced mobility capability. In 2016–17, enquiries decreased to 57,317 because of the stabilisation of the environment and growing user awareness of the function and capability.

|  |  |  |
| --- | --- | --- |
| Service type | 2015–16 | 2016–17 |
| Self service | 2,011 | 1,600 |
| In person | 1,547 | 1,312 |
| By form | 6,534 | 6,838 |
| By email | 21,419 | 19,910 |
| By phone | 34,944 | 27,657 |
| Total | 66,455 | 57,317 |

## External Reviews

Queensland Government Procurement

In 2015, an Interdepartmental Committee (IDC) conducted a review into Queensland Government procurement to ensure that value for money, probity and local content remained at the forefront of government procurement practices. The IDC report was published in April 2016.

Following the IDC report, the Queensland Audit Office (QAO) conducted an audit on strategic procurement, which identified a failure to realise benefits under the former Procurement Transformation Program (2013–2015). Findings of both the IDC and QAO also identified issues with procurement data, systems and capability.

To address the findings, we continued our commitment to improve procurement across government by:

* establishing a new governance model to drive accountability and performance
* making enhancements to procurement data to support better procurement decision making
* developing forward pipelines for procurement categories
* continuing to support improved sourcing and contract management capability across the sector.

Other reviews

In 2016–17, the department was involved in several external reviews including:

* Auditor-General of Queensland: Report to Parliament No. 8: 2016–17 – *Queensland state government: 2015–16 results of financial audits:*
* the department obtained an unmodified audit opinion on the 2015–16 financial statements.
* Auditor-General of Queensland: Report to Parliament No. 16: 2016–17 – *Government advertising:*
* the department has implemented the two recommendations that were made to all government departments to strengthen the evaluation of campaign materials.
* Auditor-General of Queensland: Report to Parliament No. 17: 2016–17 – *Organisational structure and accountability:*
* assessment of the recommendations indicates the department’s organisational structure and alignment of strategic objectives, activities and roles is appropriate
* the department will review its planning and reporting processes to identify opportunities to further strengthen strategic performance.

The department responds to recommendations made by Coroners in findings of inquests. In 2016–17, the department:

* finalised three remaining recommendations which had to be addressed from a 2012 inquest regarding inspection and maintenance of rental properties
* as lead agency, provided two implementation updates for one recommendation from a 2014 inquest dealing with fire safety in farmstay accommodation
* as lead agency, provided a response to one recommendation from a 2015 inquest relating to electrocution, which was relevant to the Queensland Building and Construction Commission – legislative amendments relevant to the matter were subsequently contained in the *Building and Construction Legislation (Non-conforming Building Products—Chain of Responsibility and Other Matters) Amendment Bill 2017* introduced into Parliament in May 2017 by the Minister for Housing and Public Works and Minister for Sport
* progressed a comprehensive response to a 2016 inquest regarding pool safety
* consulted extensively with respect to four recommendations from a 2016 inquest relevant to building industry inspections and standards (relating to awnings), with responses to each recommendation to be provided during 2017–18
* responded to requirements for information in 13 coronial investigations into deaths that occurred at various level three residential services, which are regulated by the department
* provided information and assistance for a coronial inquest concerning an electrocution in a college building in Bentley Park, North Queensland, the findings of which are expected to be handed down in 2017–18.

## Whole-of-Government Plans and Specific Initiatives

In 2016–17, the department:

* worked with other government departments and agencies inresponding to the issues raised by the use of non-conforming building products. This included working with the Australian Government, and other states and territories on the progression of responses at a national level, culminating in the introduction of legislation in Queensland. It also included the department working closely with the Queensland Building and Construction Commission, the Queensland Fire and Emergency Services, the Department of Infrastructure Local Government and Planning and central agencies (Premier and Cabinet and Queensland Treasury). The focus of this work ultimately led to the establishment of a non-conforming products departmental committee and taskforce in response to fire safety risks surrounding external cladding
* worked closely with the Department of Infrastructure, Local Government 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 infrastructure projects by 2023
* launched the *Queensland Building Plan – A discussion paper* for industry and consumers and undertook extensive consultations across Queensland
* committed to the whole-of-government Moving Ahead initiative that aims to increase the economic participation of Aboriginal and Torres Strait Islander Queenslanders. We contribute to this through the Cultural Capability Action Plan 2014–17 and now the Aboriginal and Torres Strait Islander Advancement Strategy and Action Plan which will deliver outcomes for 2017–2020
* committed to providing graduates with the opportunity to develop their skills in a dynamic and professional environment. In addition to employing graduates as part of its two-year program, we employed graduates under two whole-of-government graduate programs – the Policy Futures Graduate Program coordinated by the Department of the Premier and Cabinet, and the IT Graduate Program coordinated by the Department of Science, Information Technology and Information
* supported the implementation of the whole-of-government Domestic and Family Violence Prevention Strategy and the Government’s response to the report from the Taskforce on Domestic and Family Violence in Queensland through a range of initiatives.

