Department of Housing and Public Works

Annual Report 2018–19

Table of Contents

[Department of Housing and Public Works 1](#_Toc21434754)

[Annual Report 2018–19 1](#_Toc21434755)

[Letter of Compliance 3](#_Toc21434756)

[Communication objective 4](#_Toc21434757)

[Online open data reporting 4](#_Toc21434758)

[Department of Housing and Public Works Annual Report 2018–19 4](#_Toc21434759)

[Message from the Director-General 6](#_Toc21434760)

[Rebuilding Townsville with commitment, compassion and strength 8](#_Toc21434761)

[About us 10](#_Toc21434762)

[Our vision 10](#_Toc21434763)

[Our purpose 10](#_Toc21434764)

[Our future priorities 11](#_Toc21434765)

[Our operating environment 12](#_Toc21434766)

[Our opportunities and challenges 12](#_Toc21434767)

[Our values 12](#_Toc21434768)

[Organisational structure 13](#_Toc21434769)

[Machinery-of-Government changes 13](#_Toc21434770)

[Our organisational chart 14](#_Toc21434771)

[Giving Queensland state school students a great start through better facilities 17](#_Toc21434772)

[Customer-centred approach helps seniors access services 18](#_Toc21434773)

[Our strategic objectives 19](#_Toc21434774)

[Our service areas 47](#_Toc21434775)

[Housing and Homelessness 47](#_Toc21434776)

[Government Accommodation and Building Policy 48](#_Toc21434777)

[Logan Youth Foyer gives more young people the chance to achieve their life goals 49](#_Toc21434778)

[NRL Cowboys Girls House provides a springboard for success 50](#_Toc21434779)

[Tenant*Connect* is building safer, more caring and connected communities 51](#_Toc21434780)

[Procurement 52](#_Toc21434781)

[Sport and Recreation 52](#_Toc21434782)

[Aboriginal and Torres Strait Islander Staff Forum 53](#_Toc21434783)

[Activate! Queensland gets the state moving 54](#_Toc21434784)

[Digital Capability and Information 56](#_Toc21434785)

[Strategic Information and Communication Technology (including QGCIO) 57](#_Toc21434786)

[Building a faster IT future through the Queensland Government Regional Network 58](#_Toc21434787)

[Our Commercialised Business Units 59](#_Toc21434788)

[Building and Asset Services 59](#_Toc21434789)

[New apprentices join the next generation of Queensland tradespeople 60](#_Toc21434790)

[CITEC 61](#_Toc21434791)

[QFleet 62](#_Toc21434792)

[Supporting a low-emission future through QFleet Car Share 63](#_Toc21434793)

[Queensland Shared Services 64](#_Toc21434794)

[Our performance 65](#_Toc21434795)

[Connecting Queensland’s regions through the Mobile Black Spot Program 77](#_Toc21434796)

[Governance 78](#_Toc21434797)

[Legislation administered by the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport as at 30 June 2019 100](#_Toc21434798)

[Statutory bodies 101](#_Toc21434799)

[Government bodies, boards and committees 102](#_Toc21434800)

[Our locations 103](#_Toc21434801)

[Glossary of terms 107](#_Toc21434802)

[Compliance checklist 109](#_Toc21434803)

# Letter of Compliance

13 September 2019

The Honourable Mick de Brenni MP

Minister for Housing and Public Works

Minister for Digital Technology

Minister for Sport

Level 31, 1 William Street

Brisbane, QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2018–19 and financial statements for the Department of Housing and Public Works.

This report is prepared on the basis of the current administrative arrangements for the department applying for the whole of the 2018–19 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

I certify that this Annual Report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019* introduced on 1 September 2019, 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 147 of this annual report.

Yours sincerely

Liza Carroll

Director-General

Level 31 1 William Street Telephone +617 3008 2934

Brisbane Queensland Facsimile: + 671 3224 5616

GPO Box 2457 Brisbane Website www.hpw.qld.gov.au

Queensland 4001 Australia

# Communication objective

This Annual Report provides information about the Department of Housing and Public Works’ financial and non-financial performance for 2018–19. 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 2018–22* and the *2018–19 Service Delivery Statements*.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the Annual Report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to communicate the report to you.

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

IMAGE: INTERPRETER SYMBOL

## Online open data reporting

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

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

* consultancies
* overseas travel
* Queensland Languages Services Policy.

## Department of Housing and Public Works Annual Report 2018–19

© The State of Queensland (Department of Housing and Public Works) 2019.

Published by the Queensland Government, September 2019, 1 William Street, Brisbane Qld 4000.

### Licence

This Annual Report is licensed by the State of Queensland (Department of Housing and Public Works) under a Creative Commons Attribution (CC BY) 4.0 International licence.

### CC by licence summary statement:

In essence, you are free to copy, communicate and adapt this Annual Report, as long as you attribute the work to the State of Queensland (Department of Housing and Public Works).

To view a copy of this licence, visit: <http://creativecommons.org/licenses/by/4.0/>

### Attribution:

Content from this Annual Report should be attributed as:

The State of Queensland (Department of Housing and Public Works) Annual Report 2018–19.

Further copies of this report are available at <http://www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx> or by contacting Governance, Planning and Performance, Department of Housing and Public Works on 13 QGOV (13 74 68).

If you have trouble viewing or printing this document, contact us and we will supply it in an alternative format, such as hardcopy or portable storage device.

Email: COR.GPP@hpw.qld.gov.au

ISSN 2201-1401

# Message from the Director-General

The 2018–19 year has been one of significant delivery for the Department of Housing and Public Works. Our commitment to developing responsive services supported by technology is helping us meet the changing needs of the communities we serve and keep people at the centre of everything we do.

This Annual Report outlines the department’s key role in contributing to the Queensland Government’s Advancing Queensland’s Priorities (AQP), both as the lead agency for *Be a Responsive Government* and as a contributor to the other five priorities.

We’ve worked in housing, homelessness and sport to support many AQP outcomes linked to the priorities of *Keep Communities Safe*, *Keep Queenslanders Healthy* and *Give All Our Children a Great Start*. We’ve continued to deliver key actions and initiatives under the *Queensland Housing Strategy 2017–2027* such as growing the supply of social and affordable housing across the state through the Queensland Housing Construction Jobs Program. Our *Open Doors to Renting Reform* consultation with Queensland renters and ongoing Housing Service Centre transformations were also game-changing achievements that demonstrated our people-centred approach to service delivery.

The new *Aboriginal and Torres Strait Islander Housing Action Plan* which was released in June 2019 strengthens our resolve and underlines our commitment to empowering Aboriginal and Torres Strait Islander peoples to achieve better housing outcomes into the future. A new 50-bed accommodation facility in Townsville for young women from remote communities to access vital education and employment opportunities as well as support for 41 families to achieve home ownership in remote communities are just two highlights from the 2018–19 year.

The groundwork for the landmark *Activate! Queensland 2019–2029* strategy was also laid throughout 2018–19, with extensive public consultation ensuring the ideas, needs and experiences of Queenslanders were heard. This strategy signals a fundamental shift in our approach to delivering sport and active recreation services and opportunities to Queenslanders. Our important work in this space will play a key role in the AQP areas of *Keep Queenslanders Healthy* and *Give All Our Children a Great Start* by promoting active and connected communities.

Our unwavering support for the building and construction industry through ambitious reform, major projects and other initiatives, including our Building and Asset Services apprenticeship program, continue to underpin our commitment to the Queensland Government’s priority of *Create Jobs in a Strong Economy*. Construction on the North Queensland Stadium project in Townsville is providing a considerable boost to the local economy, with more than 400 predominantly local workers on site each day at the peak of construction. The project has also given 102 apprentices and 17 trainees an invaluable start to their construction careers and supported local business with 49 trade packages awarded to companies in the region.

We continued to progress reforms from the *Queensland Building Plan 2017* throughout the year, with the implementation of Phase 1 of *Project Bank Accounts* and reforms to the *Business Industry Fairness (Security of Payment) Act 2017* delivering critical improvements to the payment claims process for construction work. Important initiatives were also progressed to safeguard the public, including new plumbing and drainage laws, a Special Joint Taskforce to investigate allegations of fraudulent behaviour relating to building subcontractor non-payment in the Queensland building industry, and a requirement for building owners to complete a combustible cladding checklist.

As the Queensland Government’s lead agency for the AQP *Be a Responsive Government*, providing easy access to essential government services was a key focus in 2018–19.

Joined-up services that make it easier to engage and do business is a key plank of the *Be a Responsive Government* priority and the *Seniors Concessions and Online Service* delivered during the year is an example of this. In collaboration with the Department of Communities, Disability Services and Seniors, this innovative new service helps customers access a broad range of services via a single, easy-to-use online form.

Our agency has also successfully applied this approach across the public sector, with Queensland Shared Services’ pilot of a single sign-on capability for employees, the transition of over 5,000 Queensland Ambulance Services staff to a core payroll platform and single touch payroll legislative changes in the Department of Transport and Main Roads payroll system just three examples.

Our Digital Services teams are helping to better connect communities right across the state by harnessing the latest technology to improve telecommunications. The Mobile Black Spot Program and the Queensland Government Regional Network are two initiatives that are making a tremendous difference to regional communities and ensuring faster, more responsive government services are being delivered in some of our most remote locations.

Leading-edge technology also helped enhance experiences for Queensland State Archives visitors in 2018–19, with virtual reality bringing the past to life in the innovative *Go Fish* and *Birdcage of the Bay* exhibits. A better experience for customers was similarly at the heart of Smart Service Queensland’s Telephony Replacement Program, which saw a successful transition to a new digital platform.

Our leadership and experience in government employee housing, fleet management and procurement plays a key role in supporting vital government service delivery state-wide. Sixty new government residences and a further 29 residences in rural, remote and Aboriginal and Torres Strait Islander communities are helping ensure local services can be delivered where they matter. QFleet’s delivery of efficient and environmentally sustainable fleet services to government agencies is another part of this network of service delivery support and is enabling us to contribute to AQP *Protect the Great Barrier Reef* through lowered emissions.

The implementation of the Queensland Procurement Policy and *Buy Queensland* procurement strategy has helped boost the state’s economy through an 82% state-wide spend on local suppliers in 2018–19. The establishment of a Queensland Government Food and Beverage Supplier Directory has further helped ensure government agencies can source local suppliers for events and corporate functions. Our work in this space is another way we are making a positive contribution to the Government’s AQP focus of *Create Jobs in a Strong Economy*.

Internally, we have maintained a strong focus on equipping our people with the tools, support and training they need to deliver their work and, in turn, support a high-performance culture. The health, safety and wellbeing of employees is one of our highest priorities and initiatives such as the installation of defibrillators in our workplaces, over 2,200 skin cancer checks and over 3,100 flu vaccinations demonstrate this commitment.

Our promotion of an inclusive and diverse workforce was further enhanced during 2018–19, through new cultural capability training and opportunities to participate in many inclusive and cultural events such as NAIDOC Week, Disability Action Week, and the Darkness to Daylight Challenge.

The talent and commitment of our people positions us strongly to deliver for Queenslanders into the future. Our customer-centred approach to service design and delivery supports our aspirations as a responsive agency of delivery, innovation and positive change.

These aspirations are reflected by the department’s leadership team, whose support for our strategic direction and our employees provide the foundations that ensure we are making a difference to Queenslanders through our work.

Liza Carroll

**Director-General**

# Rebuilding Townsville with commitment, compassion and strength

HPW staff responded with dedication of the highest order to help Townsville residents recover from devastating monsoonal floods in late January and early February 2019.

The region saw a staggering 1200mm of rainfall in just seven days, the equivalent of Townsville’s average annual rainfall. The scale of the disaster required a swift and coordinated response between government agencies and support organisations, with HPW’s focus on assessing the damage to assets and sourcing alternative accommodation for residents most in need.

Once residents were evacuated, Housing teams worked around the clock to support more than 1,800 displaced people. The team’s dedication ensured that every impacted resident had a place to stay while damage was assessed, and repairs undertaken.

Housing staff were located in Community Recovery Hubs and conducted outreach work to support people into emergency accommodation and then on to medium and longer-term housing. This work was complemented by the establishment of the Rental Recovery Hub, a partnership between the department, Real Estate Institute Queensland and Residential Tenancies Authority, which supported private tenants, landlords and real estate agents.

Public housing tenants were also well supported with people assisted into emergency accommodation while their properties were repaired and made safe for their return.

Building and Asset Services (BAS) staff coordinated repairs to 775 state government assets, including social housing properties, with getting schools back open one of the team’s first priorities.

Many Townsville sporting clubs were also impacted, with floodwater causing extensive damage to pitches and sporting equipment. Sport and Recreation and BAS teams worked with clubs to repair facilities and reopen them to the public, helping restore a sense of normality for residents.

For many people impacted by the disaster, the Smart Service Queensland (SSQ) team was their first point of contact with the department. The SSQ team responded to more than 70,000 calls with information about government support services, while Queensland Shared Services worked quickly behind the scenes to ensure prompt payment of over $30 million in community recovery funds to more than 67,000 people.

Throughout the recovery effort, communication was instrumental in keeping residents updated about where to go for help and support. A coordinated campaign saw print advertising, community events, signage, flyers, media, social media, web and video used to inform and connect people with support services. Social media was particularly powerful, with messages reaching over 375,000 people across Facebook and Twitter.

HPW staff played a vital role in leading the housing recovery response and restoring government infrastructure. Other staff contributed as part of the Community Recovery Ready Reserve. Housing recovery staff provided a frontline response, working with compassion, talking to vulnerable people, assessing their needs and helping them access the right support.

The department is proud of its role in the recovery effort in Townsville and the many messages of thanks from residents are testament to the agency’s unwavering commitment. The Townsville flood response is a standout example of our strength in working together and collaborating across government and industry to deliver for Queenslanders.

The Townsville flood response is a standout example of our strength in working together.

### Infographics

1200mm of rainfall in just seven days

Housing teams worked around the clock to support more than 1,800 displaced people

BAS coordinated repairs to 775 state government assets

SSQ team responded to more than 70,000 calls

$30 million in community recovery funds paid to more than 67,000 people

Messages reached over 375,000 people across Facebook and Twitter

IMAGE: Our recovery staff helping community members

IMAGE: Our recovery staff member visiting homes in the community to provide support

IMAGE: Our recovery staff members at a recovery hub.

# About us

## Our vision

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

## Our purpose

The Department of Housing and Public Works portfolio unifies diverse services to benefit Queenslanders and support government service delivery including housing and homelessness, building policy, public works, sports and recreation, digital and information technology and government corporate services. Our focus for the future is on building better connected, healthier communities supported by a responsive government.

We contribute to the Queensland Government’s objectives, including to:

### Be a responsive government

* making it easier for citizens to access and use government services and to do business with government
* driving the delivery of responsive government including supporting the delivery of simple and easy to access services across government
* embedding interagency and jurisdictional partnerships and human-centred design to actively involve clients, customers, staff and/or key stakeholders in the design process.

### Create jobs in a strong economy

* partnering with Queensland Government agencies to strategically manage and deliver their building, construction and maintenance activities and programs state-wide
* delivering safe and environmentally sustainable government services in fleet management and government office and employee housing accommodation
* providing expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes and reduce the cost of doing business with the Queensland Government.

### Keep Queenslanders healthy

* supporting and encouraging participation in physical activity through sport and active recreation and promoting healthier lifestyles.

### Keep communities safe

* delivering safe, secure and affordable housing and improving housing and homelessness services and support for Queenslanders
* ensuring safe and fair industry building standards and environmental sustainability in the building and construction industry.

## Our future priorities

The department will continue to identify opportunities to realign its business and work with agency partners to contribute to the Government's objectives for the community, *Our Future State: Advancing Queensland’s Priorities*:

* Create jobs in a strong economy: by contributing to the creation of jobs across Queensland and contributing to regional development
* Give all our children a great start: by providing children with a safe place to grow and learn through social housing, while also investing in sport and active recreation to give children a bright future in healthy communities
* Keep Queenslanders healthy: by supporting a range of sport and recreation outcomes to ensure physical activity enriches the Queensland way of life
* Keep communities safe: by providing housing for vulnerable Queenslanders and building a safer construction industry
* Protect the Great Barrier Reef: by delivering programs to purchase renewable energy, lowering fleet emissions and fostering sustainable building initiatives
* Be a responsive government: through a continuous rollout of initiatives that give Queenslanders better access to information and government service online, over the phone or in person.

The department’s key priorities into the future include:

* lead the delivery of responsive government services and enabling platforms that are simple and easy to access
* drive improvement in the delivery of sport and recreation opportunities, increasing the health of Queenslanders through implementation of the *Activate! Queensland 2019–2029* strategy outcomes
* complete the new North Queensland Stadium by the start of the 2020 NRL Premiership Season
* deliver the *Aboriginal and Torres Strait Islander Housing Action Plan*
* deliver against commitments to ensure the safety and security of Queensland Government employees in well maintained homes through ongoing maintenance and upgrades, particularly in regional and remote communities
* create a safer, fairer and more sustainable construction industry through the delivery of *Queensland Building Plan 2017* reforms, including a focus on financial practices and ensuring building products standards are maintained
* effectively and efficiently manage Queensland Government data and information infrastructure
* continue to deliver on the Government's commitments to *Buy Queensland* through procurement.

## Our operating environment

The department operates within a complex environment that is influenced by:

* changing citizen demands and expectations in a digital age
* a changing and shifting demographic profile and its impact on community service design and delivery
* increasing vigilance and capability to respond to emerging cyber security issues.

## Our opportunities and challenges

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

Our key risks relate to:

* **Services meeting client needs** – by strengthening our planning process, client engagement, and monitoring our service delivery, we manage our ability to meet client needs and community expectations
* **Customer use of our services and products** – by better understanding our customers, improving our engagement and building staff capability we aim to ensure our customers are satisfied with our business delivery
* **Planning and resources** – by working to align the department’s plans and resources to its strategic direction and priorities we aim to optimise our financial and service delivery outcome
* **Workforce capability** – by focussing on improving the skills and engagement of our leaders and staff, the department will attract and retain skilled employees and lift our productivity.

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

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

## Our values

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

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

## Organisational structure

In 2018, the department underwent a structural realignment to create an environment for collaboration and innovation that positions us well for the future. This structure reflects the Government’s priorities and in particular, the role we will play in the Responsive Government priority.

As at 30 June 2019, the department consisted of six divisions:

* Digital Technology and Services
* Housing, Homelessness and Sport
* Building Policy and Asset Management
* Portfolio Strategy
* Corporate Services
* Queensland Government Chief Information Office

Our services are delivered through a network of regional offices in Queensland. These offices are coordinated by district offices and a central office in Brisbane. The office locations and contact details are on pages 76 to 79.

## Machinery-of-Government changes

Administrative Arrangements amendment order (No.3) 2018

Details of transfer:

Responsibility for the following functions was transferred from the Department of State Development, Manufacturing, Infrastructure and Planning:

* Office of the Queensland Government Architect
* Construction Project Delivery

Date of Transfer: effective 20 August 2018.

