

Governance

Our governance framework ensures that our strategic objectives are achieved, accountabilities are clear, and that resources are allocated appropriately to maximise the effective delivery of services.

The governance framework reflects our commitment to high standards of professional conduct, and honest and ethical business practices. The following principles underpin the framework:

- 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 components of the governance framework are reviewed regularly and 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.

The governance framework assists the Director-General as the accountable officer to meet the requirements of the *Public Sector Ethics Act 1994* and the *Financial and Performance Management Standard 2009*.

Executive Leadership Team

The Executive Leadership Team is our principal governing body, responsible for setting the strategic direction of the department, and overseeing performance, program and project management. The Executive Leadership Team supports the Director-General, as our accountable officer, in meeting the legislative requirements and accountabilities.

The Executive Leadership Team is responsible for:

- leading and setting our strategic direction
- setting our appetite for risk
- providing direction for the risk management system, involving regular reviews and monitoring of risks, including fraud and corruption
- endorsing recommendations from sub-committees regarding our strategic direction, goals, policies and performance
- overseeing the implementation of programs and policies
- monitoring performance and reporting requirements including the financial performance of our department
- providing a forum for debating and discussing strategic and key operational issues.

As at 30 June 2016, the Executive Leadership Team was supported by five sub-committees which advised on matters within their terms of reference, and whose chairs reported to the Executive Leadership Team.

Chair: Director-General

Members:

- Deputy Director-General, Housing and Homelessness Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Procurement Transformation
- Assistant Director-General, Corporate Services
- Executive Director, Office of the Registrar, National Regulatory System
- Executive Director, Aboriginal and Torres Strait Islander Strategy Unit.

Executive Leadership Team Members as at 30 June 2016



Liza Carroll

Chair: Director-General

BEd; MEd (Hons)

Liza joined the Department of Housing and Public Works as Director-General in August 2015 with over 15 years' experience working in the Australian Public Service in senior roles in the Department of Prime Minister and Cabinet and the former Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

Previously Liza was the Associate Secretary, Indigenous Affairs, Prime Minister and Cabinet. In this role, Liza was responsible for establishing a new Indigenous Affairs portfolio which amalgamated areas from eight different departments, and focussed on leading policy, program and delivery reform in Indigenous Affairs.

Prior to this, Liza spent three and half years in the position of Deputy Secretary in FaHCSIA with responsibility for housing, homelessness, families, women and children.



Christine Castley

Member: Acting Deputy Director-General, Housing and Homelessness Services

BA/LLB, MPA

Christine joined the department in March 2016, with over 20 years' experience in the public sector. Christine held the previous role of Senior Executive Director of Social Policy with the Department of the Premier and Cabinet, and provided whole-of-government leadership and coordination on a wide range of social and justice issues. During 2014–15, Christine led the Secretariat to the Taskforce on Domestic and Family Violence, working closely with the Honourable Dame Quentin Bryce AD CVO, Government, Opposition and Independent Members of Parliament, as well as community sector representatives. Previously, Christine worked in a variety of agencies including the Department of Natural Resources and Mines, the Department of State Development, the Queensland Performing Arts Trust, and has had primary responsibility for developing significant public sector legislation.



Graham Atkins

Member: Deputy Director-General, Building and Asset Services

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

Graham has vast experience in the building and construction industry that spans a number of decades. Graham has contributed to the Executive Leadership Team in his role as Deputy Director-General since July 2011. Through Graham's leadership, Building and Asset Services has emerged as a strategic partner to government agency customers.

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.



Fiona Wright

Member: Acting Assistant Director-General, Strategic Asset Management

BCom, GAICD, Dip Proc

Fiona has been acting Assistant Director-General, Strategic Asset Management since November 2013. Fiona has over 25 years' experience in leadership roles across the insurance, retail and building industries. Since joining government in 1999, Fiona led Corporate Services, and established Human Resources within the government's Shared Services. Fiona was appointed to the role of General Manager, QFleet in 2006, leading major reform in fleet management across government. Most recent responsibilities have seen Fiona lead business transition in a number of commercialised business units.



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.

With professional qualifications in architecture and project management, 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.

As the Assistant Director-General, Building Industry and Policy, 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.