Queensland Housing Strategy

The whole-of-government *Queensland Housing Strategy 2017–2020 Action Plan* was developed and released and includes, a number of actions that will require whole-of-government engagement. Delivery of actions will involve joint work with a range of other departments including Queensland Treasury, the Department of the Premier and Cabinet, the Department of Aboriginal and Torres Strait Islander Partnerships, the Department of Communities, Child Safety and Disability Services, and the Department of Infrastructure, Local Government and Planning.

Significant Regional Infrastructure Projects Program (SRIPP)

The Significant Regional Infrastructure Projects Program was announced as part of the State Infrastructure Fund as a Queensland Government~~’s~~ commitment to boost regional funding to support economic growth. The purpose of the program is to fast-track key economic/social infrastructure projects in regional centres including transport, health, housing and education infrastructure.

$14.2 million of funding under the Significant Regional Infrastructure Project Program was allocated for social housing to be spent over two years. $8.251 million was expended in 2016–17 to commence construction of 44 units of accommodation of which 20 were completed.

## National Agreements and National Partnership Agreements

In 2016–17, we worked collaboratively with other levels of government through the:

* Intergovernmental Agreement (IGA) between the Australian Government, states and territories that establishes the Australian Building Codes Board. The IGA was reviewed and negotiated through the Building Ministers’ Forum for expected commencement in 2018.
* 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 and of Papua New Guinea
* National Affordable Housing Agreement (NAHA), which provides a framework for states and territories and the Australian Government to work together to improve housing affordability and housing outcomes for Australians. Through the agreement, approximately $270 million per annum is directed by Queensland for a range of services including social housing operations, assistance to people in the private rental market, support and accommodation for people who are homeless, or at risk of homelessness
* The National Partnership on Remote Housing (NPRH), which provides $245.2 million from 1 July 2016 to 30 June 2018 for new housing, property and tenancy management and education, training and employment for Aboriginal and Torres Strait Islander people in remote communities. Queensland successfully achieved all agreed NPRH targets for 2016–17, with all performance benchmarks exceeded
* National Partnership Agreement on Homelessness (NPAH) 2015–17, a two-year agreement to support states and territories in the reduction of homelessness and continuation of services provided to people who are homeless, or at risk of homelessness. A further 12 months of funding has been negotiated through a Transitional NPAH 2017–18, to enable service continuity.

# Our People

## Workforce Profile

### Staffing

|  |  |
| --- | --- |
| **Service areas** | **MOHRI FTE  Minimum Obligatory Human Resources Information Full Time Equivalent (MOHRI FTE)) 30 June 2017** |
| Building Industry and Policy | 85.2 |
| Housing and Homelessness Services | 1,151.4 |
| Public Works and Asset Management | 1,153.7 |
| Queensland Government Procurement | 92.3 |
| Corporate Services | 454.8 |
| Total | 2,937.4 |

During 2016–17, the department’s separation rate was 4.99 per cent.

Equity Statistics as at 30 June 2017.

|  |  |
| --- | --- |
| **Employment and Equal Opportunity Group** | **Actual  (There were no targets set for 2016–17)** |
| Women in senior management (Senior Executive Service and Senior Officer positions) | 42.0% |
| Aboriginal and Torres Strait Islander staff | 4.8% |
| People from a non-English speaking background | 7.8% |
| People with a disability | 4.2% |

Infographic

|  |  |
| --- | --- |
| Aboriginal and Torres Strait Islander representation | 4.8% |
| Seasonal Influenza vaccination | 1,480 |
| Health assessments conducted | 650 |
| Staff completed Managing 4 Results | 63 |
| Staff attended mental health awareness training | 950 |
| Percentage of our management cohort are women | 42% |

## Workforce Planning

The department’s strategic workforce priorities, specified in our *People and Culture Strategy 2016–2020*, continue to align with whole-of-government and departmental priorities as well as key themes arising from the annual Working for Queensland survey.

### Employee Performance Management

To support a culture of high performance and maximise the potential of employees, we have continued to implement initiatives and actions linked to the department’s Performance Excellence Framework.

The Performance Excellence Framework highlights four key areas:

* recruitment and induction
* engagement
* performance and review
* recognition and reward.

During 2016–17, the department rolled out a suite of performance excellence resources including the newly developed Performance Excellence Framework (PEF) module, Leading Performance: Workplace Conversations. Fifteen workshops with 176 attendees were rolled out across the state: eight Brisbane based and seven regional. The workshops will continue to be rolled out in 2017–18.

### Workplace Attendance

As at 30 June 2017, the annual unplanned absenteeism days per employee was 10.39 days. This is a decrease by an average 0.4 days per employee against the 30 June 2016 result of 10.79.