## Our organisational chart

### Minister for Housing and Public Works

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

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

* Queensland Government Chief Information Office
* Deputy Director-General, Digital Technology and Services
* General Manager, Queensland Shared Services
* Executive Director and State Archivist, Queensland State Archives
* Executive Director ICT Strategic Sourcing
* Assistant Director-General, Digital Platforms and Data
* General Manager, Smart Service Queensland (SSQ)
* Executive Director, ICT Strategic Project Coordination
* General Manager, CITEC
* Executive Director, Data Sharing and Analysis
* Deputy Director-General, Housing, Homelessness and Sport
* General Manager, Strategy, Policy and Programs
* Executive Director, Housing Partnerships Office
* Executive Director, Programs
* Executive Director, Strategic Policy and Legislation
* Executive Director, Regulatory Services
* Executive Director, Aboriginal and Torres Strait Islander Housing
* General Manager, Service Delivery
* Executive Director, Service Delivery
* Regional Director, North Qld Region
* Regional Director, Central Qld/North Coast Region
* Regional Director, Brisbane Region
* Regional Director, South-West Region
* Assistant Director-General, Sport and Recreation
* Executive Director, Policy, Programs and Partnerships
* Executive Director, Infrastructure and Service Delivery
* Executive Director, Queensland Academy of Sport
* Executive Director, Infrastructure Support
* Deputy Director-General, Building Policy and Asset Management
* General Manager, Building and Asset Services
	+ - Executive Director, South-East Qld Operations
		- Executive Director, Regional Operations
		- Executive Director, Technical Services
		- Executive Director, Housing Capital Delivery
* General Manager, Asset Management Policy and Strategy
	+ - General Fleet Manager, QFleet
		- Executive Director, Queensland Government Accommodation Office
		- Executive Director, Building Contract Management
* Executive Director, Project Delivery
* Queensland Government Architect
* General Manager, Strategic and Significant Projects
* Executive Director, Customer Relationships and Program Management
* Manager, Disaster Coordination Unit
* Assistant Director-General, Building Legislation and Policy
* Executive Director, Building Industry and Policy
* Executive Director, Policy, Practice and Engagement
* Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
* Executive Director, Strategy and Coordination
* Director Executive Services and CLLO
* Executive Director, Communication and Engagement
* Executive Director, Office of the Chief Advisor Qld Government Procurement
* Executive Director, General Goods and Services Category Management
* Assistant Director-General, Responsive Government
* Executive Director, Responsive Government Strategy
* Executive Director, Responsive Government Programs
* Assistant Director-General, Corporate Services
* Chief Information Officer
* Chief Finance Officer
* Chief Human Resources Officer
* General Counsel, Legal Services
* Director, Internal Audit
* Manager, Integrity Services
* Manager, Housing Appeals and Review

## Giving Queensland state school students a great start through better facilities

Thanks to the collaborative efforts of Building and Asset Services (BAS) and the Department of Education, thousands of school children in 73 schools across Queensland have access to new and improved facilities

Give all our children a great start is a key priority of the Queensland Government’s Advancing Queensland’s Priorities and the Advancing Queensland Schools initiative is one of HPW’s important contributions to this goal.

Between March 2017 and April 2019, the program delivered over $200 million in capital infrastructure upgrades including 25 new sports halls and performing arts facilities built or upgraded by BAS. A further 36 capital renewal upgrades to various learning environments were also undertaken during this period.

Coordinated by BAS’ Capital Programs team, the works have been delivered through a collaborative, statewide effort by regional operational teams.

The client said collaboration was key to the program’s accelerated delivery.

“The investment in construction of new school halls, upgrading of existing school halls and acceleration of capital renewal projects has provided the schools and their communities with the facilities to achieve desired curriculum outcomes.”

The works have neem delivered through a collaborative, statewide effort by regional and operational teams.

IMAGE: School Sports hall

IMAGE School Buildings

## Customer-centred approach helps seniors access services

Easier access to government services is at the heart of the Seniors Concessions Online Service which demonstrates the power of customer-centred design, collaboration and innovation.

For Queenslanders over 60, applying for a range of concessions like Seniors Cards is now as simple as answering a few questions, all in the one place. This service is a great example of how the department is contributing to the Advancing Queensland Priority of Be a Responsive Government.

The project was highly collaborative, delivered by teams from the Department of Housing and Public Works and the Department of Communities, Disability Services and Seniors. The service was built on the feedback of Queenslanders, who said they had low awareness of the concessions available to them and then tested further with customers via an online pilot.

Over 7,200 Queenslanders have used the Seniors Concessions Online Service application since it went live in January 2019 and of those eligible customers, 56% applied for both a Seniors Card and concession(s), showcasing how a single application process can translate into improved outcomes.

There are plans to extend this project to help low income earners, parents, students, people with a disability, carers and others to identify and apply for relevant concessions.

The Seniors Concessions Online Service is a seamless, one-stop customer experience that will provide the model for future initiatives aimed at reducing the cost of living for Queensland households.

Over 7,200 Queenslanders have used the Seniors Concessions Online Service application since it went live in January.

IMAGE: Mobile devices showing the Seniors Concessions Online Service application

IMAGE: Senior using a mobile device showing the Seniors Concessions Online Service application

## Our strategic objectives

Following Machinery-of-Government changes and organisational realignment in 2018-19, the department undertook a review of the strategic plan to reflect and deliver on the Government’s priorities.

The strategic plan sets out four objectives for the agency:

### Core objectives for our service delivery

#### Services for Queenslanders

We advance Queensland through responsive services that are citizen-centric, integrated, accessible and easy to use to benefit Queenslanders and their communities.

Government priorities:

* Be a responsive government
* Create jobs in a strong economy
* Keep communities safe
* Keep Queenslanders healthy

#### Services for Government

We advance Queensland through responsive services that make it easier to do business with the Queensland Government and support government agencies to effectively and efficiently deliver their services to Queensland.

Government priorities:

* Be a responsive government
* Create jobs in a strong economy
* Keep communities safe
* Keep Queenslanders healthy

### Enabling objectives to support our service delivery

#### Strategy and Policy

We advance Queensland through future facing policy that leads to evidence based reforms, encourages innovation to achieve change and delivers a more responsive government.

Government priorities:

* Be a responsive government
* Create jobs in a strong economy

#### A Unified Organisation

A citizen-centric organisation that is responsive, collaborative and a great place to work.

Government priorities:

* Be a responsive government
* Create jobs in a strong economy

### Objective one

#### Services for Queenslanders

We advance Queensland through responsive services that are citizen-centric, integrated, accessible and easy to use to benefit Queenslanders and their communities.

#### Our achievements

##### Delivering safe, secure and affordable housing and improving housing and homelessness services and support for Queenslanders

In 2018–19, we continued to deliver on actions in the *Queensland Housing Strategy 2017- 2027* by:

* increasing the supply of social and affordable housing across the state through the Queensland Housing Construction Jobs Program, to better support vulnerable Queenslanders in need
* undertaking broad community consultation through the Open Doors to Renting Reform, which received over 135,000 responses from the Queensland community which shared their rental experiences and ideas to improve renting in Queensland
* continuing the implementation of legislative changes made in the *Housing Legislation (Building Better Futures) Amendment Act 2017* to protect consumers living in retirement villages, residential parks and residential services, such as boarding houses and aged rentals
* amending the *Retirement Villages Act 1999* to ensure former residents with freehold units receive their funds in a timely manner after they leave a retirement village
* launching the *Partnering for Growth* reform agenda on 21 November 2018 and partnering with the community housing sector to commence design of a new funding, investment and operational model to increase social and affordable housing and deliver human-centred services
* delivering a seniors’ complex (35 units of accommodation) through the Brisbane Housing Company at Springwood, commencing construction of a seniors’ complex (30 units of accommodation) through Churches of Christ in Queensland and commencing planning and delivery of 83 units of accommodation at Bongaree, Bribie Island
* supporting 41 families to achieve home ownership under the Remote Home Ownership Program
* developing a five-year development plan with the Brisbane Housing Company to deliver 682 units of accommodation, across a range of housing types under *Partnering for Growth*
* launching the tenant engagement program, Tenant*Connect* in November 2018, which provides opportunities for tenants to engage with the department to better understand their needs and interests to work alongside the department and be involved in the wider community
* transforming frontline service delivery to be more human-centred with improved customer experiences and outcomes through an enhanced face to face service offer for customers, supported by new technologies, including the Front of House tool developed to support customer engagement and queue management. This includes the Toowoomba Housing Hub, which opened in August 2018 to provide an integrated, human-centred service
* launching new flexible products and services to assist people to access the private rental market including Bond Loan Plus, Rent Subsidies, No Interest Loans and Head-leasing
* adopting new technologies, including the enhancements added to the customer mobile applications that offer more self-service options, for the broader community in Housing Assist Queensland and one for public housing tenants in Tenant Assist Queensland, plus additional Assisted Self Service Kiosks.

In 2018–19, we continued to improve housing outcomes for Aboriginal and Torres Strait Islander peoples in urban, regional and remote areas of the State by releasing an *Aboriginal and Torres Strait Islander Housing Action Plan*, and by:

* appointing Mr Mick Gooda to the role of First Nations Advisor in October 2018 to guide the development of the *Aboriginal and Torres Strait Islander Housing Action Plan* and Aboriginal and Torres Strait Islander Housing Body
* undertaking consultation for the *Aboriginal and Torres Strait Islander Action Plan* whichincluded eight yarning circles, consultation with Aboriginal and Torres Strait Islander Mayors through their Indigenous Leaders Forum, and the receipt of 46 survey responses and six written submissions
* holding an Indigenous Community Housing Organisation forum in March 2019 attended by over 45 representatives from the Indigenous housing and homelessness sector. The forum explored partnership opportunities and informed the development of the Aboriginal and Torres Strait Islander Housing Body
* delivering eight social housing dwellings under the Indigenous Community Housing Organisation Transitional Program
* opening a new 50-bed accommodation facility in Townsville to enable young Aboriginal and Torres Strait Islander women from remote communities to access education and employment opportunities
* delivering 97 dwellings, which completed the new dwelling construction component of the National Partnership for Remote Housing. Over the life of the 10-year program the new dwelling construction program delivered 1,141 new dwellings, with 1,074 in remote and very remote Aboriginal and Torres Strait Islander local government areas, 30 in remote towns and 37 in regional centres.

In 2018–19, we continued to address homelessness by:

* providing additional funding through the *Dignity First Fund* to support innovative responses that help Queenslanders experiencing homelessness to live with dignity, as well as preventing or reducing homelessness
* implementing the Government’s response to the Domestic and Family Violence Taskforce *Not Now, Not Ever* Report and commencing work to deliver new shelters in Caboolture and Coomera, replacing a shelter in Cherbourg and commencing replacement of shelters in Pormpuraaw, Woorabinda and Southport
* completing the expansion of the Logan Youth Foyer from 22 units to 40 units. The Foyer will now almost double its capacity to assist young people with a housing need to stay engaged with education, training, and work.

Housing services includes Regulatory Services, which oversees the National Regulatory System for Community Housing in Queensland. The regulator also regulates the residential services, manufactured homes and retirement village industries.

In 2018–19, Regulatory Services:

* released the second edition of ‘Toolkit for healthy eating in supported accommodation’ best practice guide in conjunction with Metro South Health and the Supported Accommodation Provider’s Association to aid Residential Services in providing optimum healthy meals for residents. Forty-seven site audits were conducted to ensure compliance with the toolkit and action has commenced to improve the quality of meals at 12 services
* introduced electronic payments via BPoint for clients to make payments for regulatory business transactions associated with Retirement Villages and Residential Services
* registered three non-funded domestic and family violence shelters and 18 new Residential Services under the *Residential Services (Accreditation) Act 2002*
* registered five community housing providers under the National Regulatory System for Community Housing and undertook compliance enforcement action against six registered providers
* undertook ‘Operation Pyalla’ to educate remote and rural based retirement villages to assist scheme operators with legislative compliance and raise their awareness of operator obligations.

### Infographics

Industry jobs supported through Housing Construction Jobs Program:

111 refurb

659 construction

Delivering more social and affordable homes for Queensland

New homes through capital works:

560 commenced

549 completed

New homes through capital grants:

91 commenced

64 completed

50 bed student accommodation facility constructed in Townsville for young Aboriginal and Torres Strait Islander women

Enhanced two Housing Service Centres to be more contemporary, and using a person-centred customer service approach to transform frontline service delivery

Over 195,500 new low income households assisted to access or remain in the private market, including:

17,528 RentConnect services

37,495 Home Assist Secure services

1,994 National Rental Affordability Scheme (NRAS) households

19,498 new bond loans

121,398 Queensland Statewide Tenants’ Advice and Referral Service (QSTARS) responses

6,876 new low income households assisted with social rental housing

Renting in Queensland consultation

137,776 responses received

19,900 + online survey responses

14,100 + postcard survey responses

96,600 + responses to snap polls

4,800 + written submissions

41,100 + social media reactions, comments and shares.

Aboriginal and Torres Strait Islander Housing Action Plan Consultation snapshot

Eight yarning circles with 200+ participants

80 organisations

46 survey responses

Six written submissions

Eleven customer interviews

Local Government Association of Queensland’s Indigenous Leaders Forums 2018 and 2019

Torres and Cape Indigenous Councils Alliance

Queensland Recreation Centres

93,268 visits

116,606 bed nights

386,875

structured activity hours

Investing in places, spaces and services 547 local sport and recreation clubs were supported with

$3.5 million under Get Going Clubs to improve their capabilities to better deliver activities.

$15.2 million to support 45 infrastructure projects dedicated to improving female facilities at sports clubs to encourage women to participate and have greater involvement in sport at the grassroot and elite levels.

94 nationally accredited training programs in coaching, officiating and sports first aid were delivered to more than 1,418 participants.

$13.3 million of funding approved for 111 local infrastructure projects under Get Playing Places and Spaces to support new, upgraded and replacement infrastructure projects which increase or enhance participation in sport and recreation.

54 free Building Active Communities Workshops were delivered to 831 participants supporting community sport volunteers.

Sport and Recreation Disaster Recovery Program

$1 million+

in funding to 217 sporting organisations activated for 5 disaster events:

North Queensland Flooding

Severe Tropical Cyclone Nora and associated flooding

Wide Bay-Burnett Severe Storms

Central Queensland bushfires

North and Far North Queensland Monsoon Trough

Supporting our Athletes $1.2 million

to support young athletes traveling to competitions under the Young Athlete Travel Subsidy:

2,593 athletes to attend state events.

1,358 athletes to attend national events.

293 athletes to attend international events.

$6.7 million

invested to support nearly 45,000 children and young people to join a sport or recreation club, with 21.3% indicating they hadn’t played sport before.

Supported more than 600 of Queensland’s elite athletes across 30 Olympic, Paralympic and Commonwealth Games sports.

The Queensland Academy

of Sport pushed towards a milestone 300th Olympics Unleashed visit in June 2019.

Athletes aiming for Tokyo 2020 have visited and inspired over 45,000 Queensland students since the program launched in September 2018.

Building and construction

$46 billion Queensland building and construction industry

230,000 Queenslanders earn a living in the building and construction industry

$45.769 billion Queensland Government capital works program over the next 4 years

##### Supporting and encouraging participation in physical activity through sport and active recreation and promoting healthier lifestyles

We supported and encouraged Queenslanders of all ages and abilities to participate in physical activity by:

* approving 111 capital projects, 556 non-capital projects and 44,961vouchers to support grassroots sport and recreation participation and encourage physically active opportunities for all Queenslanders, particularly for those who can least afford it
* delivering a $9.05 million redevelopment of the University of the Sunshine Coast Stadium to increase seating capacity, amenities, improve access for people with a disability, and for equipment storage, canteen and multipurpose spaces
* encouraging women to enter, participate and have greater involvement in sport at the grassroots and elite levels through approved funding of $15.2 million for 45 infrastructure projects dedicated to improving female facilities at sporting clubs
* activating the Sport and Recreation Disaster Recovery Program for five disaster events, including North Queensland flooding, severe Tropical Cyclone Nora and associated flooding, Wide Bay-Burnett severe storms, Central Queensland bushfires and North and Far North Queensland monsoon and funded over $1 million to sporting organisations
* continuing to provide services and support to Queensland’s elite athlete through the Queensland Academy of Sport supporting their goals to perform at the highest standard of competition nationally and internationally. On the international stage in 2018–19, 33% of the Australian Men’s Hockey Team, which won bronze at the 2018 Hockey World Cup in Bhubaneswar, India, were Queenslanders.

##### Ensuring safe and fair industry building standards and environmental sustainability in the building and construction industry

We continued to progress key policy initiatives, including *2017 Queensland Building Plan* reforms by:

* continuing to support the implementation of Phase 1 of Project Bank Accounts for government projects valued between $1 million and $10 million (including GST) to ensure subcontractors are paid for the work they do
* receiving the Building Industry Fairness Reforms Implementation and Evaluation Panel’s report
* commencing Chapters 3 to 5 of the *Building Industry Fairness (Security of Payment) Act 2017* to deliver improvements to the payment claims process for construction work, streamlining the adjudication process for payment claims, simplifying and modernising subcontractors’ charges provisions and implementing new requirements for paying retentions at the end of a project
* commencing the Queensland Building and Construction Commission (QBCC) (Minimum Financial Requirements) Regulation 2018 that includes changes to enable the QBCC to better regulate the industry and give the QBCC the information and tools to better detect and mitigate the impacts of insolvencies and corporate collapses in the industry
* establishing a Special Joint Taskforce, which investigated allegations of fraudulent behaviour relating to subcontractor non-payment in the Queensland building industry
* effecting the *Building and Other Legislation (Cladding) Amendment Regulation 2018* that requires building owners to complete a combustible cladding checklist to determine the type of material used on the building and whether any further assessment is required
* establishing a ‘Safer Buildings’ website to help identify buildings in Queensland that may have potentially combustible cladding
* rolling out new plumbing and drainage laws to promote efficiency and improve regulatory processes to save time and money while continuing to safeguard public health, safety and the environment. During May-June 2019, information sessions were delivered to this industry across the State to explain the changes, which will commence on 1 July 2019
* commencing a regulation to ensure that individuals who hold a QBCC plumbing or drainage contractor nominee supervisor or site supervisor licence are not required to pay a second fee to renew a corresponding occupational licence
* advocating for, and successfully gaining, the mandatory inclusion of Accessible Adult Change Facilities in new and significant refurbishments, of large Class 6 and 9b buildings in the 2019 National Construction Code
* developing and delivering QDesign, the Government’s guiding urban design document to support the delivery of quality places across Queensland’s cities and towns
* holding the 3rd annual Minister’s Award for Urban Design that recognises contemporary urban design projects of the highest quality in Queensland and to strive for best practice in all projects.