Bernadette Ditchfield

Member: Acting Assistant Director-General, Procurement Transformation

BA, B.Bus

Bernadette was appointed to the role of Acting Assistant Director-General in February 2016 to lead the implementation of the recommendations from the Interdepartmental Committee Review of Queensland Government procurement. Bernadette has more than 20 years' experience in both the private and public sectors and was most recently Executive Director, Mining and Petroleum Operations with the Department of Natural Resources and Mines, leading the development and promotion of State policies and strategies relating to mining and petroleum.



Robyn Turbit

Member: Assistant Director-General, Corporate Services

BComm BEcon

Robyn has over 37 years' experience in government, public sector accounting and auditing.

Robyn has led Corporate Services since May 2007. Prior to this appointment, Robyn held the position of Director, Governance and Review from 2004 to 2007, and was the Manager, Internal Audit from 2001 to 2004 within the department.



Mark Francis

Member: Executive Director, Office of the Registrar, National Regulatory System

BA (Psychology), Grad Dip Applied Psychology

Mark is the Registrar for Queensland for the National Regulatory System. Mark has over 35 years' experience in the government and non-government social services sectors of disability, child care, aged care and primary health care. Mark was appointed to the Queensland public service in 1997, leading disability services in the former Department of Families, Youth and Community Care.



Neil Willmetts

Member: Executive Director, Aboriginal and Torres Strait Islander Strategy

BAppHSc

Neil was appointed to the new role of Executive Director, Aboriginal and Torres Strait Islander Strategy in January 2016. Neil has over 25 years' of senior management experience in Australia, Canada, United States, United Kingdom and Asia. He has a strong commercial background in corporate business advisory where he has been responsible for providing leadership, governance and strategy advice to governments and global companies in the finance, legal, retail, aviation, engineering and oil and gas industries. Neil was awarded the Winston Churchill Fellowship in 2009.

GOVERNANCE COMMITTEES

Audit and Risk Committee

The Audit and Risk Committee charter sets out the authority, responsibilities, membership and the operation of the committee. The charter has been prepared largely on the basis of 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 2015–16.

The committee provides independent advice and reasonable assurance to the Director-General that the department's core business goals and objectives are achieved in an efficient and economical manner, within an appropriate framework of governance, internal controls and risk management. The committee considers financial statements, performance management, risk management, compliance and internal and external audit, including all Queensland Audit Office audit recommendations.

Chair: Eric Muir FCPA (External Member)

Internal members:

- Executive Director, Contract and Delivery Management, Housing and Homelessness Services
- Executive Director, Government Employee Housing, Strategic Asset Management

External member:

- Neil Jackson FCPA

Past member 2015–16:

- Executive Director, Market Development and Programs, Housing and Homelessness Services.

The Audit and Risk Committee met on five occasions during 2015–16. Remuneration was paid to the two external members, Eric Muir (\$10,406) and Neil Jackson (\$6,064).

Executive Finance Committee

The Executive Finance Committee was dissolved, effective from 30 June 2015. The Executive Leadership Team now has oversight of the department's strategic financial performance.

Information Steering Committee

The Information Steering Committee supports the Director-General in the effective discharge of legislative accountabilities. The committee ensures that ICT services and capabilities deployed by the department through the Information Services Directorate support the efficient operation of the department's business areas while aligning with the whole-of-government and departmental ICT strategies and objectives.

Chair: Assistant Director-General, Corporate Services

Members:

- Deputy Director-General, Housing and Homelessness Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Procurement Transformation
- Chief Information Officer
- Chief Finance Officer
- Queensland Government Chief Information Officer representative.

Observer:

- Director, Internal Audit

External Member:

- Marcus Darbyshire, Gartner.

In 2015–16, the Information Steering Committee:

- noted and assisted in the progress of the Future of Property and Tenancy Systems (FoPATS) program, iSPACE and Ellipse External Hosting Migration projects
- noted the updated Open Data Strategy 2013–17
- endorsed the establishment of two standard response ICT Disaster Recovery Kits for use by the department
- endorsed the ICT Dashboard, Information Steering Committee Terms of Reference, HPW ICT Strategic Plan, HPW Digital Business Strategy, and the ICT Governance Framework.

