

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 are:

- 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.

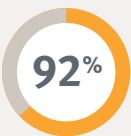
To improve the health and safety of people in their homes through effective policy and regulation, we:

- 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.

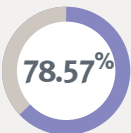
Needs-based housing assistance reforms



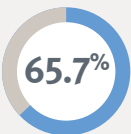
Published *Queensland Housing Strategy 2017-2027* and *Action Plan 2017-20*



NEW households assisted to remain in or access private rental housing (including QSTARS)

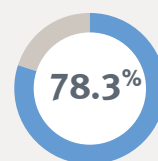


NEW very high or high need households assisted into Government managed social rental housing

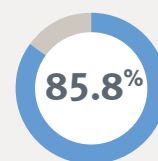


Clients who were homeless or at risk of homelessness who needed assistance to obtain or maintain independent housing

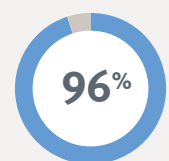
Client satisfaction (overall)



Community housing

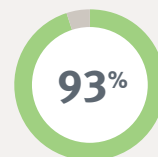


Public housing

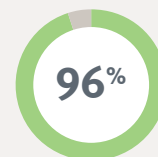


Bond loans

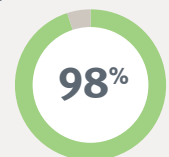
Residential sector compliance



Residential Services (Accreditation) Act 2002



Retirement Villages Act 1999



Manufactured Homes (Residential Parks) Act 2003

Government employee housing matched to need



55%

NEW government employee housing in remote communities

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.

Policy reforms for safer and fairer industries



Queensland Building Plan consultation completed

Environmental sustainability in the government asset portfolio



New energy efficiency service standard for government accommodation introduced from 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:

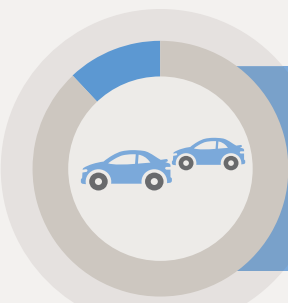
- published forward procurement pipelines to make planned procurements more visible, encourage small business to supply to government, and give greater certainty to industry
- established a whole-of-government panel arrangement for in-vehicle monitoring systems and fleet optimisation services to enable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

Smarter and more efficient use of resources



12.6%

Work point density
– new office fit outs



87.7%

Vehicle fleet use
compared to agreed
lease parameters

Procurement practice reforms

Procurement reforms
progressed as programmed



Support for regions

87.2%

Maintenance spend
on facilities management
with local/regional suppliers



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.

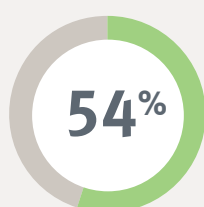
To engage with staff and customers to develop responsive service delivery, we:

- 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.

Staff satisfaction and empowerment



One Department Strategy launched and in progress



Improved leadership and engagement

Skilled and culturally capable workforce



Improved performance and development (EOS) (HR)

Aboriginal and Torres Strait Islander Advancement Framework completed.

Support for a diverse workforce

4.8%

Aboriginal and Torres Strait Islander people

People with a disability

4.2%

42%

Women in leadership

People from non-English speaking backgrounds

7.8%

Progressive and responsive systems

Mobile devices used by staff to access departmental services

42

36%

Wi-Fi 90%

Online services made available

accessibility across departmental sites