

CASE STUDY

Queensland Procurement Policy

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

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

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

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

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

The *Buy Queensland* approach has specific targets that support the achievement of the government’s economic, social and environmental objectives by ensuring greater opportunities for local businesses and social enterprises to supply to government and providing jobs and career pathways for disadvantaged Queenslanders.



Governance

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

Our governance arrangements assist the Director-General, as the accountable officer, to meet the requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009*, the *Public Sector Ethics Act 1992* and other legislative and accountability requirements.

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

Executive Leadership Team

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

The role of the Executive Leadership Team is to:

- set our department's goals and performance levels
- establish our department's culture and appetite for risk
- provide direction for our risk management system
- provide stewardship over the implementation of our programs and policies

- monitor performance against planned business activities as well as the financial performance of our department
- provide a forum for debating and discussing strategic and key operational issues.

Chair: Director-General

Members:

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

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



Our Executive Leadership Team as at 30 June 2018

Liza Carroll

Chair: Director-General

BEd, MEd (Hons)

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

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

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

Christine Castley

Member: Deputy Director-General, Housing and Homelessness Services

BA/LLB, MPA

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

Graham Atkins

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

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

Graham has vast experience in the building and construction industry spanning a number of decades. Graham has contributed to the Executive Leadership Team in his role as Deputy Director-General since joining the department in July 2011. Graham has held senior executive positions within other government departments, including Deputy Director-General of the Department of Education and Training, where he was responsible for infrastructure planning and delivery. Graham holds a Queensland Open Builders Licence.

Kimberley Swords

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

BVSc (Hons), MBA, GAICD

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

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

Paige Ridgewell

Member: Deputy Director-General, Sport and Recreation Services

BLeisSt, MBA, MPP

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

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

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

Don Rivers

Member: Assistant Director-General, Building Industry and Policy
Dip Arch, GDip (Building Project Mgt)

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

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

Robyn Turbit

Member: Assistant Director-General, Corporate Services
BComm, BEcon

Robyn has worked in various iterations of the Department of Housing and Public Works for about 30 years. Robyn was appointed as the first Internal Audit Manager for the department and went on to fill a variety of positions until her appointment to the Assistant Director-General, Corporate Services position in 2007.

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

Dallas Stower

Member: Assistant Director-General, Strategic ICT
BBus (Comp), GradCert (PSM) GAICD

Dallas has over 30 years' experience in the ICT industry across a range of senior leadership positions. In his role as Assistant Director-General, Strategic ICT, Dallas leads the development and implementation of initiatives that strengthen Queensland's ICT service delivery. Dallas is responsible for ICT Strategic Sourcing, CITEC ICT, Strategic ICT Projects and CITEC Information Brokerage.

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

Andrew Spina

Member: Assistant Director-General, Digital Capability, Information and Transaction Based Services
BSc (Comp)

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

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

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

Irene Violet

Member: Assistant Director-General, Queensland Shared Services
MAICD, BA (Psych), BHealthSc, MBA

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

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

Andrew Mills

Member: Queensland Government Chief Information Officer
BSc, MSc (Electronic Systems)

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

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

Governance Committees

Audit and Risk Committee

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

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

Chair: Eric Muir, FCPA (External Member)

Members:

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

External member:

- Neil Jackson, FCPA

In 2017–18, the Audit and Risk Committee:

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

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

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

Information Steering Committee

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

Chair: Assistant Director-General, Corporate Services

Members:

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

Observer:

- Director, Internal Audit

External Member:

- Nerida Budd, Gartner

In 2017–18, the Information Steering Committee:

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

People and Culture Committee

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

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

Chair: Executive Director, Human Resources

Members:

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

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

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

- held the 18th annual Recognition of Excellence Awards
- delivered initiatives to enhance capability and provide a healthy and safe work environment
- promoted and participated in the White Ribbon Accreditation process.

Workplace Health and Safety Peak Committee

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

Chair: Director-General

Members:

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

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

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

Property Asset Management Committee

The Property Asset Management Committee:

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

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

Members:

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

In 2017–18, the Property Asset Management Committee:

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

Strategic Procurement Committee

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

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

Members:

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

In 2017–18, the Strategic Procurement Committee:

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

Strategic Planning, Performance Monitoring and Reporting

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

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

We ensure that our services are delivered efficiently and effectively through our performance reporting mechanisms. Our performance reporting arrangements are established in line with the Department of the Premier and Cabinet's *Queensland Government Performance Management Framework*.

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

Risk Management

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

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

Actions to embed good risk management practices across the department are captured in the department's *Risk Management Strategy 2017–20*. This strategy outlines planned actions relating to risk management policy, processes, culture, capability and technology. It covers a three-year period and is revised annually. In accordance with the strategy, divisions progressed risk maturity actions, including those identified in risk management process audits undertaken during 2016–17. Communication, awareness-raising and capability development activities were undertaken during the year to reinforce good risk management practices.

Integrity Services

The department has a dedicated Integrity Services Unit which provides expert, high level advice, management and coordination of significant and complex public service administrative investigations about corrupt conduct matters (including fraud and corruption), as well as recommending and monitoring actions to prevent future wrongdoing.

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

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

Internal Audit

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

The Internal Audit function operates under an approved internal audit charter as required under Section 30 of the Standard. The charter defines the purpose, authority and roles and responsibilities of the function and is consistent with the requirements of the International Standards for the Professional Practice of Internal Auditing as set by the Institute of Internal Auditors. The Internal Audit function applies and upholds the principles of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors' formal Code of Ethics.

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

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

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

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

In 2017–18, Internal Audit:

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

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

Information Systems and Recordkeeping

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

In 2017–18 the department has made:

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

Information Technology

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

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

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

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

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

External Reviews

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

- The Shelter and Mobile Support Services were established in 2015 in response to Recommendation 84 of the 'Not Now, Not Ever' Report. An evaluation of the initiative was completed in February 2018.
- The overarching finding of the evaluation was that the services addressed a need for housing support and increased the supported accommodation capacity in Brisbane and Townsville however did not deliver a distinct value over and above other crisis accommodation and support responses.
- The delivery of mobile support was also found to be an efficient and effective way to support many women and children.
- The evaluation found that the shelters meet contemporary design principles, in that they are accessible for people with disability, pet friendly, secure and private.
- The evaluation highlighted the availability of appropriate longer-term housing options and support as a critical element to achieve positive outcomes for women experiencing homelessness. It is expected that key actions being delivered through the *Queensland Housing Strategy 2017–2027* will deliver increased housing options for this cohort.
- The evaluation has provided useful insights to inform policy and service delivery development and many of the learnings have been embedded into the design and delivery of new shelter services.

Payment Card Industry Data Security Standards (PCI DSS) review

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

Other reviews

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

- ASAE 3402 Assurance audit of CITEC 2017–18. QAO assessed CITEC's description of its internal controls over ICT infrastructure and related services as at 28 February 2018 and on the design of controls related to the control objectives stated in the description. QAO concluded that, in all material respects, CITEC's description of its internal controls over ICT infrastructure and related services were suitably designed. Nine audit recommendations were made and agreed to by CITEC to strengthen internal controls.

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

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

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

Whole-of-government plans and specific initiatives

We have a number of whole-of-government and specific purpose plans including:

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

Specific initiatives

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

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

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

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

National Agreements and National Partnership Agreements

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

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