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
- Executive Director, Customer Relationships and Program Management, Building and Asset Services
- Client Account Manager, Government Employee Housing, Strategic Asset Management
- Manager, Chermside Housing Service Centre, Housing and Homelessness Services
- Manager, Building Industry and Policy
- Manager, Workforce Capability, Human Resources, Corporate Services

During 2015–16, the People and Culture Committee:

- endorsed the work of the HPW Cultural Capability Committee
- conducted quarterly reviews of the departmental key risk to improve employee capability, skills and engagement
- endorsed the revised Criminal History Check policy and procedures
- supported the implementation of the Performance Excellence Framework.

Property Asset Management Committee

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

Chair: Assistant Director-General, Building Industry and Policy

Members:

- Deputy Director-General, Housing and Homelessness Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Building Construction and Maintenance Category Manager
- Chief Finance Officer

Observers:

- Executive Director, Accommodation Office, Strategic Asset Management
- Executive Director, Capital and Assets, Housing Services
- Executive Director, Government Employee Housing, Strategic Asset Management.

In 2015–16, 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 on the department's various divestment and investment strategies.

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, Building and Asset Services
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Corporate Services
- Assistant Director-General, Procurement Transformation
- Assistant Director-General, Strategic Asset Management

- Executive Director, Aboriginal and Torres Strait Islander Strategy Unit
- Executive Director, Office of the Registrar, National Regulatory System
- Executive Director, Human Resources, Corporate Services
- Director, Human Resources, Corporate Services.

During 2015–16, the Workplace Health and Safety Peak Committee endorsed the:

- implementation of the Healthy and Safe Workforce Action Plan
- continued delivery of the Pathways Health and Wellbeing Program
- domestic and family violence awareness campaign
- development of a mental health awareness training program
- continued focus on effective management of employee injuries/illnesses, including the provision of employee and manager support services.

STRATEGIC PLANNING, PERFORMANCE MONITORING AND REPORTING

Our Housing and Public Works Performance Management Framework describes the relationship between whole-of-government priorities and objectives and how these are operationalised throughout the department and integrated in our governance, planning, risk management and performance reporting processes.

In 2015–16, we conducted a major review of our Performance Management Framework to reflect continuous improvements made in public sector performance management and our own planning, risk management and performance reporting.

During 2015–16, improvements were made to our performance data, monitoring, planning and reporting facility to improve the way performance information is presented and used, and to achieve process efficiencies.

We undertook a major review of the department's strategic plan and consulted with staff and stakeholders in identifying future directions for 2016–20.

To assist our divisions and enhance the quality of operational plans, an operational planning resource toolkit was developed.

RISK MANAGEMENT

Our enterprise risk management framework aligns to our governance and accountability structures.

We have a moderate risk appetite, except for workplace health and safety, and fraud and corruption, for which there is no appetite for risk.

In 2015–16, we continued to strengthen and embed risk management with a focus on improving risk maturity. A Risk Maturity Model was developed and reviews undertaken to assess risk management maturity across a number of divisions.

A communication campaign, as well as an educational program, were delivered to reinforce sound risk management practices, and build risk management awareness.

A risk management dashboard was developed during 2015–16 using a centralised platform for collating and analysing risk management data. The new dashboard shows consolidated risk profiles from across the agency.

To improve risk maturity, a Risk Management Strategy 2016–18 was developed, which will be reviewed annually. The strategy specifies actions aimed at improving our risk management policies, processes, culture, capability and technology.

INTEGRITY SERVICES

Robust integrity arrangements are critical to business and service delivery performance and core to our democratic system of government and public confidence in this system.

The department demonstrates its commitment to maintaining high integrity standards through the department's 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.

The department has an Integrity Services Unit (a specialist, independent advisory unit) which deals with complaints of fraud and corruption, including recommending and monitoring actions to prevent future wrongdoing.

INTERNAL AUDIT

Internal Audit provides independent, objective assurance and advisory services designed to improve the operations and control environment of the department. Internal Audit operates under the powers pursuant to Section 61 of the *Financial Accountability Act 2009* and Part 2 Division 5 of the *Financial and Performance Management Standard 2009*.

The purpose, authority and responsibility of Internal Audit are formally defined in its charter, which 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 are obliged to apply and uphold the principles of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors' formal Code of Ethics.