Addressing absenteeism is a priority for the department and the decrease in absenteeism during 2016–17 is attributed to ongoing as well as new strategies that have been introduced, such as:

* a continued focus on the provision of employee and manager support services through the department’s Employee Assistance Services and the Early Intervention Centre to reduce the rate and impact of employee injury and illness, particularly psychological injury and illness
* the development and implementation of the *Healthy and Safe Workforce Action Plan 2016–18*
* the delivery of the Mental Health Awareness Program
* the delivery of the department’s Pathways Health and Wellbeing Program, including initiatives such as health assessments and flu vaccinations
* the development of an Absence Management Guideline which provides consistency in the understanding and management of unplanned absenteeism, and outlines preventative measures as well as ongoing strategies that can be implemented to manage unplanned absenteeism
* the provision of quarterly business area and employee unplanned absenteeism reports
* the delivery of the Managing for Results Workplace Health and Safety training module including domestic and family violence, risk management and workplace behaviours
* we actively worked towards White Ribbon Australia Workplace Accreditation to further support employees affected by domestic and family violence.

### Leadership and Management Development

Developing leadership and management capability remained a key focus in 2016–17 with the development of the new Taking the Lead program. This leadership focused program is aimed at further developing emerging or recently appointed leaders, with 34 departmental employees from across the state completing the program.

We continued the Managing for Results Program to optimise individual and organisational productivity, performance and service delivery, with 63 departmental employees completing the program.

We continued to access the Emerging Leaders Program, facilitated by the Queensland University of Technology, to help employees develop skills to build and lead highly effective teams. A total of 86 departmental employees completed at least one module from this program.

We recruited 13 new graduates under three different programs.

We continued to develop and add to the existing suite of performance excellence resources including the newly developed Performance Excellence Framework module, Leading Performance: Workplace Conversations and development and implementation of the Absence Management Guideline.

The Public Service Commission provided various development offerings which were promoted and accessed by departmental employees in 2016–17.

Investing in learning and development

MyCareerHub is an innovative, e-learning system that enables staff to view and manage their training and development online, in one place.

Investing in our people is a key pillar of our One Department Strategy and it also helps us to achieve our broader organisational goals through performance excellence and workplace diversity. MyCareerHub is a great example of how the department is embracing new technology and tools to support responsive solutions, flexible operations and service innovations.

MyCareerHub is accessible via a range of devices, supporting flexible working and the diverse needs of our office and field-based staff. The system enables users to complete mandatory training, as well as apply for more specialised development courses tailored to their roles.

The system has been a great success, with a high take up rate across the department. Over time, MyCareerHub will evolve and grow to encompass all learning and development at the Department of Housing and Public Works.

### Flexible Working Arrangements and Work-Life Balance

In 2016–17, we continued our commitment to flexible working arrangements and work-life balance through the Flexible Work Arrangements Policy and supporting guideline.

We continued to offer employees and their immediate family access to confidential, professional counselling to assist with the resolution of work or personal concerns that may impact on their work or quality of life.

The department continued its commitment to increasing the representation of key Equal Employment Opportunity (EEO) target groups in the workforce and to be a more inclusive and diverse workforce to ensure we reflect the community we serve.

Our departmental *Inclusion and Diversity Plan 2015–20* supports employees by offering:

* numerous flexible working arrangements
* reasonable adjustments in the workplace to support employees with a disability
* access to Unconscious Bias training across the state
* OWL Group (Our Women in Leadership)
* enhanced knowledge and capability to support better outcomes for Aboriginal and Torres Strait Islander staff, clients and communities through the Cultural Capability Awareness Training.

### Workplace Health, Safety and Wellbeing

We continued to support the five Queensland public sector values, as well as an additional value of a Healthy and Safe Workforce, including committing to a culture of zero harm.

In 2016–17, our workplace health and safety performance continued to trend positively, achieving a reduction in workers’ compensation statutory costs.

We also actively worked towards White Ribbon Australia Workplace Accreditation to further support employees affected by domestic and family violence.

Key achievements include:

* the Building and Asset Services safety management system successfully recertified to *AS/NZS 4801:2001 Occupational health and safety management systems*
* the online workplace health and safety induction for contractors engaged by Building and Asset Services was implemented
* over 950 employees attended mental health awareness training
* over 650 health assessments being conducted
* over 1,480 seasonal influenza vaccinations being administered.

In 2016–17, the results of the Working for Queensland Survey, Department of Housing and Public Works demonstrates the ongoing consistency with respect to how staff perceive workplace safety in the department.

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

### Industrial and Employee Relations Framework

The *Industrial Relations Act 2016*, which replaced the previous *Industrial Relations Act 1999*, commenced on 1 March 2017. Prior to 1 March 2017, all departmental employees were covered by modern awards, with the exception of Building and Asset Services field staff, who were covered by pre-modernisation awards. On commencement of the *Industrial Relations Act 2016* (on 1 March 2017) the relevant modern award commenced applying to Building and Asset Services field staff. As such, as of 1 March 2017, all departmental employees are now covered by a modern award.

There are four certified agreements covering the 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
* State Government Entities’ Certified Agreement 2015 (Core Agreement) – covering the remainder of the department’s employees.

