# Department of Housing and Public Works

# **Annual Report**

# 2015-2016

# Letter of Compliance

The Honourable Michael de Brenni MP  
Minister for Housing and Public Works  
Level 7, 80 George St  
Brisbane QLD 4000

28 September 2016

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2015–16 and financial statements for the Department of Housing and Public Works.

I certify that this Annual Report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
* the detailed requirements set out in the *Annual report requirements for Queensland Government agencies.*

A checklist outlining the annual reporting requirements can be found on page 114 of this annual report.

Yours sincerely

Liza Carroll  
Director-General  
Department of Housing and Public Works

# Communication Objective

This Annual Report provides information about the Department of Housing and Public Works’ financial and non-financial performance for 2015–16. 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 2015–19* and the 2015–16 Service Delivery Statements.

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

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www.qld.gov.au/languages

## 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 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 2015–16.

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# Message from the Director–General

The 2015–16 year has been one of consultation, collaboration and delivery for the Department of Housing and Public Works.

We have made significant progress on implementing the government’s priorities in the areas of housing, building and procurement, and have continued to deliver services that matter to Queenslanders.

The department has taken forward many projects and programs of work this financial year that link to the government’s key areas of focus. This annual report outlines the progress we have made in contributing to the government’s vision, and recognises the significant projects and programs of work that we have delivered, based on our Strategic Plan 2015–19.

### Working towards better housing futures for all Queenslanders

In 2015–16, we have continued to deliver services and outcomes for tenants and customers that are making a difference. More than 72,000 low income households were assisted with social rental housing, while over 124,000 households were assisted by programs to help them access or sustain private tenancies.

In addition, the re-establishment of the Queensland Statewide Tenant Advice and Referral Service is ensuring Queensland tenants receive free information, help and advice when they need it.

The release of the Working together for better housing and sustainable communities discussion paper was a key undertaking that will form the foundation for the development of our new Housing Strategy for the future. This paper provided the opportunity for people to have their say on ways to improve housing outcomes for all Queenslanders. As well as capturing the views of the general public, the consultation process also included input from private industry and the housing assistance sector.

Other key pieces of work in the housing space were completed, including a fairness review of housing policies, the development of a Fairness Charter, and the establishment of two, 72 hour crisis shelters in Townsville and Brisbane for women and children escaping domestic and family violence.

In 2015-16, we assisted over 72,000 low income households with social rental housing. $328.3 million was spent to complete construction of 395 new social and affordable housing dwellings, commenced construction of 413 dwellings, purchased 93 dwellings and completed over 11,800 refurbishments. In addition to this, $256.7 million was spent on maintenance.

We also continued to support those Queenslanders experiencing, or at risk of experiencing, homelessness through new construction work in Cairns, the delivery of the Crisis Accommodation Program and the funding of 127 non-government organisations to deliver 218 specialist homelessness services.

### Advancing the building and residential living sectors

The Security of payment for subcontractors discussion paper facilitated a significant amount of consultation and engagement work with the community and industry sectors in the building area. This key project will feed into the development of new policies that deliver on the government’s commitment to a safer and more sustainable environment for the benefit of all Queenslanders.

Fairness and safety in the building and construction industry was another key focus. Work in this space included consultation with the industry on the Security of payment for subcontractors discussion paper, and the re-establishment of a dedicated plumbing industry body in the form of the Service Trades Council.

In 2015–16, the department also continued its work in the area of sustainability in the built environment, participating as a core member of the Sustainable Built Environment National Research Centre, and helping to deliver the multiple award winning Brisbane Open House event which showcases Brisbane’s most unique buildings.

### Delivering greater value through employment and economic opportunities

A number of achievements in the procurement space were realised throughout the year. Following a major review of Queensland Government Procurement, a new agency-led operating model is being put in place which enables departments to manage their own activities within an overarching framework.

The role of social procurement in supporting new jobs and local businesses was explored further, with the department hosting two procurement market days, in Brisbane and Cairns.

A continued commitment to the local economies throughout Queensland’s regions also saw job opportunities delivered through the awarding of maintenance work on behalf of customer agencies to local contractors.

### Empowering people in an integrated and collaborative organisation

During the year, we took the opportunity to reshape our organisational structure to ensure we are well placed to deliver on our vision for the future, work that will continue into the new financial year as we look to maximise our opportunities and identify areas of improvement.

We continued our focus on developing a strong and empowered workforce in 2015–16, to help us deliver on our vision for the future.

The establishment of the Aboriginal and Torres Strait Islander Strategy Unit has seen a concerted and connected approach to developing and delivering policies, programs and services in this space. In addition, during the year, we held our first Aboriginal and Torres Strait Islander staff forum, with staff coming from across the state to network and share their experiences in Brisbane.

Our People and Culture strategy has continued to improve our organisational capability and this past year we have seen the reintroduction of the graduate program, facilitation of Managing for Results and Emerging Leaders programs for staff, and the development and implementation of an Inclusion and Diversity Action Plan.

These activities are helping to support our aim to be an inclusive and progressive organisation with improved capabilities to attract, develop and retain talented people to help deliver our objectives.

More than 84 per cent of staff completed the Working for Queensland Employee Opinion survey, which was our best ever response rate, and this valuable information is helping us strengthen our position so we can realise our future vision.