As an internal assurance provider, Internal Audit is part of the department, yet independent from its core activities. Internal Audit reports functionally to the Audit and Risk Committee which operates in terms of its charter, and is largely based on Queensland Treasury's *Audit Committee Guidelines* issued in December 2009. Internal Audit is accountable to the Director-General for its efficient, effective and economical operation.

Internal Audit has an annual strategic and audit plan which forms the basis for its work. This plan is developed using a risk-based methodology and was endorsed by the Audit and Risk Committee prior to approval by the Director-General. Internal Audit regularly reported to the Audit and Risk Committee on progress in implementing the annual audit plan. The status of the implementation of agreed recommendations for audits completed is reported to the Audit and Risk Committee at each meeting.

Although the roles and objectives of internal and external audit differ, their activities are coordinated to obtain satisfactory audit coverage, and to minimise duplication of effort. Internal Audit operates in terms of its mandate, and is independent from external audit.

In 2015–16, Internal Audit:

- conducted 19 planned and seven unplanned projects which included advisory work and investigations, and through these activities, Internal Audit 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
- enhanced the data analytics program in support of a sustainable control environment for the department.

INFORMATION SYSTEMS AND RECORDKEEPING

Recordkeeping is recognised by the department as an ongoing responsibility for good corporate governance. Our records are managed in accordance with the Public Records Act 2002, and policies issued by the Queensland State Archivist at whole-of-government level.

In 2015–16, we continued our progress toward compliant recordkeeping practices by:

- identifying and supporting records management activity, and planning for the relocation of our business areas in the Brisbane Central Business District from 80 George Street, to various central business district locations
- delivering training and support to our business areas to identify and manage their records held in secondary storage in accordance with the retention and disposal schedules, resulting in the lawful destruction of over 8,000 physical files and 2,000 archive boxes
- reviewing online recordkeeping training requirements
- reviewing and updating our policies, procedures and factsheets to include recordkeeping requirements.

INFORMATION TECHNOLOGY

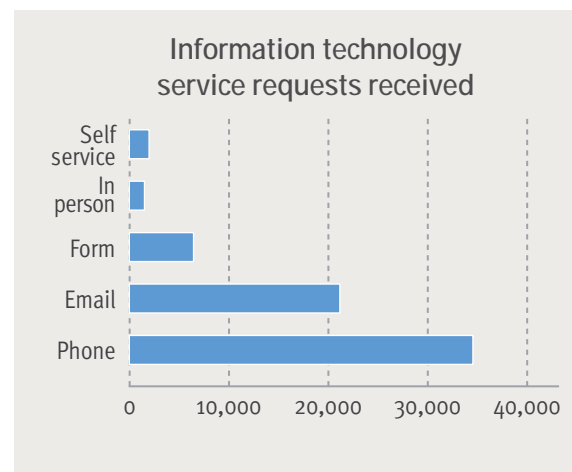
Our Information and Communications Technology (ICT) and our Information Services support the strategic goals of the department.

Information Services protect information held by monitoring the reliability and security of the records in accordance with whole-of-government policies and associated reporting obligations. Any serious breaches of the department's systems are reported to the Queensland Government Chief Information Officer.

Our ICT Strategic Plan 2015–19 supports the needs of the business, the whole-of-government strategic direction, and ICT industry directions.

Our department's Digital Business Strategy has placed an emphasis on using digital technologies and channels to revitalise service delivery to customers and improve productivity.

The Information Services Directorate provides service desk support to staff who are located across Queensland. Over the last 12 months, the Service Desk has managed 66,445 enquiries from departmental officers. This is a significant increase from 2014–15 in which the service desk managed approximately of 45,000 enquiries from departmental officers.



EXTERNAL REVIEWS

In 2015–16, the department was involved in several external reviews including:

- Queensland Audit Office report to Parliament No. 6: 2015–16 – State public sector entities: 2014–15 financial statements. The department received an unmodified audit opinion.
- Queensland Audit Office report to Parliament No.13: 2015–16 – Cloud Computing. The report made five recommendations directed to all departments. These are being addressed through existing or planned initiatives and/or business-as-usual activities.
- Review of Queensland Government Procurement 2015.

The Queensland Government undertook a broad ranging review of its procurement practices. Nine recommendations were made, and a six point action plan was proposed. This included establishing an agency-led, centrally enabled approach to procurement, strengthening procurement governance and capability, improving engagement with industry, and understanding and addressing knowledge and information needs.