During 2016–17, the department negotiated a replacement certified agreement covering Building and Asset Services office staff. The department also commenced negotiations to replace the certified agreement covering Building and Asset Services field staff.

During 2016–17, the department ~~has~~ continued to actively implement the government’s union encouragement policy, including through the provision of union information to new starters, the inclusion of union information in induction materials, and the continued operation of consultative committees. The department also continued to actively implement the government’s employment security policy and organisational change provisions in the relevant industrial instruments, including through ~~the~~ early consultation with employees and unions where decisions are made to introduce organisational changes.

White Ribbon initiative—breaking the silence surrounding domestic and family violence

We’re on a journey toward White Ribbon Workplace Accreditation—a journey of cultural change and a commitment to do more for our employees affected by domestic and family violence. It is a process that started almost a year ago, when HPW joined 12 other Queensland Government agencies to participate in the White Ribbon Australia Workplace Accreditation Program.

White Ribbon is the world’s largest movement of men and boys working to end men’s violence against women and girls, promote gender equity, healthy relationships, and a new vision of masculinity.

The program accredits workplaces that promote respectful, safe and inclusive cultures by taking active steps to prevent and respond to violence.

Our journey started with the launch of the White Ribbon canvas tour, which has seen two specially designed canvases make their way to HPW offices across Queensland.

Staff from as far north as Thursday Island, west to Emerald and south to Brisbane, have shown their support by signing the canvases and taking a pledge to stand up, speak out and act to prevent violence against women.

Our Human Resources team has worked tirelessly to introduce a domestic and family violence policy, provide face-to-face training to over 1,000 staff, and promote specialised support services.

The workplace accreditation process will culminate in an event to mark White Ribbon Day in November 2017.

### Early Retirement, Redundancy and Retrenchment

During 2016–17, one employee received a voluntary redundancy package at a cost of $111,798.40. There were no paid early retirement or retrenchment packages.

### Code of Conduct

The Code of Conduct for the Queensland Public Service came into effect on 1 January 2011, and is approved under the *Public Sector Ethics Act 1994*.

The code sets out the standards of behaviour and expressly applies to all departmental employees and any volunteers, students, contractors, or consultants who perform work in any capacity for the department.

The ethics principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans.

Training and education in relation to the Code of Conduct is mandatory for all employees as part their induction and every twelve months thereafter.

During 2016–17, we:

* continued to promote the Code of Conduct to new employees and contractors (including on-hired personnel) through the provision of Public Sector Ethics training during induction
* continued to encourage all departmental employees to undertake online Public Sector Ethics training on an annual basis to ensure the currency of their understanding
* implemented an online Workplace Behaviour training program.

### Celebrating Achievements

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

* departmental Recognition of Excellence Awards ceremony held on 4 October 2016
* Australia Day Achievement Awards ceremony held on 27 January 2017
* National Aboriginal and Islanders Day Observance Committee (NAIDOC) Awards ceremony held on 4 July 2017.

### Special Events

During 2016–17, we celebrated a number of special events and observances.

Staff 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. In November 2016, we hosted an event celebrating two special causes, the department’s journey towards White Ribbon Workplace Accreditation and the One Million Stars to End Violence campaign. Two specially designed canvases are making their way to 45 of our departmental offices around the state, as part of a department-wide campaign to become White Ribbon accredited by November 2017 and raise awareness of domestic and family violence.

During May 2017, staff were encouraged to participate in the CEO Challenge Darkness to Daylight Challenge Run, to raise funds and help shine a light on the issue of domestic and family violence.

In June 2017, we contributed to the Vinnies’ CEO Sleepout by holding events, raising funds and collecting clothing to assist Vinnies’ Homelessness Services. The Director-General participated in this event.

Other events, sponsored by divisions, included gold coin donation events to mark International Women’s Day, Harmony Day, Reconciliation Week and Queensland Week.

The response to these initiatives was overwhelming, with staff from all parts of the department providing support and donations.

In August 2016, staff once again volunteered their time to talk to Queenslanders about the services provided by the department at the annual EKKA Royal Queensland Show in Brisbane. More than 4,500 people visited the ‘Welcome to our place’ backyard-themed display booth during the show to find out more about our building, procurement and housing services, as well as pool safety.

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# Legislation Administered by the Minister for Housing and Public Works as at 30 June 2017

### *Architects Act 2002*

This Act regulates the registration of architects and the practice of architecture in Queensland. The main objectives of the Act are to protect the public by ensuring architectural services are provided professionally and competently, to maintain public confidence in the standard of services provided by architects, and to uphold the standards of practice of architects.

### *Building Act 1975*

This Act regulates building development approvals, building work, building classification, building certifiers and pool safety inspectors, and provides for particular matters about swimming pool safety, and sustainable buildings.

### *Building and Construction Industry Payments Act 2004*

This Act establishes a statutory-based system of adjudication to enable the prompt resolution of construction-related payment disputes on an interim basis. Under the Act, adjudication is available to persons who enter into a written or oral contract to carry out construction work, or supply related goods and services.