##### Providing simple and easy access to integrated Queensland Government services and ensuring Queensland public records are preserved for the benefit of current and future generations

In 2018–19, we:

* continued to deliver responsive government services by providing service excellence to Queenslanders via 13QGOV (13 64 78) and in person at Queensland Government Agent Program locations and Queensland Government Service Centres
* launched the Recordkeeping Maturity Assessment Tool after consultation with agencies, a key component of the recordkeeping transformation program, which aims to improve the standards of recordkeeping across government
* launched the Memory Lounge, a Dementia Council accredited initiative that provides a comfortable and welcoming space for visitors to browse through photo albums and film from the Queensland State Archives’ (QSA) collection
* partnered with the Museum of Brisbane to deliver the *Life in Irons* exhibition, which enabled 140,000 visitors to see originals of Queensland’s oldest convict records
* integrated new technological approaches (including virtual reality and interactive software) into QSA initiatives including the *Go Fish* digital display*,* the *Birdcage of the Bay* exhibition and the Creative-In-Residence collaboration with Dr Jason Nelson
* completed the Digital Archiving ProgramService Design and commenced building the archiving foundation capability to enable secure management of, and access to, the State’s physical and digital permanent value records for years to come
* delivered the Smart Service Queensland Telephony Replacement Project, which involved the successful transition to a digital platform, enabling new functionality, reduced operating costs, increased capacity and an improved experience for customers contacting 13QGOV
* collaborated with the Department of Communities, Disability Services and Seniors to deliver the Seniors Concessions Online Service, providing customers with one simple online form for Seniors Business Discount Cards, Seniors Cards or Seniors +go Cards as well as concessions such as vehicle registration, electricity, gas, rates and South East Queensland water
* delivered open data policy and services and engaged with key stakeholders to encourage the release of high quality and high value datasets and increased the number of datasets available on the Open Data Portal by 10.87%
* supported the community through major weather events including the Far North Queensland monsoon and Tropical Cyclone Trevor and answered more than 75,000 calls for Disaster Recovery and SES customers.

##### Looking forward

In 2019–20, we will continue to support government commitments and priorities by:

* delivering improved housing outcomes for Queenslanders through continued implementation of the *Queensland Housing Strategy 2017–27* and *Queensland Housing Strategy 2017–20 Action Plan*:
* delivering additional social and affordable housing in identified growth areas across the state through the Housing Construction Jobs Program
* implementing innovative design in new construction projects with the aim of improving the environmental performance and sustainability of the social housing portfolio
* continuing to install solar panels on government buildings in Lockhart River and public housing dwellings in Cairns and Rockhampton. The Logan phase will begin in July 2019 in partnership with the Department of Natural Resources, Mines and Energy
* continuing to transform frontline housing services to better reflect the changing needs of our customers by implementing a reformed intake and assessment approach, new service offerings that respond to the needs of priority cohorts and new technologies that support staff to deliver these important services to Queenslanders
* implementing phase two of the Future of Property and Tenancy Systems Program core property and tenancy systems to provide stable and supported technology solutions, enabling the delivery of housing and homelessness services
* improving housing outcomes for Aboriginal and Torres Strait Islander peoples across the State:
* through the delivery of the Aboriginal and Torres Strait Islander Housing Action Plan
* by establishing an Aboriginal and Torres Strait Islander Housing Body
* by constructing new shelters in Pormpuraaw and Woorabinda in alignment with the Domestic and Family Violence Prevention Strategy 2016–26.
* providing housing and support to vulnerable people, including young people and persons experiencing domestic and family violence (DFV), through investing in homelessness support services and DFV services across Queensland:
* delivering the Partnering for Impact Initiative to reduce homelessness in Queensland and the Queensland Homelessness Compact – establishing a shared vision and action plan through partnership with the homelessness sector to achieve better outcomes for vulnerable Queenslanders
* supporting innovative responses to enable Queenslanders experiencing homelessness to live with dignity, as well as preventing or reducing homelessness, through the Dignity First Fund
* delivering an enhanced suite of services for people experiencing domestic and family violence
* progressing reforms arising from the *Queensland Building Plan 2017*, including:
* considering outcomes of the Building Industry Fairness Reform Implementation and Evaluation Panel report, prior to progressing further security of payment reforms such as the next phase of Project Bank Accounts
* continuing to support the roll out of the new plumbing and drainage laws and delivering the new mechanical services framework
* undertaking a review of the present fire protection licensing framework with the aim of delivering a rationalised and modernised model
* collaboratively working with the Australian Government, states and territories, regulators and industry to address issues raised by the Building Ministers’ Forum, including non-conforming building products and professional indemnity insurance for building industry professionals
* supporting the state’s elite athletes to continue to perform at the highest standard of competition nationally and internationally in the lead up to the Tokyo 2020 Olympic and Paralympic Games
* partnering and supporting organisations to provide responsive services making it simpler, faster and easier for customers to access government services, including through improved counter services and online application-based services
* enhancing digital service delivery to reduce duplication of effort and burden on citizens to provide information to multiple agencies through streamlining and personalising the way citizens can connect and engage with government
* supporting agencies to increase the number of open public records and enhancing the discoverability of these records to make them easier for Queenslanders to find
* Implementing the Activate! Queensland 2019-2029 strategy, targeting government investment to drive improvement in the delivery of sport and recreation opportunities for all Queenslanders and promote healthier and more active lifestyles
* Ensuring more Queenslanders meet targets for physical activity through investment reforms under Activate! Queensland 2019-2029 strategy, which aims to increase current levels of participation in adults and children.

### Objective two

#### Services for government

We advance Queensland through responsive services that make it easier to do business with the Queensland Government and support government agencies to effectively and efficiently deliver their services to Queensland.

#### Our Achievements

##### Delivering safe and environmentally sustainable government services in fleet management and government office and employee housing accommodation

In 2018–19, we:

* refurbished three heritage buildings within the Rockhampton Heritage Precinct as part of government’s commitment to preserve Queensland’s unique heritage, stimulate the local regional economy through job creation and help revitalise part of Rockhampton’s central business district
* delivered 60 new government employee residences to support the retention of skilled staff in rural and remote areas of the state for the delivery of government services across Queensland
* commenced construction on a further 29 government employee residences across rural, remote, and Aboriginal and Torres Strait Islander communities, which are due for completion by 30 June 2020
* delivered $46 million in maintenance, upgrade and improvement programs to enhance the quality and standard of government employee housing
* continued to improve government employee housing occupancy in areas with long-term vacancies by leasing properties to the private market through real estate agents
* released the *QFleet Emissions Reduction Guide* for the Queensland Government motor vehicle fleet, which outlines the approach to proactively developing an environmentally sustainable fleet, reducing emissions in the Government’s fleet of more than 10,000 passenger and light commercial vehicles
* fully implemented QFleet Car Share in the Brisbane CBD, providing agencies with access to three centralised vehicle pools for short-term use, using a fully automated online booking system. QFleet Car Share has been designed to improve fleet utilisation efficiency and deliver savings and is planned to be expanded to the greater Brisbane area and selected regional locations
* introduced ‘Driving a Vehicle for Work’, an online driver induction course that informs staff of their responsibilities when driving a vehicle for work. The course assists in the management of driver associated risks in the workplace and promotes a culture of road safety in government.
* added two newly released electric vehicle models with two electric vehicle recharging units to the Car Share fleet. Both models have also been included in the selection of vehicles available for lease by agencies. Negotiations continue with manufacturers to increase the electric vehicle range as suitable new models are released in Australia.

##### Partnering with Queensland Government agencies to strategically manage and deliver their building, construction and maintenance activities and programs state-wide

In 2018–19, we:

* successfully implemented the *Queensland Procurement Policy* and *Buy Queensland* procurement strategy requirements, with an 82% state-wide spend on local zone one suppliers, including an over 9% spend with suppliers identifying as Aboriginal and Torres Strait Islander businesses, which helped drive local employment and build prosperity in our regions
* developed the Forward Procurement Pipeline to capture the government’s past, current and future building construction and maintenance projects and provided enhanced visibility of procurement opportunities for the industry
* established statewide pre-delivery meetings enabling collaborative cross-government leveraging of resources, which optimised planning and delivery of government’s capital works projects and supported local supplier markets
* employed 40 trade-based apprentices and two school-based apprentices, mentored by our team of trade-based field staff, through the Building and Asset Services Apprenticeship Program, creating employment opportunities and supporting the pathways to training, skills and jobs
* deployed 24 drones for use in the regions and around the state to deliver safer, efficient and cost-effective services
* delivered the Sub-Category Plans for Property and Real Estate Services and Specialist Services to help drive improved procurement outcomes
* delivered two Building Construction and Maintenance Collaboration Forums and two regional planning meetings to better educate and inform government procurement professionals across the state.

##### Optimising modern and trusted corporate services and advice to other government departments and statutory bodies to enable them to meet government policies and objectives

In 2018–19, we:

* transitioned 5,200 Queensland Ambulance Service employees from an unsupported payroll solution to the core Queensland Government payroll solution in March 2019
* implemented Single Touch Payroll legislative changes in the Department of Transport and Main Roads (DTMR) SAP payroll system to enable compliance with the provision of tax and super information to the Australian Taxation Office each time DTMR employees are paid
* successfully piloted single sign-on capability for Queensland Government employees in order to reduce the number of system log-ons required
* implemented Robotic Process Automation technology for repeatable manual tasks, including transactional activities to support continued improvement in the quality and efficiency of business processes for shared services
* delivered a new HR data provision service for agencies, enabling them to self-serve HR business intelligence
* replaced more than 100 published phone numbers with ‘one number’ for customers to easily contact Queensland Shared Services.
* finalised all client agencies system financial and HR records to their new entities in line with machinery-of-government changes.

##### Delivering information and communication technology (ICT) services and advice across government and the ICT industry and providing ICT infrastructure and information brokerage to support the delivery of frontline services

In 2018–19, we:

* provided cyber security intelligence and protection to the Queensland Government by collecting and analysing an average of 420 million events per day from over 235 sources and preventing 24 high severity Denial of Service cyber-attacks from impacting government services
* completed the inland and coastal routes for the Queensland Government Regional Network project, with more than 117 live client services. This enabled reduced telecommunications costs, improved connectivity and increased collaboration for partner agencies
* achieved a significant reduction in costs through the establishment of a flexible and future-oriented Data Centre as-a-Service panel arrangement and the renegotiation of a major data centre lease
* built and implemented a new system to facilitate improved electronic filing of court documents
* established the Ministerial ICT Advisory Council, bringing industry leaders together to discuss the critical challenges and opportunities facing the state’s ICT industry
* facilitated two Partners in Technology events, briefing 400 attendees from the ICT industry with information and insights on the government’s key ICT projects and procurement opportunities
* recruited 58 participants in the Queensland Government IT Graduate Program, supporting 13 agencies to build their IT talent. Thirty-six participants started on the 2019 intake
* consulted and developed a paper to inform the development of a policy statement on data use for Queensland
* conducted a whole-of-government audit of intellectual property management, to ensure that intellectual property assets are administered consistently and effectively and to encourage collaboration among staff with Crown intellectual property responsibilities.

##### Developing digital strategies and policies to guide government investment decisions and address cyber security

In 2018–19, we:

* delivered cyber security awareness and training including:
* Information Security Management System (ISMS) Journey workshop with senior agency executives
* ISMS training sessions to support executives, audit teams, ISMS implementors and security personnel
* two sessions of Cyber Crime Awareness training to agency executives
* the training of over 50 technical cyber security staff in advanced cyber incident detection and response. To further reinforce this training, Cyber Security Unit (CSU) has established an agreement for access to a Cyber Range facility for technical staff to be able to test their detection and response skills against various attack scenarios in a live fire virtual training environment
* establishing a pilot program to train 19 existing public servants in Certificate IV in Cyber Security in conjunction with TAFE Queensland.
* delivered a whole-of-government cyber security exercise
* assisted agencies with the implementation of the new Queensland Government Information Security Classification Framework through the ISMS Community of Practice platform and individual /group coaching and workshop sessions
* co-authored the operational handbook for interjurisdictional cyber incident management
* successfully blocked on average, 5,500 malicious Domain Name System requests per minute through the Queensland Government Cyber Security Operations Centre.

##### Providing expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes and reduce the cost of doing business with the Queensland Government

In 2018–19, we:

* strengthened the implementation of the *Queensland Procurement Policy* by providing advice and guidance to agencies and improving tools and materials for agency use
* established a Queensland Government Food and Beverage Supplier Directory to ensure government agencies can source Queensland food and beverages for government events and corporate functions
* conducted a ‘Buy Queensland Roadshow’ that attracted more than 900 suppliers and almost 270 government buyers to learn about the enchainment’s to Buy Queensland, including help for business to be tender-ready and have an increased focus on doing business with ethically, environmentally and socially responsible suppliers
* renewed our membership with [Supply Nation](https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.vision6.com.au%2Fch%2F43722%2F1yt9m%2F2728955%2FXo1mhqU7LpFlSHw.uC776nD7Bfps7pvctFjJBS0F.html&data=02%7C01%7CLee.RAPLEY%40hpw.qld.gov.au%7C10fe190462fc45eed60508d7034ca3ba%7Cec445a2ab5ba46f6bead4595e9fbd4a2%7C0%7C0%7C636981500773255417&sdata=BsPNgPTLwEG1GCvw7YlIEglOWDs8L332S4yJEwbQajI%3D&reserved=0), extending our access to Australia’s leading database of certified Aboriginal and Torres Strait Islanderbusinesses, which includes more than 300 Queensland businesses. This partnership will help the department embed diversity in our supply chains, delivering jobs and prosperity in communities across Queensland
* embedded the whole-of-government Procurement Performance Management Reporting Framework and published the Queensland Government Procurement Performance Report. This leading practice approach to managing procurement will improve data and reporting to better enable evidence-based decision making by agencies
* implemented a new 10-year wholesale energy arrangement for large market sites, which is expected to:
* redirect approximately $71 million over the next ten years for the delivery of frontline services across government
* provide agencies with price certainty and deliver substantial savings, meaning money can be re-allocated towards the delivery of frontline services for Queensland
* secure a low, fixed wholesale price
* increase renewable energy to 50% from an initial 15% over a 10-year period, putting Queensland on an economically responsible and sustainable path to achieving a 50% renewable energy target by 2030
* renewed the whole-of-government Professional Services arrangement to create a more contemporary, diverse supplier panel that supports Queensland businesses. The outcome supports the Queensland Procurement Policy with:
* 94% of the panel being Queensland based suppliers
* 73% of the panel comprising small to medium enterprises
* 19% of the panel comprising local and regional suppliers
* 4% of the panel being Aboriginal and/or Torres Strait Islander businesses
* hosted four whole-of-government vendor manager and procurement forums to increase cross-government collaboration on central and agency initiatives, new ICT procurement approaches, challenging ICT procurement issues and wider technology insights
* established an IT Management-as-a-Service panel arrangement for smaller agencies
* delivered a new panel arrangement for networking hardware as well as refreshed arrangements for telecommunications products and services.

#### Looking forward

In 2019–20 we will support government, departmental commitments and priorities by:

* embedding the *Buy Queensland* approach to procurement, including providing advice, support, frameworks and tools to enable government agencies to pursue economic, environmental and social outcomes. This includes increasing opportunities for local suppliers, growing regional economies and embedding non-price considerations, including social procurement, into government procurement processes
* further maturing *Buy Queensland* compliance and enforcement activities, with a focus on supplier compliance with best practice principles, local benefits, the Queensland Government Food and Beverage Supplier Directory and the *Queensland Government Building and Construction Training Policy*
* implementing the ‘Buy Queensland first’commitment for food and beverages via the public launch of the Queensland Government Food and Beverage Supplier Directory
* continuing to develop a culture of information security accountability and improve the government’s ability to prevent, detect and respond to cyber security threats
* delivering 54 new government employee residences to enable the provision of essential government services and retention of skilled government staff
* expanding QFleet Car Share to the greater Brisbane area and regional locations
* working with Queensland Government agencies to effectively manage asset portfolios, creating value for money partnerships and enabling agencies to deliver more services to Queenslanders
* continuing to optimise transactional corporate services, delivering efficiencies to customers through more streamlined services and self-service opportunities
* continuing to drive the transformational change required to ensure government services are easy to access, efficient and effective for everyone
* providing better support to agencies in the delivery of frontline services through extending regional connectivity
* collaborating with agencies to deliver data insights and analytics projects
* continuing to mature processes and service offerings in cyber security operations.

### Infographics

Cyber Security

Achieved 100% Denial of Service attacks stopped before causing system outages, meeting the target

100% of major incidents resolved within agreed timeframe, meeting target

99.8% of licenses assigned to agencies are used to conduct phishing simulations and trainings.

Smart Service Queensland

72,568 SES and Community Recovery calls were taken

92 million interactions across phone, counter and online channels

62,547 customers accessed information provided at [www.qld.gov.au/alerts](http://www.qld.gov.au/alerts)

Leading the whole-of government ICT buying category

30 whole-of-government Standing Offer Arrangements

Five whole-of-government multi-year

ICT contracts worth over $900 million including:

• $560 million Government Wireless Network (GWN) over 15 years

• $65.68 million One William Street ICT contract over five years.

Open Data Action Plan 2017–19

95.5% actions in the Plan are completed

92.12% of data sets available on data.qld.gov.au with Open Data Certificate

10.87% increase in datasets published on the Queensland open data portal

20% increase in unique views

30.04% increase CSV and Excel downloads

### Objective three

#### Strategy and policy

We advance Queensland through future facing policy that leads to evidence-based reforms, encourages innovation to achieve change and delivers a more responsive government.

#### Our Achievements

##### Drawing on leading edge research, harnessing data to provide new insights, and using scenario planning techniques that support evidence-based options, encourage innovation and enable well targeted approaches for the future

In 2018–19, we

* delivered customer experience and human-centred design training across the government sector to deliver universal capability uplift and transform the way government services are designed
* designed a new platform to improve the quality and reliability of whole-of-Government procurement data
* identified emerging skill and capability development requirements for the Queensland Government Future ICT Workforce through the design and delivery of a blended learning program focussing on digital transformation and leadership
* hosted professional development events with a government focus through a series of engagement and awareness events improving the collaboration and information sharing between Queensland Government agencies and industry in ICT practices and emerging technologies.

##### Embedding interagency and jurisdictional partnerships and human-centred design to actively involve clients, customers, staff and/or key stakeholders in the design process

In 2018–19, we:

* worked with key government agencies and the Climate Change Inter-departmental Committee to inform the department’s work to reduce emissions and increase the use of renewable energy under the Government’s *Climate Change Response Strategy*
* partnered with government agencies to deliver human-centred design journey mapping to help make it easier for parents and carers in Queensland to access services and information on developmental milestones for children, applying online to enrol their children in a state school and accessing sports vouchers so vulnerable children can participate in sport
* worked with the Department of Communities, Disability Services and Seniors to further improve the Seniors Concessions Online Service, making it easier for about 750,000 Queensland seniors to apply for a Seniors Card and a range of concessions securely and seamlessly in one place
* undertook a proof of concept of digital identity brokering and information sharing infrastructure to simplify and expedite the way Queenslanders access government services online – supporting a ‘Tell us Once’ experience
* simplified the Queensland Government ‘front door’ website - qld.gov.au - making it easier for Queenslanders to access secure Queensland Government digital services and improve their experience of interacting with those services
* partnered with government agencies to improve the management, availability and use of data and information in areas such as disaster management, place-based initiatives (for example in social, justice and human services) and building information modelling
* engaged in ethnographic research and used human-centred design techniques to understand the problems facing parents and carers in Queensland to inform planning for service enhancements, for example digitising applications for school enrolment
* delivered an advanced analytical enterprise planning assessment model for Queensland Fire and Emergency Services (QFES) to help predict the likelihood of disaster events across Queensland and the demands these will place on QFES resources
* created analytical and reporting tools for housing and homelessness services that provide critical insights on housing demand management, emergency assistance response and the impact of rental policy changes.