The department accepted the recommendations, and has worked collaboratively with other departments and industry representatives on implementation.

The department also responds to coronial recommendations made in findings of inquests. In 2015 these include:

- finalised four outstanding recommendations from four previous inquests and undertook further consultation to progress three outstanding recommendations regarding inspection and maintenance of rental properties.
- as lead agency also provided an initial response and an implementation update for one recommendation from a 2014 inquest dealing with fire safety in farmstay accommodation.
- initial responses to two recommendations from a 2015 inquest (relevant to the Queensland Building and Construction Commission) and a response to 2016 inquest regarding pool safety will be provided next financial year.
- also responded to requests for information in relation to a coronial inquest that has not yet been concluded, and an investigation into a death that occurred at a public housing property.

WHOLE-OF-GOVERNMENT PLANS AND SPECIFIC INITIATIVES

Improving Sustainability

In 2015–16, we participated on the Electric Vehicle Inter-departmental Working Group. The purpose of the working group is to develop and deliver whole-of-government policy for supporting the uptake of electric vehicles.

Improving Procurement

In 2015–16, we continued our commitment to improving procurement across government by:

- commencing implementation of recommendations from the Inter-departmental Committee Review of Queensland Government Procurement
- maintaining stewardship of the Queensland Procurement Policy and providing advice to agencies on procurement-related policy and guidance
- enabling sector-wide procurement and contract management capability development opportunities for Queensland Government agencies, to ensure government has the skills to deliver better practice procurement outcomes.

Accommodation Strategy

The department continued to implement a broader Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25, including reducing the government office portfolio through vacating expiring leases and consolidating where possible.

Queensland Shared Services Initiatives

The department continues to work with the Department of Science, Information Technology and Innovation on the Payroll System Technical Upgrade 2015, Human Capital Management Improvements and Finance Systems Futures projects to ensure that the sector is on the latest vendor supported hardware and software, remains legislatively compliant and uses the latest available product functionality.

One-Stop Shop

The Queensland Government is committed to making it simpler and easier for customers to access the information and services they need through a one-stop shop approach. This approach to service delivery is all about delivering a better, more consistent customer experience.

The Department of Housing and Public Works contributed to the whole-of-government one-stop shop program by further developing the department's online services to make it simpler and easier for Queenslanders to access these services. The department also contributed to a range of whole-of-government projects to develop digital and online service delivery channels, allow for more joined-up services across departments and improve the customer experience of Queensland Government services.

NATIONAL AGREEMENTS AND NATIONAL PARTNERSHIP AGREEMENTS

In 2015–16, we contributed to the government's commitment of working collaboratively with other levels of government through the:

- Australia and New Zealand Government Procurement Agreement to give Queensland businesses and suppliers non-discriminatory access to markets outside Queensland
- Australasian Procurement and Construction Council, which is a peak council, the members of which being responsible for procurement, construction, asset management and property policy delivery for the governments of Australian States and Territories and of Papua New Guinea
- Australian Building Codes Board Intergovernmental Agreement, which formalises collaboration between state, territory and Australian governments in progressing nationally consistent building and plumbing regulation
- Nationwide House Energy Rating Scheme and the National Australian Building Environment Rating System, which provides for the national coordination of energy efficiency rating systems for residential and commercial buildings respectively
- National Affordable Housing Agreement, which provides a framework for states and territories and the Australian Government to work together to improve housing affordability and housing outcomes for Australians. The agreement funds a range of services including social housing, assistance to people in the private rental market, support and accommodation for people who are homeless, or at risk of homelessness, and home purchase assistance
- National Partnership Agreement on Remote Indigenous Housing 2008-18, which provides funding to address overcrowding and homelessness in Aboriginal and Torres Strait Islander communities through the construction and refurbishment of dwellings. This agreement has been replaced by the National Partnership on Remote Housing for the period 2016–18 which is a \$245 million funding agreement over two years
- National Partnership Agreement on Homelessness 2015–17, which is 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. Homelessness initiatives under the agreement operate through a mix of service models including outreach, mobile support, crisis shelters and accommodation support
- National Partnership Agreement Supporting Mental Health Reform 2011-16 which provides social and housing support for people with severe and persistent mental illness, aimed at preventing people cycling through the health system and reducing their risk of homelessness.