### *Housing Act 2003*

This Act seeks to improve access of Queenslanders to safe, secure, appropriate and affordable housing, and help build sustainable communities.

### *Housing (Freeholding of Land) Act 1957*

This Act provides for the freeholding of certain land to which the *Housing Act 2003* applies.

### *Inala Shopping Centre Freeholding Act 2006*

The objective of this Act is to provide for the freeholding and divestment of perpetual leases under the *Housing Act 2003* in the Inala Shopping Centre.

### *Manufactured Homes (Residential Parks) Act 2003*

The main objective of this Act is to regulate and promote fair trading practices in the operation of residential parks, to protect home owners from unfair business practices, and to enable home owners and prospective home owners to make informed choices by being fully aware of their rights and responsibilities in their relationship with park owners. Another important objective of this Act is to encourage the continued growth and viability of the residential park industry in Queensland.

### *Plumbing and Drainage Act 2002*

This Act provides the legislative framework for plumbing and drainage standards in Queensland, and includes the licensing of plumbers and drainers and on-site sewerage facilities.

### *Professional Engineers Act 2002*

This Act regulates the registration of professional engineers, and protects the public by ensuring professional engineering services are provided by a registered professional engineer in a professional and competent way, public confidence in the standard of services provided by registered professional engineers is maintained, and the standards of practice of registered professional engineers are upheld.

### *Queensland Building and Construction Commission Act 1991*

This Act regulates the building industry and establishes a licensing and regulatory system for the conduct of building work in Queensland. The Act also establishes the Queensland Home Warranty Insurance Scheme, which provides assistance to consumers in the event that they suffer financial harm as a result of a building contractor carrying out defective or incomplete residential construction work.

### *Residential Services (Accreditation) Act 2002*

This Act regulates the conduct of residential services to protect the health, safety and basic freedoms of residents, encourages service providers to continually improve the way they conduct residential services, and supports fair trading in the residential services industry.

### *Residential Tenancies and Rooming Accommodation Act 2008*

This Act regulates, through the Residential Tenancies Authority, the rights and obligations of tenants, lessors and agents for residential tenancies and residents, providers and agents for rooming accommodation.

### *Retirement Villages Act 1999*

This Act provides for the establishment and operation of retirement villages. The main objectives of the Act are to promote consumer protection and fair-trading practices in operating retirement villages and in supplying services to residents, and to encourage the continued growth and viability of the retirement village industry in the state.

### *Subcontractors’ Charges Act 1974*

This Act establishes a statutory mechanism by which a subcontractor in prescribed circumstances can secure payment of monies owed under their contract with a principal builder.

### *Sustainable Planning Act 2009*

(Chapter 7, Part 2)

This Part of the Act provides for the establishment and operation of the building and development dispute resolution committees. The *Sustainable Planning Act 2009* was replaced by the *Planning Act 2016* from 3 July 2017.

All Queensland Government legislation is available at www.legislation.qld.gov.au.

# Government Bodies

### Statutory Bodies

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

|  |  |  |
| --- | --- | --- |
| 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 |

### Government Bodies, Boards and Committees

The following bodies, boards and committees were active during 2016–17 with reporting arrangements to the Department of Housing and Public Works.

Additional information on government bodies is available on the department’s website:

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

**Building and Development Dispute Resolution Committees**

(From 3 July 2017 – are known as Development Tribunals)

The Building and Development Dispute Resolution Committees 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 *Sustainable Planning Act 2009* for a maximum term of three years

**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 is required to provide quarterly unaudited management accounts, and annual audited balance sheet and profit and loss account to the department.

# Open Data

## Overseas Travel

During 2016–17 two departmental officers travelled overseas.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name of officer / member and position** | **Destination** | **Reason for Travel** | **Agency cost ($)** | **Contribution from External Sources ($)** |
| Christine Castley, Deputy Director-General Housing and Homelessness Services | Beijing, China 18/09/16 – 30/09/16 | Travel to Beijing, China to participate in the Australian New Zealand School of Government (ANZSOG) reciprocal program agreed to by the Australian and Chinese governments. | $6,808.48 | $3,500 administration fee paid by the Department of the Premier and Cabinet. |
| The Chinese government covered costs of accommodation, meals and internal air travel (estimated at $5,315). |
| Kirstine Harvie, Executive Director Strategy, Policy and Programs, Housing and Homelessness Services | Singapore 12/11/16 – 18/11/16 | Travel to Singapore to participate in ANZSOG’s 2016 Executive Fellow Program. | $485.00 | $2,800.42 paid by the Public Service Commission. |

## Consultancies

Total expenditure by category of consultancies engaged by the department during 2016–17 were as follows:

|  |  |
| --- | --- |
| **Consultancy category** | **Expenditure ($)** |
| Administration and management | 1,864,752 |
| Communication | - |
| Finance and accounting | 19,397 |
| Human resource management | 36,000 |
| Legal | - |
| Professional and technical | 749,629 |
| **Total** | **2,669,778** |