##### Committing to assessing the effectiveness of our strategy and policy and using this knowledge to improve our work and create an evidence base that informs future policies and programs

In 2018–19, we:

* undertook extensive consultation to develop the *Activate! Queensland 2019–2029* strategy and associated action plans, which will drive improvement in the delivery of sport and recreation opportunities for all Queenslanders and promote healthier and more active lifestyles. To be released during the second half of 2019
* Consultation for the strategy included 2,383 online survey responses, 2,021 postcard survey responses, 505 people participating in community sessions and 637 people in sector deep dives and department-led sessions, the receipt of 91 written submissions and social media which reached more than 585,000 Queenslanders
* undertook a consultation process with industry representatives and unions in March 2019 to seek feedback on a proposed new standing offer arrangement for the contingent workforce category. Responses to the consultation paper are being considered as part of a wider consultation process and will contribute towards the development of a procurement strategy
* implemented the Compliance Coordination and Referral and Building and Construction Training Compliance functions to monitor compliance with the *Queensland Procurement Policy* as well as the *Queensland Government Building and Construction Training Policy* and ensure that suppliers’ commitments to Queenslanders are upheld
* delivered strategies, policies, standards and guidelines within the Queensland Government Enterprise Architecture (QGEA) governance framework to assist agencies to deliver quality frontline services. An example is the release of the Information Sharing Authorising Framework, one of over 630 documents in the QGEA which are continually reviewed.

##### Ensuring strong governance that delivers stewardship, strategy and accountability

In 2018–19, we:

* managed the governance processes to provide assurance over ICT investment over digital and ICT initiatives in government. Provided in-depth analysis of the sector’s existing and planned digital and ICT investments to support agencies and advise executives. Reviewed whole-of-government governance for digital and ICT programs, projects and initiatives
* established the departmental Climate Change and Sustainability Committee, to help drive and guide our work to respond to the risks and opportunities of climate change
* established governance processes in relation to the Responsive Government Ministerial Outcomes Oversight Group and the supporting Deputy Directors-General Cluster Group to ensure that initiatives on the approved roadmap can be delivered
* established governance processes in support of the Minister, in his role as a member of the Australian Digital Council and provided support to senior officials in the Digital Transformation Agency’s life events journey work across jurisdictions
* delivered governance, planning, performance reporting and risk deliverables to support decision-making and the achievement of department objectives. Established new governance arrangements and implemented new performance reporting to the Executive Leadership Team. Revised, promoted and implemented the Risk Management Framework and Performance Management Framework
* developed the *Departmental Governance Framework*, which draws together the key principles that drive our department’s performance whilst enabling oversight of accountabilities. The framework gives a foundation for a consistent, principles-based approach to the department’s work and enhances trust in actions by being transparent, responsible and responsive to changes
* Please refer to the Governance section of this report on pages62 to 73 for more information on the department’s Governance structure and arrangements, including the *Departmental Governance Framework*.

### Infographic

* $229.84 million for 71 projects directly supporting 27 full-time apprentices and trainees.

#### Looking forward

In 2019–20, we will continue to support government commitments and priorities by:

* implementing foundational digital identity brokerage and information sharing infrastructure to support the ‘Tell Us Once’ experience
* continuing to improve customer experience by supporting agencies to deliver simple and accessible services that make it easier for Queenslanders to transact with government
* continuing to develop and improve new digital services
* enhancing and extending ICT investment review and assurance processes to improve government investment in digital and ICT-enabling
* providing sound guidance to improve government investment in digital and ICT-enabling initiatives through the investment and assurance review processes
* continually improving government cyber security preparedness and increasing trust in the delivery of government services and information management
* assisting agencies with the digital transformation of core agency systems to better support the delivery of services to Queenslanders
* continuing to provide data and information management advice and capabilities in support of *Our Future State – Advancing Queensland’s Priorities*, including the development of the Great Start data hub
* targeting achievement of economic, social and environmental objectives under the Buy Queensland approach to procurement, including a focus on embedding the Ethical Supplier Mandate and Ethical Supplier Threshold, prioritising Queensland food and beverage suppliers and continuing to support increasing opportunities for social enterprises.

### Infographics

The Digital Projects Dashboard

is a high-level public communication tool providing information on how projects are tracking against time and estimated cost. As at 12pm, 4 July 2019 (point in time only) 4 July 2019 there were;

• 150 projects reported by agencies on the dashboard

• 132 green ‘on track’

• 16 amber ‘closely monitored’

• 2 red ‘action required’

79,576page views on the Digital Projects Dashboard

60%increase compared to 2017–18

Eight awareness events including ‘Talk IT Up’, roundtables, and forums

Procurement Services

84%\*Queensland Government contracts awarded through QTenders have been to Queensland businesses

Over 26,000\*\*Queensland businesses already supplying to the Queensland Government

\* indicates the percentage for the period 1-Sep-17 to 30-Jun-19 from

QTenders data

\*\* indicates the number of private businesses registered with

Queensland addresses based on the unique Supplier ABNs from ABR data using the procurement spend data for 2018–19 (does not include One School and Corporate Card data)

### Objective Four – A unified organisation

A citizen-centric organisation that is responsive, collaborative and a great place to work.

#### Our Achievements

##### Continuing to develop a diverse, safe and engaged workforce, respecting one another as much as we respect those we provide services to

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

In addition to the five Queensland public sector values, the department has a sixth value focusing on a ‘Healthy and Safe Workforce’.

In 2018–19, we:

* continued to implement the *Healthy and Safe Workforce Action Plan 2018–20*, which focuses on improving workplace health and safety systems and culture to improve our overall workplace health and safety performance
* had a reduction in worker’s compensation statutory costs
* coordinated the Workplace Health and Safety Sub-committee to support our workplace health and safety strategic objectives
* installed 67 automatic external defibrillators in our workplaces
* facilitated the completion of online workplace health and safety inductions for over 32,000 contractors engaged by Building and Asset Services
* delivered domestic and family violence training to over 1,500 employees
* conducted over 2,200 skin cancer checks and administered over 3,100 seasonal influenza vaccinations to our staff
* installed physical safety share boards in all workplaces to promote workplace safety messages
* commenced implementation of the recommendations of the Safer and Healthier Workplaces audit report
* implemented the Employee Support and Resilience Program to Housing Service Delivery.

###### Industrial and Employee Relations Framework

There are five certified agreements covering employees in the department:

* *Building and Asset Services Field Staff Certified Agreement 9 (2016) –* 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 2018 –* covering QFleet staff
* *CITEC Certified Agreement 2016 –* covering CITEC staff
* *State Government Entities’ Certified Agreement 2015 (Core Agreement)* – covering the remainder of the department’s employees.

We continue to support the Government’s policies on union encouragement and employment security. We also actively encourage unions in the workplace by*:*

* providing new employees with information about unions
* allowing employees full access to union delegates or officials during work hours
* recognising that the continued operation of consultative committees plays an important role in the department’s consultative framework.

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

###### Code of Conduct

The standard of behaviour that applies to all employees is set out in the *Code of Conduct for the Queensland Public Service.* The *Code of Conduct* also applies to volunteers, students and hired personnel who perform work in any capacity for the department.

During 2018–19, we continued to train all employees on the Code of Conduct during induction and then annually thereafter. Our department also provides workplace behaviour training to staff, which aligns with the standard of behaviour outlined in the Code of Conduct.

###### Workplace attendance

Addressing absenteeism through a range of strategies is a priority for our department, supporting staff engagement to reduce workplace absenteeism through workplace health and safety initiatives.

In 2018–19, we:

* continued to implement the *Healthy and Safe Workforce Action Plan 2018–20*
* maintained activities in accordance with White Ribbon Australia Workplace Accreditation, demonstrating our commitment to supporting employees affected by domestic and family violence
* offered access to the Employee Assistance Service and the Early Intervention Centre, as a means of reducing the rate and impact of employee injury and illness, both physical and psychological
* provided ongoing quarterly business area and employee unplanned absenteeism reports
* delivered the Managing for Results Workplace Health and Safety training program, including domestic and family violence and risk management.

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

During 2018–19, one employee received a redundancy package at a cost of $158,505.60.

###### Diversity and inclusion

The department continued to support the development of a diverse and inclusive workforce, with a focus on increasing the representation of key Equal Employment Opportunity target groups.

The department is committed to building the cultural capability of all staff and continued the implementation of cultural capability training across the state including:

* mandating that all staff complete the foundational training course, ‘Starting the Journey’
* conducting community based cultural protocol training in Brisbane and on Stradbroke Island.

In 2018–19, the department continued to support the development of Aboriginal and Torres Strait Islander employees by providing career development opportunities, including:

* four Aboriginal and Torres Strait Islander employees participating in the Public Sector Management Program
* six Aboriginal and Torres Strait Islander employees participating in the inaugural whole-of-government Career Pathway Service program
* holding an Aboriginal and Torres Strait Islander staff forum, with the theme of Connections and Conversations: doing things differently, for all employees in May 2019
* as at 30 June 2019 the department employed seven Aboriginal and Torres Strait Islander apprentices.

Supporting employees with disability is a key focus of the department, with key initiatives including:

* the engagement of two university students under the Stepping Into Internship Program run by the Australian Network on Disability
* the department’s All Abilities staff network continuing to provide opportunities for staff, who identify as, or are an ally of, a person with disability to contribute to driving disability initiatives.

The department also celebrated a range of diversity events and culturally significant occasions across the state including:

* National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week celebrations, including the Musgrave Park Family Fun Day
* Sporting Wheelies Corporate Tri-Challenge and a range of activities for Disability Action Week
* sponsoring ten employees to attend International Women’s Day events
* sponsoring ten women to attend the QUT Women on the Move event.

###### Demonstrating strong leadership that effectively manages resources while driving innovation in an agile environment

We aim to empower leadership at all levels in the department to contribute to a high-performing, innovative and future-focused public sector, while aiming to change lives positively for all Queenslanders. We establish leadership development initiatives, which align with the Queensland Public Sector Leadership Competencies for Queensland to ensure our employees are supported in development and leadership.

In 2018–19, we:

* supported 56 employees to complete the Managing for Results Program, which provides foundational management and leadership skills to optimise individual and organisational productivity, performance and service delivery
* supported 61 employees to complete the Taking the Lead Program, which provides emerging leaders with the skills to lead, influence and inspire a sense of purpose and direction
* supported 30 employees to complete the Enterprise Leadership Program, which provides developing and experienced leaders with knowledge and skills on topical business and leadership subjects to successfully lead in ever-changing, complex work environments
* supported 22 employees to complete the QUT EX short courses, which are intensive one-day workshops that provide discussion and insight on the latest research to help leaders navigate the difficult and complex challenges they face today
* supported 70 employees to complete the Leading in a Rapidly Changing World Program, which assists managers and leaders lead themselves and their teams in an environment that is in a constant state of uncertainty and change
* supported approximately 100 employees to complete LEAD4QLD, a tool that enables participants to receive an assessment of their leadership capabilities against the Leadership Competencies for Queensland Framework
* held monthly forums for our leadership cohort to strengthen leadership capabilities, foster expertise in public sector delivery and build connections across the agency to empower informed decision-making.

###### Investing in our people to achieve performance excellence, continually build our capabilities and realise potential

The department is committed to promoting and supporting a high-performance culture through the *Performance Excellence Framework*, which is designed to maximise the potential of employees through four key areas: Recruit and Induct; Engage; Perform and Review and Recognise and Reward.

In 2018–19 we:

* rewarded and recognised the achievements of individuals, teams and projects formally through:
	+ divisional awards ceremonies
	+ a departmental Recognition of Excellence Awards ceremony (held on 11 December 2018)
	+ an Australia Day Achievement Awards ceremony (held on 23 January 2019)
	+ a National Aboriginal and Islanders Day Observance Committee (NAIDOC) Awards ceremony (held on 18 July 2018)
* received the prestigious 2018 Premiers Award for Excellence in the ‘Customer Focus’ category for the co-designed *Fortitude Valley Housing Service Centre* (held on 20 November 2018)
* continued to recognise the knowledge, skills and diversity that university graduates bring to the department by employing 14 new graduates across two different programs
* rolled out a suite of training initiatives to build employee capability in a number of critical areas including:
	+ Leading Performance: Workplace Conversations (40 attendees)
	+ Recruitment and Selection (131 attendees)
	+ Practical Emotional Intelligence (95 attendees)
	+ Write Well (44 attendees).

###### Special events

During 2018–19, we celebrated a number of special events and observances by:

* raising funds and awareness for charities that support people who have experienced domestic and family violence, and people who are experiencing, or are at risk of homelessness
* collecting over 160 boxes of non-perishable food and household supplies in support of Foodbank Queensland’s 2018 Christmas food drive
* holding fundraising events across the state in support of the department’s ongoing commitment to the prevention of violence against women and children
* encouraging staff to participate in the Darkness to Daylight Challenge Run in May 2019 to raise funds and help shine a light on the issue of domestic and family violence
* supporting our Director-General and other departmental leaders to join the Vinnies CEO Sleepout in June 2019, with our leaders raising over $23,000 to help fight homelessness.

###### Embracing digitisation of services, emerging technologies and new ways of doing our work and ensuring we have the right tools and information to transform our capacity to provide service excellence

In 2018–19 we:

* continued to increase uptake and engagement, with our three departmental learning management systems across the department including the consolidation of all existing online learning modules
* provided all employees with electronic access to the Working for Queensland survey data through a new web-based system (Qualtrics)
* continued to consolidate the department’s various timesheet systems, with the majority of staff progressively moving across to one system
* developed and delivered the live office queue management system, Front of House, for Housing Service Centres. The system records customer service requirements and allocates them to a related service queue, enabling effective coordination of client intake activities within area offices
* developed and delivered the Food and Beverage Supplier Directory, which supports a new departmental goal of promoting local providers and suppliers of Queensland produce
* actively supported the Queensland Government Regional Network (QGRN) initiative by implementing 16 new QGRN sites, providing an increase in bandwidth and performance to offices throughout Queensland, while achieving ongoing savings.

###### Supporting work-life blend

In 2018–19, we:

* continued to support flexible working arrangements through a range of flexible work possibilities, including all staff having the right to request a flexible arrangement, related to the hours and places they work and the types of arrangements they use, such as using a distributed work centre which allows employees to work from a designated office space that is closer to their home
* supported employees through our Employee Assistance Service to manage their work-life blend through professional coaching and support provided by face-to-face consultations, telephone and online counselling services
* used technology to enable employees to adopt flexible work practices, including working remotely and hot desking
* continued to promote a range of health, safety and wellbeing initiatives through the department’s Pathways Program
* continued to drive the development of a constructive workplace culture that values diversity and inclusion through the development and implementation of programs and initiatives that influence and shape organisational culture to build a diverse workforce.

#### Looking forward

In 2019–20, the department will continue to deliver initiatives that will support an organisation that is responsive, collaborative and a great place to work by:

* fostering the values and principles of diversity, agility, health and wellbeing and respect for all persons through a wide range of training and awareness programs
* delivering a broad range of learning and development programs targeted at staff at all levels that support the growth of strong leadership that balances innovation in service delivery and fiscal responsibility in a constantly changing environment
* growing our people and their performance by providing tactical opportunities to continually build our capabilities and recognise potential, using strategic workforce planning principles and the *Housing and Public Works Performance Excellence Framework*
* developing the *2019–23 Housing and Public Works Digital Strategy* and implementation plan to embrace the benefits of digitisation and emerging technologies to transform the way we do our work. Investing in the right tools and self-service and automation technology to transform and optimise our capacity to provide service excellence
* enhancing our information management capability in recognition that our data is a highly valued strategic asset that we leverage through analytics to provide new insights and evidence-based decisions
* continuing the implementation of the *Healthy and Safe Workforce Action Plan 2018–20*, through formal programs developed and facilitated by the Human Resources team as well as the implementation of practical local business area led initiatives.

###  Infographics

Working for Queensland Survey

3,894 surveys completed by HPW staff

67% participation rate

89% understand how their work contributes to HPW’s objectives

88% understand what’s expected of them to do well in their job

88% believe people in their workgroup treat customers with respect

86% said they receive help and support from others in their workgroup

MyCareeHub

Learning Management System

20,770

course enrolments registered on the MyCareerHub Learning Management System

56 employees completed the Managing for Results Program

61 employees completed the Taking the Lead Program
13 new graduates recruited across three different graduate programs in 2018–19

95 employees attended the Practical Emotional Intelligence workshop

Staffing numbers (30 June 2019)

5,436 Total

1,730 Services for Queenslanders— Community

602 Services for Queenslanders— Digital and information

390 Services for Government

1,250 Building and Asset Services

359 CITEC

45 QFleet

1,060 Queensland heard Services

3.15 % Aboriginal and Torres Strait Islander representation

4.40% separation rate

3.45% people with a disability

41.38% women in leadership

10.13% people from non-English speaking background

3,111 Seasonal influenza vaccination

2,210 skin cancer checks

650 staff attended domestic and family violence awareness training

# Our service areas

We have 10 service areas that assist us in delivering on our objectives and government priorities.

Our service areas are:

## Housing and Homelessness

### Our objective

To deliver safe, secure and affordable housing by providing funding and improving housing and homelessness services and support for Queenslanders.

### What we do

Housing and Homelessness delivers the government’s responsibility for the management of the social housing portfolio and its tenants. Housing and Homelessness Services prioritises the work in the *Queensland Housing Strategy 2017–27*, including the Housing Construction Jobs Program and key policy implementation activities. Housing and Homelessness provides housing assistance and homelessness support services to Queenslanders most in need, for the duration of their need, through a mix of direct delivery and arrangements with funded service providers. This includes remote Aboriginal and Torres Strait Islander housing, social and private housing assistance, homelessness support services and crisis accommodation.

Housing and Homelessness also partners with other governments, not for profit and private organisations to support the provision of affordable housing and increase the supply of housing.

Housing and Homelessness includes regulatory services which regulates residential services, residential parks and retirement villages industries and monitors and regulates Queensland’s community housing providers.

### Our services

* Housing Services
* Homelessness Services

## Government Accommodation and Building Policy

### Our objective

To ensure safe, fair industry building standards and environmental sustainability in the building construction industry; to support the delivery of government services to communities by providing safe, secure and appropriate government office and employee housing accommodation.

### What we do

Government Accommodation delivers office accommodation and employee housing solutions for the Queensland Government, as well as managing significant strategic building and portfolio initiatives. Services include strategic asset management of the government-owned portfolio of approximately 3,200 properties, ranging from government employee residences to large office buildings, particularly in regional centres. The portfolio also includes a broad range of special use properties, such as heritage buildings, convention centres, cultural facilities, industrial properties and bridges.

Building Policy supports government and industry by developing building and plumbing related policy including for industry fairness, legislation and codes; administering building tribunals; managing a pre-qualification system for contractors and consultants to tender for government building work; and developing best practice tendering and contracts for government building contracts.

# Logan Youth Foyer gives more young people the chance to achieve their life goals

 A $6.2 million extension to the Logan Youth Foyer is providing support for more young people to access the education and training they need to live independent lives.

Youth foyers provide a safe and secure home for young people in need of stable housing, with on-site services, access to education and career planning advice and equipment to help them become confident, strong and self-supporting adults.

The extension was delivered under the Housing Construction Jobs Program, which encourages partnerships with the private sector and community housing providers to deliver jobs, drive economic growth at a local level and ensure better community outcomes.

The 16 new one-bedroom units and two refurbished studio apartments at the Logan Youth Foyer increases capacity from 22 to 40 home units. The extension supported around 300 construction jobs over the course of the project, including nine apprentices.

Inspiring living and communal areas that harness natural light and breezes are a feature of the design and offer great connectivity between internal and external spaces. The new ground floor units contain accessible design elements like level thresholds, hob-free showers and wider doors and hallways for wheelchairs.

Wesley Mission Queensland provides 24/7 on-site support to the young tenants, with property and tenancy management services provided in partnership by the Horizon Housing Company.

The development of a youth foyer network across the state is a key aim of the Queensland Housing Strategy 2017–2027 and reinforces our commitment to keeping Queenslanders safe and giving all of our young people a great start.

Inspiring living and communal area that harness natural light breezes are a feature of the design and offer great connectivity between internal and external spaces.

IMAGE: - Two young adults sitting on a set of steps

# NRL Cowboys Girls House provides a springboard for success

The is supporting a great start for up to 50 young Aboriginal and Torres Strait Islander girls in Townsville. The Campus provides supported accommodation allowing students from remote communities to attend secondary school, underlining the government’s commitment to Closing the Gap.

The Campus represents a chance for the girls to achieve their full potential and seize opportunities that might otherwise not be available to them in their remote communities.

Thirty-one young women were welcomed ahead of the 2019 school year with the full complement of 50 students from the communities of Coen, Normanton, Mornington Island, Wujal Wujal, Hope Vale, Mareeba, Yarrabah and Cooktown, scheduled to be in place for the start of Term One in 2020.

Among the Campus’ benefits are access to specialised educational, health and emotional support and high-quality amenities. This life-changing springboard for success is backed by a strong network of partners and friends of the House, patrons, partner schools, ambassadors, volunteers, service providers and the local Townsville community.

The Queensland Government contributed $12 million under the Queensland Housing Strategy 2017–2027, Housing Construction Jobs Program towards construction of the House, which was managed by Building and Asset Services and supported more than 80 local jobs.

A further $2.5 million has been committed by the government over four years to support its continued operation.

The Campus represents a change for the girls to achieve their full potential and seize opportunities that might otherwise not be available to them in their remote communities.

IMAGE: - Two young women walking through the grounds of NRL Cowboys House Girls’ Campus.

IMAGE: - Group of people in front of NRL Cowboys House Girls’ Campus building

# Tenant*Connect* is building safer, more caring and connected communities

The Tenant*Connect* Program reflects the department’s commitment to person-centred service delivery by using innovative ways to bring people together and gain a deeper understanding of tenants’ needs, goals and aspirations.

The program encompasses a range of opportunities and activities to improve tenant health and wellbeing, training and employment readiness and to reduce social isolation and is delivered in collaboration with other government agencies and community partners.

The annual My Home Awards recognise and celebrate the creativity and effort our tenants invest in their gardens to make their homes and communities beautiful places to live. Over 840 tenants entered the 2018 My Home Awards across Queensland.

Tenant Georgie Suttie has been entering the awards since 1995 and is proud of the sanctuary of tropical oasis she’s created at her Wynnum home. “It gets me out of bed in the mornings. I just love it,” she said.

The Micah Services Mobile Health Van is another initiative of the program, visiting tenants in Buranda each month to provide health advice and referrals. Tenants engage with department staff and connect with each other over a shared lunch during the visits.

Tenant*Connect* is also supporting young people living in public housing. The MY SPACE program, delivered in partnership with the Mareeba PCYC, helps young people aged 12-17 to build self-esteem and set goals for a positive future – covering topics like healthy eating and exercise, training and job readiness and communication skills.

In Townsville, Tenant*Connect* supported tenants from CommunityGro Upper Ross Women’s Group to make scrapbooks honouring the important women in their lives and present the scrapbooks and a short film documenting their journey at NAIDOC week celebrations.

The Tenant*Connect* Program is an important foundation stone for building stronger relationships with our tenants and is a catalyst for safer, more caring and connected communities.

“It just gets me out of bed in the mornings. I just love it.” Georgie Suttie, Tenant

IMAGE: - A Tenant*Connec*t Officer taking to a tenant.

IMAGE: - Tenant planting a plant in the garden

## Procurement

### 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 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 and by developing whole-of-government frameworks in areas including capability, accreditation and performance.

In addition to policy and framework management, Procurement provides category management for General Goods and Services. Procurement applies a lifecycle approach to managing General Goods and Services spend and common use supply arrangements.

IMAGE: - A group of people at a procurement forum.

IMAGE: - Tenant planting a plant in the garden

## Sport and Recreation

### Our objective

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

### What we do

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

### Our services

* Community support
* Facilities

IMAGE: - A young girl playing kicking a ball.

# Aboriginal and Torres Strait Islander Staff Forum

*Connections and Conversations: Doing Things Differently!* was the theme of the third annual Aboriginal and Torres Strait Islander Staff Forum, held on Yugumbeh country on the Gold Coast in May 2019.

The Director-General and Executive Leadership Team joined over 100 Aboriginal and Torres Strait Islander employees in the sharing of stories and discussion of issues at this vibrant event.

The forum was designed to encourage open and honest dialogue between staff and leaders, with an emphasis on addressing challenges, breaking down barriers and finding better ways of working.

The HPW Aboriginal and Torres Strait Islander Advancement Framework provided a platform for many topics of discussion at the event. The Framework identifies five key priorities for achieving better outcomes for Aboriginal and Torres Strait Islander peoples and communities across Queensland and commits the department to continuous improvement in the following areas:

* cultural capability (including cultural capability training and the cultural immersion program)
* communication and engagement
* workforce development
* business procurement
* stakeholder development.

Opportunity was a key theme of the feedback received from staff.

“Using my ability to connect with people and build networks and relationships has been critical to developing my career within government,” said event delegate Rachel Stone from Sport and Recreation.

Ryan Kruger works in Housing and Homelessness service delivery. “The cultural immersion program is one of the best opportunities I’ve had in my life so far. The places I’ve been and the people I’ve met have helped me develop into the person I am today,” he said.

First Nations Housing Advisor Mick Gooda was also in attendance, leading a discussion about the importance of designing systems that cope with difference, in particular responding to the needs of Aboriginal and Torres Strait Islander peoples. This topic resonated strongly with delegates and provided a catalyst for a lively discussion about place-based and person-centred approaches.

Forum participants advocated for the development of an Aboriginal and Torres Strait Islander Workforce Development Strategy to support the attract, retention and career pathways of Aboriginal and Torres Strait Islander staff.

“Using my ability to connect with people and build networks and relationships have been critical to developing my career with government.” Rachel Stone, Sports and Recreation

IMAGE: - Group phot of Aboriginal and Torres Strait Islander staff who attended the forum.

IMAGE: - Group of Aboriginal and Torres Strait Islander staff sitting around a table

# Activate! Queensland gets the state moving

The department’s *Activate! Queensland 2019–2029* strategy is aimed at getting more Queenslanders moving, more often at every stage of their lives. It’s also a key contributor to the Queensland Government’s Advancing Queensland Priorities of Give all our children a great start, Keep Queenslanders healthy and Be a responsive government.

Over the next ten years, the strategy will assist individuals and communities to address the barriers that prevent or limit participation. In doing this, it will support improvements such as increasing the number of children who are active for one hour per day to 60%, increasing the number of adults who undertake sufficient physical activity to 75% and increasing the number of funded organisations that achieve gender equity to 100%.

An extensive state-wide consultation exercise ensured that the strategy, which launched in July 2019, was informed by the needs and experiences of Queenslanders.

*Activate! Queensland* aims to improve the physical literacy of young people and includes an initial three-year investment of $25.5 million to help cover the costs for children from low-income families to participate in physical activity, including $150 vouchers for more than 56,000 kids.

The Active Schools initiative will also boost physical activity for students by encouraging learning through movement, supported by a range of activities throughout the school day.

*Activate! Queensland* is also finding innovative ways to boost community participation by unlocking school sport facilities outside of school hours under the Community Use of Schools initiative. Four pilot projects are currently underway. These collaborations between schools and community sports organisations will, in turn, help drive investment in facilities.

Making places and spaces accessible for all Queenslanders to be active is another focus of the strategy, with a $40 million investment over three years directed towards 150 community infrastructure projects. This investment will support a culture of movement, inclusion and accessibility and deliver valuable upgrades to amenities and facilities.

The strategy also provides a boost for Queensland’s major stadiums and elite athletes. Continued investment in advanced sport science will help ensure our high-performance programs remain world-class and our Queensland Sport and Athletic Centre at Nathan will be developed into a collaboration space that will support innovation and success across the industry.

Consultation for the Activate! Queensland 2019-2029 strategy

2,383 online responses to surveys

2,021 short postcard survey responses

505 people participated in community sessions

637 people participated in sector deep dives and department-led sessions

91 written submissions were received

585,000+ Queenslanders reached across social media

IMAGE: - Group of young kids in football jerseys

IMAGE: - Photo of a building

IMAGE: - A person standing on a soccer ball with their right leg

IMAGE: - A lady paling tennis

IMAGE: - Young child sitting in a wheelchair beside a horse

The department’s Activate! Queensland 2019-2029 strategy is aimed at getting more Queenslander moving, more often at every stage of their lives

## Digital Capability and Information

### Our objective

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

### What we do

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

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

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

Digital Capability and Information is also responsible for implementing the government’s commitment to making government data open for anyone to access, use and share.

### Our services

* Whole-of-government customer experience
* Government recordkeeping and archives
* Digital economy
* Open data

## Strategic Information and Communication Technology (including QGCIO)

### Our objective

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

### What we do

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

Strategic ICT also delivers ICT infrastructure services through CITEC. In accordance with administered arrangements, these are reported separately in this report.

The Queensland Government Chief Information Office (QGCIO) provides advice to government on digital ICT and digital investment in the areas of governance, risk, architecture, technology and information patterns, workforce and cyber security.

IMAGE: - group of people standing around a mobile device

IMAGE: - group of people sitting around a laptop

# Building a faster IT future through the Queensland Government Regional Network

Improving the experience of Queenslanders living and working in regional and remote parts of the state is at the heart of CITEC’s Queensland Government Regional Network (QGRN) initiative.

A faster IT future is being made possible through the delivery of cutting edge technology at Hub sites which now number 18 across Queensland, in communities such as Emerald, Roma, Cairns, Townsville, Mackay and Blackwater, with a further seven sites under construction.

Better government telecommunications support staff productivity and performance and make it easier for Queenslanders to interact with government services. For example, staff in Currumundi are enjoying faster file download speeds, a 50 times improvement in network performance and video conferencing, which is resulting in efficiencies for frontline staff in Maroochydore.

The Network is tackling the challenge of a vast state and delivering significant benefits in regional Queensland. With over 7,500 government data network connections, expenditure was significant and regional offices were constrained by low bandwidth, slow internet speeds and document download times – all of which impacted on customer service and on wait times.

The QGRN is not only transforming ordinary workplaces into modern collaboration spaces, it’s improving digital equity between rural and urban areas, and responding to the digital needs of all Queenslanders.

In addition, local suppliers have supported the construction components, encouraging investment straight back into local communities and the increased telecommunication competition with other digital service providers is delivering further benefits to customers.

The QGRN is not onlty transforming ordinary workplaces into modern collaboration spaces, it’s improving digital equity between rural and urban areas, and responding to the digital needs of all Queenslanders

IMAGE: - inside of a data hub

IMAGE: - transponder on roof of a building

# Our Commercialised Business Units

## Building and Asset Services

### Our objective

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

### What we do

Building and Asset Services (BAS), in partnership with its Queensland Government agency customers, delivers strategic asset management by managing risks for diverse building asset portfolios and providing expertise in planning, procurement and delivery of new building infrastructure, building maintenance and asset and facilities management.

BAS provides agency customers with access to professional, technical and ancillary services and works closely with industry and suppliers to maximise value for money procurement and contract management outcomes.

# New apprentices join the next generation of Queensland tradespeople

Creating employment opportunities for Queenslanders is an important priority for the department as part of the Queensland Government’s broader focus on Advancing Queensland’s Priorities. The Building and Asset Services Apprenticeship Program is a key part of this commitment, with the department welcoming a further 42 enthusiastic apprentices in 2018–19.

Working at 12 locations around the state, from Thursday Island down to Robina, the apprentices are learning a diverse range of trade skills to help them become the next generation of electricians, carpenters, plumbers, painters, stonemasons and refrigeration mechanics.

Townsville apprentice carpenter Daniel Marsden described “the ability to work under very experienced tradesmen” as a key benefit of his apprenticeship.

Joining the three female apprentices recruited in July 2018, the March 2019 intake also included four young women, including Jessah from Mackay who has taken on carpentry. “I’m really looking forward to working with my hands, becoming qualified and seeing how far I will go,” she said.

Alisaa from Toowoomba was also enthusiastic about what a trade career would bring her. “I want to learn my trade well and build good relations with my mentor and colleagues. I have already had a start in a design-based role in the building industry, and I wanted to be in a job that keeps me fit, active and healthy.”

Jess from Longreach is following a family tradition by taking up the tools. “There aren’t many females in the carpentry industry in Longreach – but I am looking forward to getting started. I’m also renovating my own home. My grandad was an inspiration for me when looking to take up the profession,” she said.

IMAGE: - Group of female apprentices

IMAGE: - Back of apprentice uniform with the words ‘Think safe Act safe’ printed on the back

IMAGE: - Group of male apprentices

## CITEC

### Our objective

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

### What we do

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

### Our services

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

## QFleet

### Our objective

To provide a central pool of expertise in fleet management and fleet management services, to enable government and government-funded organisations to safely deliver frontline services to the community.

### What we do

QFleet is responsible for whole-of-government fleet management and advisory services. These 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, end-of-life repairs and vehicle remarketing.

.

# Supporting a low-emission future through QFleet Car Share

QFleet’s Car Share initiative is a convenient solution for short-term travel that’s also helping agencies across government reduce costs and lower vehicle emissions.

A whole-of-government centralised motor vehicle pool, the Car Share initiative offers a fully automated, real-time vehicle booking, tracking, reporting and billing system.

QFleet Car Share Project Coordinator, Sheena Grenier said the service is a great alternative to using a leased vehicle, taxi or car rental for short trips.

“Car Share is very easy to use. Users can book online using a real-time calendar and instantly collect their vehicle,” Sheena said.

There are seven Car Share vehicle collection points in the Brisbane CBD, with plans to expand to greater Brisbane and regional locations as the service grows and more agencies come on board.

“The centralised car pool offers drivers a range of vehicle types and sizes – including plug-in electric and other low-emission vehicles – and allows users to share a ride with colleagues or other Queensland Government staff,” Sheena said.

QFleet Car Share plays an important role in supporting the transition to a cleaner, greener government fleet, in turn contributing to the Queensland Government’s Advancing Queensland Priority of protecting the Great Barrier Reef.

The introduction of low and zero-emissions vehicles is a focus of the QFleet Environmental Strategy and Electric Vehicle Transition Strategy for the Queensland Government motor vehicle fleet with a Hyundai IONIQ becoming the first fully electric vehicle to join the vehicle pool in February 2019.

IMAGE: - Worker in a call centre

IMAGE: - White car driving on the road

## Queensland Shared Services

### Our objective

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

### What we do

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

### Our services

* Human Resources
* Finance

# Our performance

Our service area performance against the 2018–19 Service Delivery Statements service standards are presented below with notes explaining significant variations.