## Queensland Languages Service Policy

The Policy requires Queensland Government agencies to use qualified interpreters and translators accredited through the National Accreditation Authority for Translating and Interpreters.

|  |  |  |  |
| --- | --- | --- | --- |
| **Queensland Language Services Policy measures** | **Percentage of clients that required language support for the year** | **Amount spent annually on interpreters engaged by agencies** | **Number of occasions interpreters are engaged annually by the agency** |
| 2016–17 result | Data is not available for this measure | $191,096 | 3,908 |

This information can be found at http://data.qld.gov.au

# Service Centre 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](http://www.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](mailto:bas@hpw.qld.gov.au)  
www.hpw.qld.gov.au

### South East Queensland

South East Queensland Regional Office

45 Barrack Road

PO Box 626

Cannon Hill Qld 4170

Phone: 07 3008 2116

Fax: 07 3906 1722

**District Offices**

**South East Queensland**

Level 1, 19 Corporate Drive

PO Box 626

Cannon Hill Qld 4170

Phone: 1300 650 917

**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 5464 3051

Northgate

36 Fraser Road

Northgate Qld 4013

Phone: 07 3406 9106

Fax: 07 3256 6239

Wacol

Old Moreton A Building

Wacol Station Road

Wacol Qld 4076

Phone: 07 3271 2918

Fax: 07 3271 2886

### Wide Bay Burnett

Wide Bay Burnett Regional Office

44 Ariadne Street

PO Box 299

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

**District Offices**

**Bundaberg**

85 Dr Mays Road

PO Box 3065

Bundaberg Qld 4670

Phone: 4158 9700

Fax: 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 Offices

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: 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 Offices

Emerald

14 McKenzie Street

PO Box 1012

Emerald 4720

Phone: 07 4988 1204

Fax: 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

9-15 Langton Street

Garbutt Qld 4814

PO Box 561

Townsville Qld 4810

Phone: 07 4412 2300

Fax: 07 4799 5401

District Offices

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: 4745 7381

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: 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

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

District Offices

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: 407 061 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 [qld.gov.au/housing](http://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

### 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](mailto:cairnshsc@hpw.qld.gov.au)

Herberton Queensland Government Agent Program

56 Grace Street,

Herberton Qld 4887

PO Box 43 Ravenshoe

Phone:07 4097 6660

9.00 am to 4.00 pm 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 4:00pm 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 9005

9.30 am to 3.30 pm Monday and Wednesdays only

Ravenshoe Queensland Government Agent Program

Grigg Street, PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

9.00am to 4.00pm Monday to Friday

Cape York Housing Service Centre

Level 3, 5B Sheridan Street

William McCormack Place 1

PO Box 471

Cairns Qld 4870

Phone: 07 4036 5555

Fax: 07 4036 5575

**Aurukun**

502 Kang Kang Road

Sam Kerindun Business Centre

PO Box 471, Cairns QLD, 4870

Phone: 07 4060 6140

8.30am - 12.00pm Monday – Friday alternate weeks

If the office is unattended contact the Cape York HSC Cairns

Lockhart River

Monday – Friday alternate weeks Freddie Clarence Moses Retail Complex

Ilway Street

Lockhart River Qld 4871

PO Box 471, Cairns Qld 4870

Phone: 07 4060 7334

Fax: 07 4060 7089

If the office is unattended contact the Cape York HSC Cairns

Pormpuraaw

Monday – Friday alternate weeks 19 Pormpuraaw Street

Pormpuraaw Qld 4871

Phone: 07 4051 0459

If the office is unattended contact the Cape York HSC Cairns

**Kowanyama Community Office**

The Old Guest House

Chapman Road

Kowanyama Qld 4871

PO Box 471

Cairns Qld 4870

Cooktown Hub - Coen, Laura, Cooktown, Hopevale 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](mailto:HHS-Cooktown-Hub@hpw.qld.gov.au)

Maintenance enquiries:

1300 650 910

If the office is unattended contact the Cape York HSC Cairns

**Coen**

Wellbeing Centre

1 Taylor Street

Coen Qld 4892

Hopevale

Monday to Thursday 9.00am – 4.30pm Friday 9.00am – 1.00pm

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

If the office is unattended contact: Cooktown Hub:

Phone: 07 4082 2300 or

Cape York HSC Cairns

07 4036 5555

Wujal Wujal Community Office

Tuesday 10.00am – 3.00pm

127 Hartwig Street

PO Box 988

Cooktown Qld 4895

Phone: 07 4060 8360

If the office is unattended contact: Cooktown Hub:

Phone: 07 4082 2300 or

Cape York HSC Cairns

07 4036 5555

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

Monday to Friday 08.30am – 4.30pm

203 Mugai Street

Seisia, Qld 4876

PO Box 77 Bamaga Qld 4876

07 4069 3588 or 07 4069 3599

Email: [HHS-NPA@hpw.qld.gov.au](mailto:HHS-NPA@hpw.qld.gov.au)