## Housing and Homelessness

### Service: Housing Services

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | Level of overall client satisfaction: Public Housing  | 85% | 86.8% |
| Client/customer satisfaction and engagement | Level of overall client satisfaction: Community Housing  | 80% | 81.7% |
| Client/customer satisfaction and engagement | Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need  | 92% | 96% |
| Client/customer satisfaction and engagement | Percentage of department owned social rental housing dwellings in acceptable condition | 95% | 98% |
| Client/customer satisfaction and engagement | Proportion of total new households assisted to access rental accommodation who moved into the private rental market | 86% | 86% |
| Client/customer satisfaction and engagement | Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards  | 50% | 68% |
| Client/customer satisfaction and engagement | Average wait time to allocation for assistance (months) with government owned and managed social rental | 8 | 7.5 |
| Client/customer satisfaction and engagement | Percentage of under occupied government-owned and managed social rental housing  | 15% | 16% |
| Client/customer satisfaction and engagement | Proportion of government-owned social rental housing stock matched to greatest demandNote: Data provided are for 1 or 2 bedroom accommodation | 54% | 54% |

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Efficiency measure** | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | Average tenancy and property management administration cost per households assisted with social rental housing | $1,271  | $1,272 |

### Service: Homelessness Services

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | 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 support2017-18 latest RoGS data | 67%  | 64.7%  |
| Client/customer satisfaction and engagement | Percentage of homelessness services clients who requested assistance relating to domestic and family violence and received this assistance2017-18 latest RoGS data | 87%  | 87.3%  |
| **Strategic Plan performance indicator** | **Efficiency measure** | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | Recurrent cost per client accessing homelessness services2017-18 latest RoGS data | $3,100  | $3,584 |

## Government Accommodation and Building Policy Services

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan****performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | **2018-19**Actual |
| Smarter and more efficient use of resources | Return on investment:commercial properties included in the office portfolioNote: Variance between 2018-19 Target/Est. and 2018-19 Actual is mainly due to an increase in the valuation of some major buildings in the portfolio which reduced the overall return on investment | ≥6.5% | 5.9% |
| Smarter and more efficient use of resources | government employee housing | ≥1.5% | 1.5% |
| Smarter and more efficient use of resources | **Vacancy rate:**office portfolio | ≤3.5% | 1.5% |
| Smarter and more efficient use of resources | **Vacancy rate:**government employee housing | ≤6% | 4.48% |
| Responsive and accessible government services | Percentage of government-owned employee housing with an acceptable facility condition index ratin | ≥90% | 99.1% |
| Environmental sustainability in government asset portfolio | Energy performance – percentage of occupied government office accommodation achieving a rating ≥ 4 star under the National Australian Built Environmental Rating System. A new measure monitoring ongoing energy efficiency improvements, “Energy performance – percentage of occupied government office accommodation achieving a rating ≥5 star under the National Australian Built Environmental Rating System” has been introduced for the 2019-20 SDS. This service standard is discontinued as the majority of the audited office accommodation space has now achieved the referenced target of 4 stars with the remaining audited space no longer considered a reliable measure of performance. This service standard was published in the Government Accommodation and Building Policy Service Area in the 2018-19 SDS. | >95% | 97.6% |
|  | **Efficiency measures** | 2018-19**Target/Est** | 2018-19**Actual** |
|   | **Work point density**: average | 13.5m² per person | 13.5m² per person |
|   | **Work point density**: new fitout | 12m² per person | 12m² per person |

## Service area: Procurement

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
| Partner and stakeholder satisfaction and engagement | Overall satisfaction with advice and support provided by the Office of the Chief Advisor – Procurement (internal to government)Variance between the 2018-19 Target/Estimate and the 2018-19 Actual has identified increased agency expectations for further support services to deliver procurement outcomes. The Office of the Chief Advisor – Procurement will continue to enhance strategic engagement through the Queensland Government Procurement Committee, along with providing improved support and information services for government agencies to deliver the Buy Queensland approach. | 90%  | 59% |
| Partner and stakeholder satisfaction and engagement | Overall satisfaction with the way the Office of the Chief Advisor – Procurement engages with the Procurement Industry Advisory Group (external to government)Variance between the 2018-19 Target/Estimate and the 2018-19 Actual is due to improved engagement with, and the building awareness of government initiatives among, Procurement Industry Advisory Group (PIAG) members. The Office of the Chief Advisor – Procurement will continue a high-level of engagement with PIAG (as the government’s key strategic industry committee) through regular meetings and other priority engagements. The target for this measure will be reviewed in subsequent years in order to take into consideration longer term trends over several years. | 80%  | 88% |

## Service area: Sport and Recreation

### Service: Community Support

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | Participants' overall satisfaction with the department's education and training programs Education and training programs will be incorporated into the development of products and services to deliver Government priorities identified through the *Activate! Queensland 2019-2029* strategyand accompanying Three Year Action Plan. As part of the development and implementation of the products and services, a measure will be considered to correspond to the education and training programs. Accordingly, this service standard is discontinued as the corresponding education and training programs effectively concluded in 2018-19. The discontinued service standard was published in the Sport and Recreation Service Area in the 2018-19 *Service Delivery Statements* (SDS). | 95% | 96.4% |
| Active and sustainable communities | Percentage of young people redeeming a Get Started voucher who have not played club sport before | 15% | 17.45% |
| Active and sustainable communities | Percentage of athletes selected for national teams supported by the Queensland Academy of Sport | 25% | 26% |
| Active and sustainable communities | Co-contribution ratio of partnership investment to the Queensland Academy of Sport investment in grants research projects | 1:1  | 1:1:87 |
|  | Efficiency measure | 2018-19Target/Est. | 2018-19Actual |
|  | A new efficiency measure is being developed for this service and will be included in future Service Delivery Statements |  |  |

### Service: Facilities

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
| Responsive and accessible services | Utilisation of Queensland Recreation Centres accommodation facilities | 42% | 42.5% |
|  | Efficiency measures | 2018-19Target/Est. | 2018-19Actual |
|  | Queensland Recreation Centres operational bed cost per night | <$45 | $44.84 |

## Service area: Digital Capability and Information

#### Service: Whole-of-Government customer experience

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
| Client/customer satisfaction and engagement | Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies | ≥85%  | 97% |
|  | Efficiency measure | 2018-19Target/Est | 2018-19Actual |
| Responsive and accessible services | Cost per customer service interaction (all interaction) | $1.10  | $0.67 |

#### Service: Government Recordkeeping and Archives

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
| Responsive and accessible services | Overall customer satisfaction with Queensland State Archives delivery of services to the public.Note: Queensland State Archives did not conduct a customer satisfaction survey during 2018-19 as it is currently investigating a new, more effective survey methodology, to ensure that it incorporates a wider proportion of records accessed and a much wider population base. The previous survey was only measuring the satisfaction of a small minority of customers accessing Queensland public records. This now accounts for less than 0.5% of records accessed by the Queensland public due to the significant increase in digital records accessed. Continuing the survey as is would provide an overstatement of QSA effectiveness in providing access to services. A new customer satisfaction survey will be undertaken during 2019-20. | ≥91% | N/A |
| Responsive and accessible services | Percentage of clients satisfied with the services provided by Queensland State Archives | ≥80%  | 86% |
|  | Efficiency measure | 2018-19Target/Est. | 2018-19Actual |
| Responsive and accessible services | Average cost to Queensland State Archives per record accessedNote: The variance between the 2018-19 Target/Estimate and 2018-19 Actual reflects the success of QSA’s transformation initiatives to encourage more access through digital channels. | $6.00  | $2.30 |

Service: Digital Economy.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Effectiveness measures | 2018-19Target/Est. | 2018-19Actual |
|  | Proportion of stakeholders who are satisfied with digital capability development services, consultative and engagement processes.  Following the machinery-of-government changes on 1 July 2018, the services were transferred across two divisions within the department and to the Department of Innovation, Tourism Industry Development and the Commonwealth Games. Accordingly, a service standard on digital capability and services is under development and is expected to be introduced in the 2020-21 SDS. The discontinued service standard was published in the Digital Capability and Information Service Area in the 2018-19 SDS. The 2018-19 Estimated Actual is not available due to a reduced sample size, insufficient data and cross-government functional realignment and, consequently, is not reported | ≥85%  | .. |

#### Service: Open Data

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan performance indicator | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
| Responsive and accessible services | Percentage of data sets available on qld.gov.au with an Open Data Certificate.An Open Data Certificate is an internationally recognised certification that assesses and recognises the sustainable publication of quality open data, see <https://certificates.theodi.org/en>. | 65%  | 92.12% |
|  | Efficiency measure | 2018-19Target/Est. | 2018-19Actual |
|  | An efficiency measure is being developed for this service and will be included in future Service Delivery Statements. |  |  |

### Service area: Strategic and Information Technology

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Planperformance indicator | Effectiveness measure | 2018-19Target/Est. | 2018-19Actual |
|  | Percentage of whole-of-government spend awarded to Small to Medium sized enterprises (transactions over $10,000) | ≥18%  | 20.96% |
|  | Efficiency measure |  |  |
|  | Operating cost per $1,000 of managed spend on ICT goods and services | ≤$20  | $11 |

## Building and Asset Services

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Plan**performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
| Partner and stakeholder satisfaction and engagement | Overall customer satisfaction.The 2018-19 Target Estimate and 2018-19 Actual is not published as this is a biennial survey with the next survey to be undertaken in 2019-20. | .. | .. |
| Partner and stakeholder satisfaction and engagement | Percentage of maintenance spend on BAS’ customer’s facilities with Local Zone 1 suppliers (based on physical location of contractor’s workplace) | 80% | 81.78% |
|  | **Efficiency measures** | 2018-19Target/Est. | 2018-19Actual |
|  | Gross profit as a percentage of revenue generated from work delivered on behalf of BAS customersVariance between 2018-19 Target/Est. and 2018-19 Actual is mainly due to the products and services delivered and the related gross profits achieved. | 8.3% | 9.0% |
|  | Net profit before tax and dividends as a percentage of salesVariance between 2018-19 Target/Est. to 2018-19 Actual is mainly due to the increase in contribution from a higher volume of sales. | 0.1% | 1.15% |
|  | Current ratioVariance between 2018-19 Target/Est. to 2018-19 Actual is mainly due to the general movements in business operational activity. | 1.8:1 | 1.7:1 |

## CITEC

### Service: CITEC ICT

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | **2018-19****Target/Est.** | 2018-19Actual |
| Partner and stakeholder satisfaction and engagement | CITEC ICT customer satisfaction | >70% | 87% |
| Responsive and assessible government services | CITEC ICT service availability | >99.9% | 99.99% |
|  | **Efficiency measures** |  |  |
| Smarter and more efficient use of resources | CITEC ICT Earnings before interest and tax less Depreciation and Amortisation (EBITDA)The variance between the 2018-19 Target/Est. and 2018-19 Actual is mainly due to faster than anticipated uptake of the Queensland Government Regional Network (QGRN) and associated timing difference between costs outlaid to establish the QGRN and incoming revenue from customers to offset these costs. | $1.775m | ($3.847m) |

### Service: CITEC IB

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | **2018-19****Target/Est.** | 2018-19Actual |
| Smarter and more efficient use of resources | CITEC IB customer satisfactionThe positive result is attributed to high levels of customer satisfaction with the CITEC Confirm Service Centre as well as the quality and timeliness. | >80% | 89% |
|  | **Efficiency measures** |  | 2018-19Actual |
| Smarter and more efficient use of resources | CITEC IB Earnings before interest and tax less Depreciation and Amortisation (EBITDA)Positive variance between 2018-19 Target/Est and 2018-19 Actual is due to efficient management of costs and revenue streams. | ($3.347m) | ($0.477m) |

## QFleet

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | **2018-19****Target/Est.** | 2018-19Actual |
| Partner and stakeholder satisfaction and engagement | Overall customer satisfactionThis is a biennial survey with the next survey to be undertaken in 2019-20 | .. | .. |
| Partner and stakeholder satisfaction and engagement | Percentage of total QFleet vehicles with a 5 star ANCAP safety rating | 90% | 94% |
|  | **Efficiency measures** | **2018-19****Target/Est.** | 2018-19Actual |
|  | Current ratioVariance between the 2018-19 Target/Est. and 2018-19 Actual is due to higher provisions for income tax and dividends resulting from a higher operating surplus than budgeted. | 2.6:1 | 2.1:1 |
|  | Return on net assetsVariance between the 2018-19 Target/Estimate and 2018-19 Actual is mainly due to a higher operating surplus. | 2.8% | 6.5% |
|  | Gearing levelVariance between the 2018-19 Target/Est. and 2018-19 Actual is mainly due to a higher operating surplus after tax and dividend resulting in higher equity. | 69% | 67% |
| Smarter and more efficient use of resources | Percentage of vehicle fleet utilisation compared to agreed lease parameters | 90% | 87.7% |

## Queensland Shared Services1

### Service area: HR

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
|  | Percentage of Payroll Services delivered within Service Agreement standards | ≥97% | 99.8% |
| Partner and stakeholder satisfaction and engagement | Customer satisfaction with HR Services | 80% | 82.5% |
| **Strategic Plan performance indicator** | **Efficiency measures** | 2018-19Target/Est. | 2018-19Actual |
| Smarter and more efficient use of resources | Number of pays processed per full-time equivalent (FTE) per fortnightPayroll processing per FTE will continue to be impacted by the transition from Lattice to Aurion. Resource levels are required to be maintained to enable staff to undergo training of new systems and processes. In addition, a number of payroll processes still require manual intervention which continues to have an impact on resource requirements. QSS has an ongoing focus on reducing manual processes to move towards achieving the performance target and will continue to encourage customers to utilise self-service options. The future introduction of time and attendance systems which integrate with Aurion should also reduce manual timesheet data entry for several agencies who have staff who work 24/7. | ≥325 | 314 |

### Service area: Finance

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Plan performance indicator** | **Effectiveness measures** | 2018-19Target/Est. | 2018-19Actual |
|  | Percentage of Finance Services delivered within Service Agreement standardsThis measure consistently tracks around 95% however an increase in volumes in recent months resulted in SLAs for master data and corporate card services not being met in quarter 4. This has impacted the overall year to date results not meeting the target. This target is a stretch target which is easily impacted by volume variations. QSS has an ongoing focus on meeting SLA targets. | ≥95% | 94.2% |
| Partner and stakeholder satisfaction and engagement | Customer satisfaction with Finance Services | 80% | 87.4% |
| **Strategic Plan performance indicator** | **Efficiency measures** | 2018-19Target/Est. | 2018-19Actual |
| Smarter and more efficient use of resources | Number of accounts payable transactions processed per FTE per annumThis measure continues to improve as a result of increased utilisation of electronic workflow and process automation. | ≥9,000 | 10,226 |

# Connecting Queensland’s regions through the Mobile Black Spot Program

The challenge of telecommunications in a state as large as Queensland is significant, and so the department is investing in the National Mobile Black Spot Program (MBSP) to help transform telecommunications connectivity for regional and remote communities. Addressing black spots will help improve the way government delivers services and engages the community.

Since Round 1 of the MBSP was announced in June 2015, the Queensland Government has invested $20.81 million (ex GST) to deliver 170 new and improved base stations across the state. This includes pledging $2.28 million (ex GST) in Round 4 in early 2019 for 26 new sites to be built in locations ranging from the state’s far north to the Gold Coast.

Our investment in Round 4 of the program was striking a balance in addressing priority black spot areas across the state, from remote communities to schools in regional areas and supporting high-growth urban fringe areas where communications infrastructure hasn’t been able to keep pace.

The regional Aboriginal and Torres Strait Islander community of Yarrabah will receive improved mobile coverage, as will communities using the Northern Peninsula Airport and Eliot Falls camping grounds. This accessibility can transform whole communities.

In the Wide Bay Burnett region, Builyan State School and Bungadoo will benefit from better reception, as will urban fringe areas such as Mapleton, Narangba West, Mount Glorious, South Ripley and Bonogin.

The new infrastructure is expected to come online by the second half of 2020.

Addressing black spots will help improve the way government delivers services and engages the community.

IMAGE: - Telecommunications tower

# Governance

Our department is committed to good governance, which is demonstrated by our departmental Governance Framework and reinforced through our governance committees, structures, plans, frameworks, policies, procedures/processes, practices and systems. Good governance is at the heart of our organisation, ensuring we are principle-based and well managed in delivering on our strategic objectives.

In 2018–19, we developed and implemented a new Governance Framework in response to changing business needs and our desire for continuous improvement. The framework draws together the key principles that drive our performance whilst enabling oversight of accountabilities. It helps us enhance trust in our actions by being transparent, responsible and responsive to change.

Our Governance Framework communicates how our department structurally sets direction, how our performance is managed and how we operate using agile values and principles. This ensures we meet our strategic objectives, allocate resources appropriately and maximise the efficient and effective delivery of services. The framework reflects our commitment to the highest standards of ethical behaviour and business practices in delivering responsive customer services.

The 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.

IMAGE: - Department of Housing and Public Works Executive Leadership Team

Front row: Trish Woolley, Andrew Spina, Liza Carroll, Graham Atkins and Robyn Turbit

Back row: Rowena Richardson, Richard Cassidy, Paige Ridgewell, Dallas Stower, Sharon Bailey and Andrew Mills.

### Executive Leadership Team

The Executive Leadership Team is the department’s principal strategic governing body, responsible for setting the strategic direction of the department, demonstrating leadership, overseeing financial and business performance, effective use of resources and supporting the Director-General as the Accountable Officer.

The role of the Executive Leadership Team is to:

* set the department’s strategic direction, goals and performance levels, aligned to government objectives
* provide stewardship over the implementation of programs and policies
* demonstrate visible and aligned leadership to the agency
* ensure effective financial management and use of resources, including reprioritisation when necessary
* monitor the performance of business activities and the achievement of priorities and objectives
* ensure effective business continuity practices and culture within the department
* support the Director-General to meet legislative requirements and accountabilities
* ensure the effective management of risk through:
* setting the organisation’s risk culture and appetite and monitoring key departmental risks
* ensuring fraud and corruption risk assessment occurs at departmental and business area levels.

**Chair:**  Director-General

**Members:**

* Deputy Director-General, Housing, Homelessness and Sport
* Deputy Director-General, Building Policy and Asset Management
* Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
* Deputy Director-General, Digital Technology and Services
* Assistant Director-General, Building Legislation and Policy
* Assistant Director-General, Corporate Services
* Assistant Director-General, Digital Platforms and Data
* Assistant Director-General, Sport and Recreation
* Assistant Director-General, Responsive Government
* Queensland Government Chief Information Officer

As at 30 June 2019, the Executive Leadership Team was supported by eight 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 2019

###### 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’.

###### Trish Woolley

Member: Deputy Director-General, Housing, Homelessness and Sport

*LLB, BSocWk*

Trish joined the Department of Housing and Public Works in September 2016. She has almost 20 years’ experience in public administration, working across a range of social policy and service delivery agencies in State Government (Queensland and Victoria) and the Commonwealth Government (Department of Human Services, Department of Social Services and Department of Prime Minister and Cabinet).

Trish is an experienced leader of social policy reforms nationally, while contributing to the critical business transformation and modernisation of a number of social policy agencies to improve government delivery of key services and improve policy capability.

###### Graham Atkins

Member: Deputy Director-General, Building Policy 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.

###### Sharon Bailey

Member: Acting Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement

*BSocWk, BA, PgD-Arts*

Sharon joined Department of Housing and Public Works in April 2019 and brings extensive policy implementation experience across Federal and State jurisdictions of government. Most recently, she spent seven years with the Australian Government, undertaking both corporate and policy roles within the Department of Social Services. This followed numerous economic and social policy roles across the Queensland Government, including the Departments of the Premier and Cabinet, Public Works and Families and Communities.

###### Andrew Spina

Member: Deputy Director-General, Digital Technology and Services

*BSc (Comp)*

Andrew has worked in the Queensland public sector for more than 35 years and has extensive experience in leading the delivery of digital transformation, digital service delivery and shared government services.

Andrew has undertaken a number of Deputy Director-General and Chief Information Officer roles providing strategic digital leadership in the Department of Communities, Department of Science, Information Technology and Innovation, Department of Public Works and Housing; and roles in CITEC and Treasury.

###### Richard Cassidy

Member: Assistant Director-General, Building Legislation and Policy

*BCom*

Richard Cassidy commenced as Assistant Director-General, Building Legislation and Policy in February 2019 and brings many years’ strategic leadership experience within public sector environments. Richard’s approach is characterised by a strong focus on outcomes and a demonstrated ability to develop policy and strategy solutions, which meet the needs of diverse stakeholder groups.

Richard has previously worked for the department as the Executive Director, Office of the Chief Advisor Procurement, where he led the development and implementation of the *Buy Queensland* procurement policy to deliver broader economic, social and environmental outcomes for Queensland through the government’s procurement spend.

Richard has also spent time as a management consultant providing infrastructure advisory services and prior to that working for Queensland Health implementing large system-wide reforms.

###### Robyn Turbit

Member: Assistant Director-General, Corporate Services

*BCom, BEcon*

In her career spanning over 40 years, 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.

Robyn has worked in various iterations of the Department of Housing and Public Works for more than 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, which she has held since 2007.

###### Dallas Stower

Member: Assistant Director-General, Digital Platforms and Data

*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, Digital Platforms and Data, Dallas leads the development and implementation of initiatives that strengthen Queensland’s ICT service delivery. Dallas is responsible for CITEC, Strategic ICT Projects, Smart Service Queensland and Data Sharing and Analysis.

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 Assistant Director-General, Strategic ICT; General Manager, CITEC; Executive Director, Telecommunications and Digital Economy Coordination Office; and Chief Information Officer, Queensland Rail.

###### Paige Ridgewell

Member: Assistant Director-General, Sport and Recreation

*BLeisSt, MBA, MPP*

Paige has more than 30 years’ experience in the sport and recreation industry as an athlete, coach and administrator. Paigeoffers extensive experience in managing and directing teams to achieve high level outcomes in strategy, policy and program development.

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 led and coordinated whole-of-department policy and positioning across diverse portfolio areas including Native Title, National Parks, Racing and Sport and Recreation.

###### Rowena Richardson

Member: Acting Assistant Director-General, Responsive Government

BHSc (Nursing), MHA

Rowena has over 25 years’ experience in operational and strategic roles across government. In her current role in Responsive Government, Rowena is responsible for leading ‘Be a Responsive Government’ as part of *Our Future State: Advancing Queensland’s Priorities.*

Since 2005, Rowena has facilitated significant reform agendas in the emergency management and health sectors. Prior to joining the department in 2018, Rowena contributed to the successful establishment of the Office of the Inspector-General Emergency Management and was the primary driving forcebehind the development and implementation of the *Emergency Management Assurance Framework*, the first of its kind in Australia. In operational and strategic roles, she facilitated effective disaster management outcomes for all state and local government agencies.

Rowena has held a range of clinical and strategic leadership roles in Queensland Health. Most notably, Rowena helped form Queensland Health’s inaugural Patient Safety Centre where she led major state-wide reform programs to enhance patient safety and change clinician behaviour. She has a background in improvement systems and futures thinking, designing and implementing programs that have created organisational culture change and improvement.

###### Andrew Mills

Member: Queensland Government Chief Information Officer

*BSc, MSc (Electronic Systems)*

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

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

### Governance Committees

#### Executive Finance Committee

The role of the Executive Finance Committee is to consider and provide appropriate advice to the Director-General, through the Executive Leadership Team, about the effective alignment and deployment of departmental financial resources to support the department's strategic objectives and the government's priorities.

**Chair:** Assistant Director-General, Digital Platforms and Data

**Members:**

* Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
* General Manager, Smart Service Queensland, Digital Technology and Services
* Executive Director, Policy, Programs and Partnerships, Sport and Recreation, Housing, Homelessness and Sport
* Executive Director, Housing Partnerships Office, Housing, Homelessness and Sport
* General Manager, Building and Asset Services, Building Policy and Asset Management
* Executive Director, Office of the Chief Advisor, Queensland Government Procurement, Portfolio Strategy
* Assistant Director-General, Corporate Services
* Chief Finance Officer, Corporate Services

In 2018–19, the Executive Finance Committee:

* provided strategic planning oversight of the department’s budget submissions for both the annual and mid-year budget cycles
* monitored the progress and performance of entities within the portfolio and examined matters with budgetary implications
* considered emergent issues and their impact on the financial viability of the department and its business areas
* provided oversight on the review of financial policies of the department.

#### Information Steering Committee

The Information Steering Committee oversees the department’s investment in Information, Communication and Technology (ICT) to ensure these services and capabilities enable efficient business operations across the state. The committee ensures the ICT services align to the department’s strategic objectives and the government’s priorities for Queenslanders.

**Chair:** Deputy Director-General, Housing, Homelessness and Sport

**Members:**

* Chief Information Officer, Corporate Services
* Executive Director, Customer Relationships and Business Systems, Building and Asset Services, Building Policy and Asset Management
* General Manager, CITEC, Digital Technology and Services
* Regional member

**Observers:**

* Chief Finance Officer, Corporate Services
* Queensland Government Chief Information Office representative

In 2018–19, the Information Steering Committee:

* monitored progress, issues and risks for ICT projects for the department
* endorsed replacement of the Fleet Management System
* endorsed revised departmental policies
* commenced review of Key Risk 6: information management, business systems or ICT infrastructure fails to meet the core strategic needs of the department
* noted the HPW key systems roadmaps

#### People and Culture Committee

The People and Culture Committee provides strategic support to the Director-General and Executive Leadership Team to build a culture that reflects the department’s values through effective human resource strategies and programs. The focus of the committee is to:

* provide strategic leadership in building a culture that reflects our values
* guide the investment, development, implementation and review of our people management practices to build capability across the department
* monitor performance against and mitigation strategies for Key Risk 4: Our people are not skilled or engaged to deliver solutions
* seek opportunities to guide and implement best practice and innovative strategies to improve our people management practices.

**Chair:** Assistant Director-General, Sport and Recreation

**Members:**

* Assistant Director-General, Responsive Government, Portfolio Strategy
* Queensland Government Chief Information Officer
* Executive Director, Service Delivery, Queensland Shared Services, Digital Technology and Services
* General Manager, Service Delivery, Housing, Homelessness and Sport
* Chief Human Resources Officer, Corporate Services
* Executive Director, Communication and Engagement, Portfolio Strategy
* Executive Director, Regional Operations, Building and Asset Services, Building Policy and Asset Management

In 2018–19, the People and Culture Committee:

* promoted and participated in maintaining White Ribbon Accreditation
* worked with business areas to analyse Working for Queensland Employee Opinion Survey 2018 results and assisted in the development of strategies to address issues arising from the results
* continued to recognise the knowledge, skills and diversity that university graduates bring to the department by employing 14 new graduates across two different programs
* celebrated a range of diversity events and culturally significant occasions across the state
* continued to provide learning opportunities for employees by enhancing the range of online learning programs in the department’s learning management systems.

#### Workplace Health and Safety (WHS) ELT

The WHS ELT provides direction and leadership to support an effective workplace health and safety management system to achieve improved safety performance and culture.

**Chair:** Director-General

**Members:**

* Assistant Director-General, Corporate Services
* Deputy Director-General, Digital Technology and Services
* Deputy Director-General, Housing, Homelessness and Sport
* Deputy Director-General, Building Policy and Asset Management
* Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
* Queensland Government Chief Information Officer
* Director, Office of the Director-General
* Chief Human Resources Officer, Corporate Services
* Manager, Work Health and Safety, Human Resources, Corporate Services

In 2018–19, the WHS ELT endorsed the:

* implementation of the *Healthy and Safe Workforce Action Plan 2018–20*
* ongoing commitment to the department’s White Ribbon Accreditation, which is an integral component to providing support to 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
* implementation of key strategic recommendations of the Safer and Healthier Workplaces Audit Report
* provision of employee and manager support services to improve the department’s case management outcomes.

#### Audit and Risk Committee

The Audit and Risk Committee acts as an advisory service to the Director-General to assist in the effective discharge of the responsibilities detailed 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.

The Audit and Risk Committee charter sets out the authority, roles and responsibilities, membership and operations expected of the committee. The committee observed the terms of its charter in 2018–19 and had due regard to Queensland Treasury’s Audit Committee Guidelines.

**Period: 1 July 2018 – 26 February 2019**

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

**Members:**

* Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
* Deputy Director-General, Housing, Homelessness and Sport
* Assistant Director-General, Responsive Government, Portfolio Strategy
* Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management

**External member:** Neil Jackson, FCPA

**Period: 27 February 2019 – 30 June 2019**

**Chair:** Peter Dowling, FCPA, FAICD (External Member)

**Members:**

* Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
* Deputy Director-General, Housing, Homelessness and Sport
* Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
* Assistant Director-General, Digital Platforms and Data, Digital Technology and Services

**External member:** Sue Ryan, AICD

In 2018–19, the Audit and Risk Committee:

* reviewed and recommended approval of the department’s 2018–19 financial statements
* approved the audit plan and proposed fees of the external auditors
* considered the staffing and skills of the internal audit function
* approved the internal audit charter, internal audit plan and related budget
* considered external and internal audit report findings and recommendations, and monitored their implementation
* considered the appropriateness of the systems of performance measurement and reporting
* considered the ability of financial management and risk management to identify, monitor and manage significant risks including fraud and compliance risks
* endorsed the committee’s charter and workplan
* assessed the performance of the internal audit function
* evaluated the Audit and Risk Committee’s effectiveness and individual members’ performance
* briefed the Director-General on relevant matters, opinions, decisions and recommendations made by the committee.

The Audit and Risk Committee met on five occasions during 2018–19.

The remuneration paid to four external members was as follows: Eric Muir ($7,580), Neil Jackson ($8,050), Peter Dowling ($2,880) and Sue Ryan ($1,650).

#### Aboriginal and Torres Strait Islander Advancement Framework Committee

The Aboriginal and Torres Strait Islander Advancement Framework Committee provides advice, guidance and direction on the implementation of the *Aboriginal and Torres Strait Islander Advancement Framework*.

**Chair:** Deputy Director-General, Housing, Homelessness and Sport

**Members:**

* Executive Director, Aboriginal and Torres Strait Islander Housing Unit, Housing, Homelessness and Sport
* Deputy Director-General, Building Policy and Asset Management
* Assistant Director-General, Corporate Services
* Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
* Senior Analyst, Regulatory Services, Housing, Homelessness and Sport
* Senior Coordinator, Executive and Operational Support, Sport and Recreation, Housing, Homelessness and Sport
* Principal Advisor, HR Programs, Human Resources, Corporate Services
* Graduate Accountant, General Ledger and Reporting, QSS Service Delivery, Digital Technology and Services
* Principal Program Supervisor, Building and Asset Services, Building Policy and Asset Management
* Manager, Tenancy Services, Aboriginal and Torres Strait Islander Housing Unit, Housing, Homelessness and Sport
* Senior Contract Manager, Contract Management, Housing, Homelessness and Sport.

In 2018–19, the Aboriginal and Torres Strait Islander Advancement Framework Committee:

* organised the third annual Aboriginal and Torres Strait Islander Staff Forum on the Gold Coast from 22-23 May 2019, themed *Connections and Conversations Doing Things Differently*. The Director-General and the Executive Leadership Team joined over 100 Aboriginal and Torres Strait Islander colleagues from across the department to discuss important issues, share stories and build lasting relationships
* rolled out targeted cultural capability training in selected locations across the state
* organised the department’s NAIDOC activities including:
	+ guest speakers Ms Torita Blake, Indigenous Australian athlete and Ms Kelly McKellar-Nathan, former Australian softball player
	+ Aboriginal and Torres Strait Islander staff awards
	+ video interviews with three prominent Indigenous women
	+ participation in the ‘One Government’ precinct at the Musgrave Park Family Fun Day
* delivered round two of the Aboriginal and Torres Strait Islander traineeship program.

#### Property Asset Management Committee:

* ensures the effective use 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 department’s *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, Building Policy and Asset Management

**Members:**

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

In 2018–19, the Property Asset Management Committee:

* continued to drive *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 and departmental staff on procurement policies and practices and leads the delivery of excellence in procurement across the department.

**Chair:** Queensland Government Chief Information Officer

**Members:**

* Assistant Director-General, Corporate Services
* General Manager, Smart Service Queensland, Digital Technology and Services
* General Manager, Asset Managment Policy and Strategy, Building Policy and Asset Management
* Executive Director, Housing Partnership Office, Housing, Homelessness and Sport

In 2018–19, the Strategic Procurement Committee:

* provided strategic direction to the department to implement the *Queensland Government Procurement Strategy 2017* and the *Queensland Procurement Policy 2018*
* coordinated reporting on *Queensland Procurement Policy 2017* implementation to assess progress
* established a procurement capability baseline for the new department and developed the first four-year departmental strategic plan for procurement.

### Strategic Planning, Performance Monitoring and Reporting

The department’s *Performance Management Framework* integrates governance, planning, performance and risk to promote good practice corporate governance and ensure value is delivered to Queenslanders through services provided to the community. The framework demonstrates how the department contributes to the achievement of the government’s strategic priorities through performance. Our performance reporting arrangements are established in line with the Department of the Premier and Cabinet’s Queensland Government *Performance Management Framework*.

### Risk Management

Our *Risk Management Framework* outlines the approach to adopting efficient, effective and consistent risk management practices. It aligns closely with the HPW *Governance Framework*.

The objective of the framework is to drive a strong risk culture through effective and consistently applied risk management practices. The framework aims to ensure that risk management is fully integrated with existing management processes and responsibilities.

An extensive review of the *Risk Management Framework* was undertaken during 2018–19. The primary drivers behind the review were to ensure alignment with the:

* organisational structure
* machinery-of-government changes
* latest *AS/NZS ISO 31000: 2018 Risk Management – Guidelines*.

Our risk appetite outlines the level of risk that the department is willing to accept in carrying out its operations. A review of the risk appetite was modified to include the potential to accept a high level of risk in certain circumstances where the benefits outweighed the risk. This will enable the department to embrace innovation. We continue to have no tolerance for poor workplace health and safety, and fraud and corruption.

Our three-year *Risk Management Strategy 2018–21,* provides a strategic roadmap to help guide the department in heading towards and achieving our risk maturity goals of moving towards ‘advanced’ maturity by 2021. It contains high level actions, built year-on-year and is aligned with the key components of the Risk Management Framework.

In accordance with the strategy, divisions progressed risk maturity action plans to target specific areas of focus within their division.

A *Risk Management Capability Plan* was also developed during the year. It contains a range of communication, awareness-raising and capability development activities to reinforce good risk management practices.

### Integrity Services

The department’s Integrity Services Unit provides expert, high-level advice, facilitation and training in relation to corrupt conduct matters (including fraud and corruption), conflicts of interest, public interest disclosures, complaints management and other integrity-related matters across the department.

The department demonstrates its commitment to integrity through setting, implementing and monitoring integrity standards and through managing non-conformance with these components forming its integrity framework.

During 2018–19, the Integrity Services Unit worked on revising the conflict of interest policy and procedures to develop manager awareness and capability. Integrity Services has also worked with the Information Services Directorate on the development of a case management system to assist with the recording and management of corrupt conduct investigations.

### Internal Audit

Internal audit is a key component of the department’s corporate governance. It provides independent assurance that the department’s policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk and complying with internal policies.

The department’s Internal Audit Unit operates in accordance with the *Internal Audit Charter*, which is reviewed and endorsed by the Audit and Risk Committee each year. The charter authorises appropriate access to all functions, records, property and personnel within the department as well as direct access to the chair and independent members of the Audit and Risk Committee.

Internal Audit provides a broad range of functions in line with international standards for the Professional Practice of Internal Auditing and best practice, including:

* operational reviews
* compliance reviews
* change management reviews
* information systems and security reviews
* data analysis
* a comprehensive program of continuous assurance.

Internal Audit applies a risk management approach to strategic planning, assignment planning, fieldwork and reporting and works closely with the corporate risk management function to ensure appropriate coverage across the department.

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

During 2018–19, Internal Audit completed 24 reviews, five management requests and provided ad-hoc advice to managers on a range of issues.

Internal Audit had due regard to the Audit Committee Guidelines.

.

### Information Systems and Recordkeeping

Records are managed within each business area throughout the department. The department manages records using both business information systems and an electronic records management system (eDRMS), using a suite of policies to direct staff on the roles and responsibilities of record management.

In 2018–19, the department demonstrated its commitment to compliant recordkeeping practices by:

* progressing the design and configuration of an enterprise eDRMS system, which will create a repository for departmental records, reducing the administrative burden and improving collaboration through improved information sharing opportunities within the department
* providing ongoing recordkeeping support to departmental staff
* continuing the capture and use of digital records through the department’s eDRMS within Housing Service Centres across Queensland
* upgrading multiple versions of the department’s eDRMS application to ensure the system is reliable and the information and records held are managed and secure
* ongoing data cleansing and authorised disposal activities in accordance with authorised retention and disposal schedules annually
* ensuring the lifecycle management of all departmental public records was undertaken in accordance with legislative requirements.

### Information Technology

The Information Services Directorate provides strategic advice on how to rectify business problems by investing effectively in the department and adopting optimisation principles and change initiatives by:

* developing, managing and supporting technology solutions and applications, enabling the department to provide a range of services to Queenslanders
* supporting the department’s business functions by facilitating the delivery of digital business services, providing advice on information management and assistance with information security
* providing support, maintenance and delivery of modern technology and ICT infrastructure for departmental staff across Queensland. An average of 6,250 enquiries from departmental staff are managed each month.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Service type** | **2015–16** | **2016–17** | **2017–18** | **2018–19** |
| **Self service** | 2,011 | 1,600 | 1,319 | 351 |
| **In person** | 1,547 | 1,312 | 479 | 72 |
| **By form** | 6,534 | 6,838 | 1,045 | 11,439 |
| **By email** | 21,419 | 19,910 | 15,394 | 7,309 |
| **By phone** | 34,944 | 27,657 | 49,641 | 55,888 |
| **Total** | 66,455 | 57,317 | 67,878 | 75,059 |

*Note: Staff have adopted the more structured approach for requests offered by forms. This has seen significant decreases in requests in person and by email. Some of the self service functions are now captured by forms which are a structured approach to self service.*

### External Reviews

###### Queensland Academy of Sport

* A review was undertaken by BDO Australia to assesses the current state and future direction of the Queensland Academy of Sport
* Key findings indicated the Queensland Academy of Sport is a highly successful and leading-edge organisation with exceptional staff and expertise and ought to:
	+ review and prioritise which sports receive future support
	+ create a cluster of high performance sports by co-locating organisations to promote collaboration and innovation
	+ apply expertise and knowledge to support improved outcomes for the general community.
* The *Activate! Queensland 2019–2029* strategy will support implementation of accepted findings from the review.

In 2018–19, the department was involved in other external reviews including:

* Auditor-General of Queensland: Report to Parliament No. 14: 2018–19 – Queensland state government: 2017–18 results of financial audits: the department obtained an unmodified audit opinion on the 2017–18 financial statements
* Auditor-General of Queensland:  Report to Parliament No. 3: 2018–19 – Delivering shared corporate services in Queensland
* Auditor-General of Queensland: Report to Parliament No. 1: 2018–19 – Monitoring and managing ICT projects
* ASAE 3402 Assurance audit of CITEC 2018–19. QAO assessed CITEC’s description of its internal controls over ICT infrastructure and related services as at 31 March 2019 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. Six audit recommendations were made and agreed to by CITEC to strengthen internal controls
* ASAE 3402 Assurance Audit of Queensland Shared Services (QSS) 2018–19. QAO assessed QSS’ description of its account payable, payroll and general IT control systems for processing customers’ transactions from 1 July 2018 to 30 June 2019 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 five audit recommendations were made and agreed to by QSS to strengthen internal controls

The department responds to recommendations made by Coroners in findings of inquests. In 2018–19, the department:

* as a supporting agency provided an updated joint response to three recommendations, from a 2016 inquest, relevant to building industry inspections and standards (relating to awnings), and as sole agency, continued to consult with relevant stakeholders to progress the response to the fourth recommendation from the same inquest.