**Weipa Hub Office – Napranum, Mapoon**

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 HSC Cairns

**Mapoon:** 8.30am – 4.00pm Monday – Thursday 1 Red Beach Road at the Land and Sea office Mapoon Qld 4874

PO Box 1330 Weipa Qld 4874

07 4090 9012

If the office is unattended contact Weipa Hub

07 4082 4702 or

Cape York HSC Cairns

07 4036 5555

**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

07 4082 4702 or

Cape York HSC Cairns

07 4036 5555

Thursday Island Housing Service Centre

37-45 Douglas Street

PO Box 514

Thursday Island Qld 4875

Phone: 07 4212 3700

Maintenance enquiries**:** 1300 650 910

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

Thursday Island Housing Service Centre - Kubin Hub

Ikilgau Yabu

C/- Torres Strait Island Regional Council Office

Kubin Qld 4875

Moa Island

PO Box 514

Thursday Island Qld 4875

9.00am – 2.00pm Monday to Thursday

Phone: No listing – call Thursday Island HSC 07 4212 3700

### 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](mailto: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](mailto:mtisahsc@hpw.qld.gov.au)

Mount lsa Housing Service Centre – Doomadgee

8.30am – 4.30pm Monday to Friday

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

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

Mount lsa Housing Service Centre – Mornington Island

8.30am – 4.30pm alternate weeks

7 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

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

Townsville Housing Service Centre - Palm Island Community Office

Monday to Friday 08.30am – 4.30pm, Closed between 12.30pm – 13.15pm

Lot 72 Main Street

Palm Island Qld 4816

Phone: 07 4799 5382

Email: [HHS-Palm-Island@hpw.qld.gov.au](mailto: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)

### 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](mailto: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](mailto: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

8.00am-5.00 pm Monday - Friday

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

1300 650 916

Coolum Beach and South. 1300 137 687

Peregian Beach and north

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

### Brisbane Region

Office of the Regional Director, Brisbane Region

831 Gympie Road

PO Box 2361

Chermside Centre

Chermside Qld 4032

Phone: 07 3007 4386

Buranda Housing Service Centre

Level 1, 221 Logan Road, Buranda

PO Box 230

Stones Corner Qld 4102

Phone: 07 3873 7700

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

Chermside Housing Service Centre

3rd Floor, 18 Banfield Street

PO Box 2352

Chermside Qld 4032

Phone: 07 3917 4600

Maintenance enquiries:

07 3896 9973

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

Fortitude Valley Housing Service Centre

505 St Pauls Terrace

PO Box 445

Fortitude Valley Qld 4006

Phone: 07 3034 6500

Maintenance enquiries: 07 3872 0303

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

lnala Housing Service Centre

14 Wirraway Parade

PO Box 258

lnala Qld 4077

Phone: 07 3723 2000

Maintenance enquiries:

07 3362 9230

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

### 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](mailto: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](mailto: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](mailto: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](mailto:loganhsc@hpw.qld.gov.au)

Toowoomba and South West Housing Service Centre

Level 2, Condamine Centre

10 Russell Street

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](mailto:toowoombahsc@hpw.qld.gov.au)

## Other Departmental Offices

Building Industry and Policy

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2504

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

Internet: www.hpw.qld.gov.au

Building and Development Dispute Resolution Committees (Development Tribunals)

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 804 833

Email: registrar@qld.gov.au

Internet: www.hpw.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

Internet: www.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

Internet: www.qfleet.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

Internet: www.hpw.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

Internet: www.hpw.qld.gov.au

Queensland Government Procurement

Level 2, 60 Albert Street

GPO Box 123

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

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# Glossary of Terms

AFL Australian Football League

AS/NZS Australia/New Zealand Standard

AO Administration Officer

FTE Full Time Equivalent

GPO General Post Office

ICT Information Communication Technology

MOHRI FTE Minimum Obligatory Human Resources Information Full Time Equivalent

NAIDOC National Aboriginal and Islanders’ Day Observance Committee

QG Queensland Government

NRL National Rugby League

QGOV Queensland Government

# Financial Statements

### for the financial year ended 30 June 2017

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## Financial Summary

As at 30 June 2017 the department comprised the departmental entity (including Housing) and two commercialised business units (CBUs) (Building and Asset Services, and QFleet).

A Statement of comprehensive income and a Statement of financial position for the 2016-17 financial year for the department are provided on the following pages with explanations of significant variances from the previous year’s results.

The department obtains the majority of its total income from user charges which comprise $1,654 million or 69.4 percent of the department’s total income of $2,384 million. User charges include:

* rent of government office buildings and employee housing to other departments
* rent of social housing
* building construction and professional consultancy charges
* vehicle leasing.

The major expense of the department is supplies and services which totals $1,719 million or 66.2 percent of the department’s expenses of $2,598 million. The major supplies and services comprise government building expenses and expenses associated with providing social housing.

The major asset of the department is property, plant and equipment which totals $18,290 million of the department’s total assets of $19,529 million (93.7 percent). The majority of this comprises social housing, commercial properties and the land on which these are situated.

## Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with Section 57 of the *Financial and Performance Management Standard 2009*. The statement was presented at the Audit Committee meeting in August 2017.

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

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

### Total income from continuing operations by major departmental services, CBUs and SSPs

|  |  |  |
| --- | --- | --- |
| **Outputs/Major activities** | **$Millions** | **%** |
| Government Accommodation and Building Policy Services | 753.6 | 25.5% |
| Procurement Services | 13.6 | 0.5% |
| Housing Services | 981.3 | 33.3% |
| Building and Asset Services | 980.4 | 33.3% |
| QFleet | 123.5 | 4.2% |
| General - not attributed | 95.6 | 3.2% |
| **Total** | **2,948.1** | **100.0%** |

### Total expenses from continuing operations by major departmental services, CBUs and SSPs

|  |  |  |
| --- | --- | --- |
| **Outputs/Major activities** | **$Millions** | **%** |
| Government Accommodation and Building Policy Services | 734.5 | 23.2% |
| Procurement Services | 13.6 | 0.4% |
| Housing Services | 1,241.8 | 39.3% |
| Building and Asset Services | 968.5 | 30.7% |
| QFleet | 108.1 | 3.4% |
| General - not attributed | 95.7 | 3.0% |
| **Total** | **3,162.2** | **100.0%** |

### Total income from continuing operations by category

|  |  |  |
| --- | --- | --- |
|  | **$Millions** | **%** |
| Appropriation revenue | 682.1 | 28.6% |
| User charges and fees | 1,654.2 | 69.4% |
| Grants and other contributions | 5.6 | 0.2% |
| Interest | 3.9 | 0.2% |
| Other revenue | 31.7 | 1.3% |
| Gains on disposal / remeasurement of assets | 6.4 | 0.3% |
| **Total** | **2,383.7** | **100.0%** |

### Total expenses from continuing operations by category

|  |  |  |
| --- | --- | --- |
|  | **$Millions** | **%** |
| Employee expenses | 301.9 | 11.6% |
| Supplies and services | 1,719.1 | 66.2% |
| Grants and subsidies | 119.0 | 4.6% |
| Depreciation and amortisation | 245.5 | 9.4% |
| Impairment losses | 17.9 | 0.7% |
| Finance/borrowing costs | 25.8 | 1.0% |
| Revaluation decrement | 109.9 | 4.2% |
| Other expenses | 58.8 | 2.3% |
| **Total** | **2,597.8** | **100.0%** |

# Appendix A — 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 |  |
| Accessibility | * Table of contents * Glossary | ARRs — section 9.1 |  |
| * Public availability | ARRs — section 9.2 |  |
| * Interpreter service statement | *Queensland Government Language Services Policy*  ARRs — section 9.3 |  |
| * Copyright notice | *Copyright Act 1968* ARRs — section 9.4 |  |
| * Information Licensing | *QGEA — Information Licensing* ARRs — section 9.5 |  |
| General information | * Introductory Information | ARRs — section 10.1 |  |
| * Agency role and main functions | ARRs — section 10.2 |  |
| * Operating environment | ARRs — section 10.3 |  |
| Non-financial  performance | * Government's objectives for the community | ARRs — section 11.1 |  |
| * Other whole-of-government plans / specific initiatives | ARRs — section 11.2 |  |
| * Agency objectives and performance indicators | ARRs — section 11.3 |  |
| * Agency service areas and service standards | ARRs — section 11.4 |  |
| Financial performance | * Summary of financial performance | ARRs — section 12.1 |  |
| Governance — management and structure | . Organisational structure | ARRs — section 13.1 |  |
| * Executive management | ARRs — section 13.2 |  |
| * Government bodies (statutory bodies and other entities) | ARRs — section 13.3 |  |
| * *Public Sector Ethics Act 1994* | *Public Sector Ethics Act 1994* ARRs — section 13.4 |  |
| * Queensland public service values | ARRs — section 13.5 |  |
| Governance — risk management and accountability | * Risk management | ARRs — section 14.1 |  |
| * Audit committee | ARRs — section 14.2 |  |
| * Internal audit | ARRs — section 14.3 |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Summary of requirement | | Basis for requirement | Annual  report  reference |
|  | * External scrutiny | ARRs — section 14.4 |  |
| * Information systems and recordkeeping | ARRs — section 14.5 |  |
| Governance — human  resources | * Workforce planning and performance | ARRs — section 15.1 |  |
| * 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 |  |
| Open Data | * Statement advising publication of information | ARRs — section 16 |  |
| * Consultancies | ARRs — section 33.1 |  |
| * Overseas travel | ARRs — section 33.2 |  |
| * Queensland Language Services Policy | ARRs — section 33.3 |  |
| Financial statements | * Certification of financial statements | FAA — section 62  FPMS — sections 42, 43 and 50  ARRs — section 17.1 |  |
| * Independent Auditor's Report | FAA — section 62  FPMS — section 50  ARRs — section 17.2 |  |

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*