### Other reviews

###### Stadiums Queensland Taskforce

* A review was undertaken of Stadiums Queensland by the Stadiums Queensland Taskforce headed by Mr John Lee, an independent and experienced sports administrator
* Key findings and recommendations support improvement and enhancements to:
	+ operations and performance
	+ hirer and community expectations
	+ capital and maintenance
	+ asset commercialisation
	+ long-term financial sustainability
* Stadiums Queensland will focus on enhancing the fan experience, through investing in existing Stadiums Queensland venues to ensure they meet industry and community standards and expectations and continue to attract world-class events that provide quality spectator and fan experiences.

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

* On 29 March 2019, the Building Industry Fairness Reforms Implementation and Evaluation Panel provided its report to government on the suite of 2017 building reforms, including the *Building Industry Fairness (Security of Payment) Act*.
* The panel was chaired by Bronwyn Weir with Jennifer Robertson as Deputy Chair and Troy Lewis and Fionna Reid as members.
* The government is currently considering the report and will table it in Parliament.

###### Special Joint Taskforce

* Headed by former Supreme Court Justice, the Honourable John Byrne, the Special Joint Taskforce investigated allegations of fraudulent behaviour relating to subcontractor non-payment in the Queensland building industry. The Taskforce concluded its work on 28 June 2019 and provided a report to government. The report’s recommendations are currently being considered.

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

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

* *Aboriginal and Torres Strait Islander Advancement Strategy and Action Plan 2017–20*
* *Aboriginal and Torres Strait Islander Housing Action Plan 2019–23*
* *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*
* *Fraud and Corruption Control Plan*
* *Strategic Internal Audit Plan 2018–19*
* *ICT Disaster Recovery Plan*
* *Queensland Government Enterprise Architecture (QGEA)*
* *Information Security Policy 2018*
* *Information Security Management System*
* *HPW Waste Reduction and Recycling Plan 2017–20*
* *Open Data Action Plan 2017–19*
* *Disaster Management Plan*
* *Queensland Housing Strategy 2017–27*
* *IT Graduate Program*
* *Queensland Building Plan 2017*
* *Queensland Domestic and Family Violence Prevention Strategy 2016–2026*
* *Queensland Government Procurement Plan*

###### Specific initiatives

The department continues to prioritise the development of 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.

###### National Agreements and National Partnership Agreements

In 2018–19, the following activities occurred to progress Queensland’s national commitments:

* implementation of the National Housing and Homelessness Agreement (NHHA) from 1 July 2018, which will provide around $1.6 billion over the five years to 2022–23. The NHHA replaced the National Affordable Housing Agreement and the Transitional National Partnership Agreement on Homelessness and provides funding commensurate with the former agreements
* contributed to development of a new schedule to the NHHA of data improvements through participation in the Housing and Homelessness Data Working Group and Housing and Homelessness Senior Officials’ Newtwork
* negotiated with the Australian Government around future funding arrangements for remote Indigenous housing in Queensland following the expiry of the National Partnership Agreement on Remote Housing (NPRH) from 30 June 2018. NPRH works continued during 2018–19 beyond the expiry of the NPRH as agreed with the Australian Government, with all new house completions achieved by 31 December 2018
* contributed to the Review of the National Regulatory System for Community Housing, including development of a Queensland submission to the review
* ongoing negotiation with the Australian Government around future funding arrangements for remote Indigenous housing in Queensland
* partnering with Aboriginal and Torres Strait Islander local governments on the methodology for investment of $40 million to achieve housing and employment outcomes within their communities
* Meeting of Sport and Recreation Ministers, which is the standing committee of Ministers from Australia and New Zealand established in 2011 to provide a forum for cooperation and coordination on matters relating to the development of sport and recreation in Australia, including community participation and elite sport
* Meeting of the Building Ministers’ Forum, comprising the Australian Government and state and territory government ministers with responsibility for building and construction, which oversees policy and regulatory issues affecting Australia’s building and construction industries
* Intergovernmental Agreement between the Australian Government, states and territories that establishes the Australian Building Codes Board
* 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 assessments 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
* 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
* co-authoring of the operational handbook for interjurisdictional cyber incident management. The Council of Australian Governments agreed to establish Cyber Incident Management Arrangements for Australian Governments to improve coordination and preparedness for significant cyber incidents.

# Legislation administered by the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport as at 30 June 2019

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

* *Architects Act 2002*
* *Building Act 1975*
* *Building Industry Fairness (Security of Payment) Act 2017*
* *Housing Act 2003*
* *Housing (Freeholding of Land) Act 1957*
* *Inala Shopping Centre Freeholding Act 2006*
* *Major Sports Facilities Act 2001*
* *Manufactured Homes (Residential Parks) Act 2003*
* *Mt. Gravatt Showgrounds Act 1988*
* *Plumbing and Drainage Act 2002*
* *Plumbing and Drainage Act 2018*
* *Planning Act 2016 (to the extent the provisions relate to the administration of the development tribunal under that Act: Chapter 6; Section 282; and Schedule 1)*
* *Professional Engineers Act 2002*
* *Public Records Act 2002*
* *Queensland Building and Construction Commission Act 1991*
* *Residential Services (Accreditation) Act 2002*
* *Residential Tenancies and Rooming Accommodation Act 2008*
* *Retirement Villages Act 1999*
* *Schools of Arts (Winding Up and Transfer) Act 1960*
* *Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981*
* *Sports Anti-Doping Act 2003*

## Statutory bodies

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

|  |  |  |
| --- | --- | --- |
| **Name of body as described in the constituting Act** | **Constituting Act** | **Annual reporting arrangements** |
| Board of Architects of Queensland | *Architects Act 2002* | Annual report to Parliament |
| Board of Professional Engineers of Queensland | *Professional Engineers Act 2002* | Annual report to Parliament |
| Queensland Building and Construction Commission | *Queensland Building and Construction Commission Act 1991* | Annual report to Parliament |
| Residential Tenancies Authority | *Residential Tenancies and Rooming Accommodation Act 2008* | Annual report to Parliament |
| Mt Gravatt Showgrounds Trust | *Mt. Gravatt Showgrounds Act 1988* | Annual report to Parliament |
| Stadiums Queensland | *Major Sports Facilities Act 2001* | Annual report to Parliament |

## Government bodies, boards and committees

The following bodies, boards and committees were active during 2018–19 with reporting arrangements to the department. Additional information on government bodies is available on the department’s website:

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

**Development tribunals**

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

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

**Brisbane Housing Company Ltd**

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

Brisbane Housing Company Ltd provides quarterly unaudited management accounts, and an annual audited balance sheet and profit and loss account to the department.

# Our locations

**Department of Housing and Public Works**

### Head Office

1 William Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Website: www.hpw.qld.gov.au

Corporate Services

AM60

60 Albert Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2901

Email: oadgcs@hpw.qld.gov.au

### Building and Asset Services office locations

The regional offices are supported by a network of district offices and depots across the state. For details on district offices and depots, visit <http://www.hpw.qld.gov.au/aboutus/BusinessAreas/BuildingPolicyAssetManagement/BuildingAssetServices/Pages/ContactBuildingandAssetServices.asp>x

Building and Asset Services

Level 5, AM60

60 Albert Street

Brisbane Qld 4000

GPO Box 2937

Brisbane Qld 4001

Phone: 07 3008 3300

Email: bas@hpw.qld.gov.au

SOUTH EAST QUEENSLAND

South East Queensland regional offices

45 Barrack Road

PO Box 626

Cannon Hill Qld 4170

Phone: 07 3008 2116

Fax: 07 3906 1722

Level 1, 19 Corporate Drive

PO Box 626

Cannon Hill Qld 4170

Phone: 1300 650 917

WIDE BAY BURNETT

Wide Bay Burnett Regional Office

Maryborough

44 Ariadne Street

PO Box 299

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

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

Central Queensland

Central Queensland Regional Office

Rockhampton

149 Bolsover Street

PO Box 247

Rockhampton Qld 4700

Phone: 07 4838 9600

Fax: 07 4938 4831

North Queensland

North Queensland Regional Office

Townsville

9-15 Langton Street

Garbutt Qld 4814

PO Box 561

Townsville Qld 4810

Phone: 07 4412 2300

Fax: 07 4799 5401

Far North Queensland

Far North Queensland Regional Office

Cairns

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

### Housing, Homelessness and Sport

Level 19, 41 George Street

Brisbane Qld 4000

GPO Box 690

Brisbane Qld 4001

Phone: 07 3007 4401

Sport and Recreation

Sport and Recreation operates from a central head office in Brisbane and from a network offices throughout Queensland. Sport and Recreation also operate the Queensland Recreation Centres on the Gold and Sunshine Coasts. For more detailed contact information, visit <http://www.hpw.qld.gov.au/Sport/Pages/default.aspx>

Head Office

Level 6, 400 George Street Brisbane Qld 4000

GPO Box 15487

City East Qld 4002

Phone: 13 74 68 (13 QGOV)

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

Housing Service Centres

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

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

Email contact: ICCHousingEnquiries@smartservice.qld.gov.au

aboriginal and torres strait islander housing regionAL OFFICE

Level 3, William McCormack Place

5B Sheridan Street

PO Box 471

Cairns Qld 4870

Phone: 07 4036 5555

Fax: 07 4036 5575

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

Central Queensland/North Coast Region

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

Level 4, 12 First Avenue

PO Box 99

Maroochydore Qld 4558

Phone: 07 5352 7302

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

Brisbane Region

Office of the Regional Director, Brisbane Region

Level 1, 831 Gympie Road Chermside

PO Box 2361

Chermside Centre

Chermside Qld 4032

Phone: 07 3007 4386

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

### Digital Technology and Services

Digital Technology and Services

140 Creek Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3719 7730

Email: oddgdts@dsiti.qld.gov.au

Queensland State Archives

435 Compton Road

Runcorn Qld 4113

PO Box 1397

Sunnybank Hills Qld 4109

Phone: 07 3037 6777

Email: info@archives.qld.gov.au

Smart Service Queensland

310 Ann Street

Brisbane Qld 4000

PO Box 10817

Brisbane Qld 4000

Phone: 13 QGOV (13 74 68)

Internet: www.qld.gov.au

SSQ contact centres

Garden Square Block B

643 Kessels Road

Upper Mt Gravatt Qld 4122

Phone: 13 QGOV (13 74 68)

79 Pineapple Street

Zillmere Qld 4034

Phone: 13 QGOV (13 74 68)

CITEC

Brisbane

317 Edward Street

Railway 1D

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3222 2555

Email: service@citec.com.au

140 Creek Street

Brisbane Qld 4000

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3222 2555

Email: service@citec.com.au

Queensland Shared Services

Brisbane

140 Creek Street

Brisbane Qld 4000

PO Box 474

Brisbane Qld 4000

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

310 Ann Street

Brisbane Qld 4102

PO Box 474

Brisbane Qld 4000

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Regional

Cairns

Level 4, 5B Sheridan Street

William McCormack Place

PO Box 2758

Cairns Qld 4870

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Gympie

Corner Louisa Street and Cartwright Road

Gympie Qld 4570

PO Box 395

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Maroochydore

Level 8, 12 First Avenue

PO Box 5665

Maroochydore Qld 4558

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Robina

Level 1, Easy T Centre 510 Christine Avenue

Robina Qld 4226

PO Box 4417

Robina Town Centre Qld 4230

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Rockhampton

Level 2, 149 Bolsover

Rockhampton Qld 4700

PO Box 255

Rockhampton Qld 4700

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Toowoomba

Level 2, 532 Ruthven Street

Toowoomba Qld 4350

PO Box 1848

PO Box 255

Rockhampton Qld 4700

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

Townsville

Level 4, 187 Stanley Street

Townsville Qld 4810

PO Box 1408

Phone: 1300 146 370

Visit <https://www.forgov.qld.gov.au/qss>

### Other Departmental Offices

Building Legislation and Policy

Level 7, 63 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2502

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

Development Tribunals

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 804 833

Email: registrar@qld.gov.au

Prequalification (PQC) System

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 072 621

Email: pqcregistrar@hpw.qld.gov.au

QFleet

Head Office

Mezzanine Level, 60 Albert Street

GPO Box 293

Brisbane Qld 4001

Phone: 07 3008 2633

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

Government Employee Housing

Head Office

Level 6, 60 Albert Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2722

Fax: 07 3224 5824

Email: governmentemployeehousing@hpw.qld.gov.au

Queensland Government Accommodation Office

Level 4, 60 Albert Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2761

Fax: 07 3224 6266

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

Queensland Government Chief Information Office

Level 24, 111 George Street

Brisbane Qld 4001

Phone: 13 GOV (13 74 68)

Email: qgcio@qgcio.qld.gov.au

Queensland Government Procurement

Level 15, 41 George Street GPO Box 123

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

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

Regulatory Services (formerly Office of the Registrar)

Level 19, 41 George Street

GPO Box 690

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

Email: QldHousingRegistrar@hpw.qld.gov.au

Email: residentialservices@hpw.qld.gov.au

Queensland Government Service Centres

Brisbane

33 Charlotte Street

Brisbane Qld 4000

PO Box 10817

Brisbane Adelaide Street Qld 4000

Phone: 07 3227 7131

Cairns

5B Sheridan Street

Ground Floor, William McCormack Place

PO Box 5226

Cairns Qld 4870

Phone: 07 4048 9895

Maroochydore

Ground Floor

Mike Ahern Centre

Maroochydore Qld 4558

Phone: 07 5453 1816

Portfolio Strategy & Chief Advisor Queensland Government Procurement

Level 15, Mineral House,

41 George Street

Brisbane Qld 4000

GPO Box 123

Phone: 13 74 68

# Glossary of terms

**AQP** Advancing Queensland’s Priorities

**BAS** Building and Asset Services

**CBU** Commercialised Business Unit

**DFV** Domestic and family violence

**DOGIT** Deed of Grant in Trust

**DTMR** Department of Transport and Main Road

**eDRMS** Electronic document and records management system

**FTE** Full-time equivalent

**GEH** Government employee housing

**GPO** General Post Office

**GWN** Government wireless network

**HHS** Housing and Homelessness Services

**IB** Information Brokerage

**ICT** Information and Communication Technology

**ISMS** Information Security Management System

**KMP** Key management personnel

**MBSP** Mobile Black Spot Program

**NHHA** National Housing and Homelessness Agreement

**NPRH** National Partnership Agreement on Remote Housing

**NRL** National Rugby League

**PIAG** Procurement Industry Advisory Group

**QAO** Queensland Audit Office

**QBCC** Queensland Building and Construction Commission

**QFES** Queensland Fire and Emergency Services

**QGAO** Queensland Government Accommodation Office

**QGCIO** Queensland Government Chief Information Office

**QGEA** Queensland Government Enterprise Architecture

**QGIF** Queensland Government Insurance Fund

**QGOV** Queensland Government

**QGRN** Queensland Government Regional Network

**QSA** Queensland State Archives

**QSS** Queensland Shared Services

**QUT** Queensland University of Technology

**SDS** Service Delivery Statements

**SSP** Shared Service Providers

**SSQ** Smart Service Queensland

**WHS** Workplace Health and Safety

# Compliance checklist

|  |  |  |  |
| --- | --- | --- | --- |
| **Requirement** | **Summary of requirement** | **Basis for requirement** | **Annual report reference** |
| **Letter of compliance** | * **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s**
 | ARRs *–* section 7 | 3 |
| **Accessibility** | * **Table of contents**
* **Glossary**
 | ARRs – section 9.1 | 579 |
| **Accessibility** | * **Public availability**
 | ARRs – section 9.2 | 2 |
| **Accessibility** | * **Interpreter service statement**
 | *Queensland Government Language Services Policy*ARRs – section 9.3 | 2 |
| **Accessibility** | * **Copyright notice**
 | *Copyright Act 1968*ARRs – section 9.4 | 2 |
| **Accessibility** | * **Information Licensing**
 | *QGEA – Information Licensing*ARRs – section 9.5 | 2 |
| **General information** | * **Introductory Information**
 | ARRs – section 10.1 | 6-9 |
| **General information** | * **Machinery-of-Government changes**
 | ARRs – section 10.2, 31 and 32 | 12,56, 101-102 |
| **General information** | * **Agency role and main functions**
 | ARRs – section 10.2 | 10, 74-77 |
| **General information** | * **Operating environment**
 | ARRs – section 10.3 | 11 |
| **Non-financial performance** | * **Government’s objectives for the community**
 | ARRs – section 11.1 | 10 |
| **Non-financial performance** | * **Other whole-of-Government plans / specific initiatives**
 | ARRs – section 11.2 | 72-73 |
| **Non-financial performance** | * **Agency objectives and performance indicators**
 | ARRs – section 11.3, | 16-35 |
| **Non-financial performance** | * **Agency service areas and service standards**
 | ARRs – section 11.4 | 31-61 |
| **Financial performance** | * **Summary of financial performance**
 | ARRs – section 12.1 | 81-141 |
| **Governance – management and structure** | * **Organisational structure**
 | ARRs – section 13.1 | 12-13 |
| **Governance – management and structure** | * **Executive management**
 | ARRs – section 13.2 | 65-65 |
| **Governance – management and structure** | * **Government bodies (statutory bodies and other entities)**
 | ARRs – section 13.3 | 75 |
| **Governance – management and structure** | * ***Public Sector Ethics Act 1994***
 | *Public Sector Ethics Act 1994*ARRs – section 13.4 | 62 |
| **Governance – management and structure** | * **Queensland public service values**
 | ARRs – section 13.5 | 12 |
| **Governance – risk management and accountability** | * **Risk management**
 | ARRs – section 14.1 | 69 |
| **Governance – risk management and accountability** | * **Audit committee**
 | ARRs – section 14.2 | 67-68 |
| **Governance – risk management and accountability** | * **Internal audit**
 | ARRs – section 14.3 | 70 |
| **Governance – risk management and accountability** | * **External scrutiny**
 | ARRs – section 14.4 | 71-72 |
| **Governance – risk management and accountability** | * **Information systems and recordkeeping**
 | ARRs – section 14.5 | 70 |
| **Governance – human resources** | * **Strategic workforce planning and performance**
 | ARRs – section 15.1 | 31-35 |
| **Governance – human resources** | * **Early retirement, redundancy and retrenchment**
 | Directive No.04/18 *Early Retirement, Redundancy and Retrenchment*ARRs – section 15.2, | 32 |
| **Open Data** | * **Statement advising publication of information**
 | ARRs – section 16 | 2 |
| **Open Data** | * **Consultancies**
 | ARRs – section 33.1 | https://data.qld.gov.au |
| **Open Data** | * **Overseas travel**
 | ARRs – section 33.2 | https://data.qld.gov.au |
| **Open Data** | * **Queensland Language Services Policy**
 | ARRs – section 33.3 | https://data.qld.gov.au |
| **Financial statements** | * **Certification of financial statements**
 | FAA – section 62 FPMS – sections 42, 43 and 50ARRs – section 17.1 | 142 |
| **Financial statements** | * **Independent Auditor’s Report**
 | FAA – section 62FPMS – section 50ARRs – section 17.2 | 143-146 |

FAA Financial Accountability Act 2009

FPMS Financial and Performance Management Standard 2019

ARRs Annual report requirements for Queensland Government agencies