Health and safety is an ongoing priority for the department, with this high level of focus delivering excellent results, including the reduction of lost time injuries and fewer days lost due to workplace injuries compared to last year.

I would like to take this opportunity to thank all staff for their ongoing work and commitment to supporting our vision and delivering high quality services to Queenslanders. These achievements provide a strong foundation for our future programs of work, and are a strong reflection on the dedication, talent and efforts of our workforce.

Liza Carroll

Director-General  
Department of Housing and Public Works

# Our Department

## Our Vision

Our vision is making a positive difference to Queenslanders and the communities in which we live.

## Our Purpose

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

Our department delivers a range of housing, building, fleet and asset management and procurement services.

We work to ensure that those people most in need in Queensland have access to housing and homelessness assistance. We build, manage and maintain homes and we provide assistance through public housing and grant funding to registered providers. We also offer a range of services that help thousands of low income earners to enter and remain in the private rental market.

Our department also provides policy, advice and delivery of services to government agencies in the areas of construction, asset and facilities management, procurement and fleet management.

We support the Queensland Government objectives for the community by:

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

## Our Objectives

To support our vision, our 2015–16 strategic objectives focused on the delivery of valued solutions to customers and industry in the areas of housing, asset management, procurement, and building and construction policy through:

* strong relationships with our tenants and customers
* building safe and connected communities
* right people, right skills, right place.

## Queensland Plan

The Department of Housing and Public Works’ policies, programs and services align with the Queensland Government Interim Response to The Queensland Plan (the Interim Response).

The Interim Response supports the government’s objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders’ vision.

The department focused on delivering quality frontline services and building safe, caring and connected communities and delivering a range of initiatives to positively influence people’s lives and support Queensland’s economy.

More information about our policies, programs and services can be found under the Service Areas.

## Operating Environment

A range of factors impacted on the Department of Housing and Public Works’ operating environment in 2015–16 including:

* the Australian Government Reform of the Federation White Paper examining the roles and responsibilities of federal, state and territory governments which may influence future financial arrangements and the delivery of housing assistance and homelessness services to vulnerable Queenslanders
* the Fairness Review and the outcomes of the housing strategy consultation which will provide future direction on all housing policies
* the Review of Queensland Government Procurement which will influence the future of procurement policies and practices to ensure probity and value for money, and that local content provisions are considered
* a renewed emphasis on the environmental sustainability of buildings and the Queensland Government vehicle fleet, including climate change mitigation and energy saving initiatives.

These factors were taken into consideration when undertaking effective risk management within the department to help inform decision-making. We reviewed our department’s key risks in 2015–16 in response to our changing environment, resulting in the identification of seven strategic risks. These key risks were reviewed quarterly:

* services meeting needs
* engagement and communication with stakeholders
* outcomes for Aboriginal and Torres Strait Islander peoples
* our workforce capability
* protecting workers and people from harm to their health, safety and welfare
* effective business systems or ICT infrastructure
* sound strategic budget and performance management.

## Our Values

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

# Our Organisational Structure

As at 30 June 2016, the department consisted of six divisions: Housing and Homelessness Services, Building and Asset Services, Strategic Asset Management, Building Industry and Policy, Procurement Transformation, and Corporate Services. 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 48-60.

## Structural Change

In 2015–16, the following structural changes occurred:

* the Housing Services division was renamed Housing and Homelessness Services and implemented the first of three phases to restructure operations to ensure the most efficient structure to meet challenges and realise opportunities for the future.
* the Office of the Queensland Government Architect was transferred to the Department of Infrastructure and Local Government in December 2015.

<http://www.hpw.qld.gov.au/aboutus/Pages/OrganisationalChart.aspx>

# Year in review

## Towards a better housing system

This year we initiated the development of a ten year Housing Strategy for all Queenslanders to create a housing system that is accessible and affordable, builds sustainable communities and provides opportunities for growth. We consulted broadly with Queenslanders through a mix of forums, surveys and formal submissions.

## Towards a fairer building industry

The building and construction industry employed around 220,000 Queenslanders in 2015–16 and contributed approximately $44 billion to the state’s economy. This year we focussed on fairness in the building industry by investigating security of payment for subcontractors to help ensure people are paid for the work they do. We are consulting widely with stakeholders across the state.

## Towards better government procurement

Government procurement of goods, services and infrastructure is worth billions of dollars to Queensland businesses. This year we finalised a whole of government review of procurement policy and practices, analysing previous reviews and leading public and private sector procurement practices and consulting widely with departments, industry and peak union bodies.

# Our Achievements

The following results highlight our performance during 2015–16 and the outcomes achieved against our three strategic objectives.

# OBJECTIVE 1:

### STRONG RELATIONSHIPS WITH OUR TENANTS AND CUSTOMERS

### Our Achievements

* Released the Working together for better housing and sustainable communities discussion paper for wide ranging consultation with the general public, stakeholders, private industry and the housing assistance sector in locations across the State. This included: 69 public sector and invitational consultation and engagement sessions, receiving 859 responses to online surveys and 147 written submissions.
* Completed a fairness review of housing policies using fairness principles to assess existing policies and guide the development of new policies.
* Implemented three new policies: Fair absence from your home, Fair listing for vacancy and Fair expectations.
* Re-established the Queensland Statewide Tenant Advice and Referral Service which provides tenants with access to free tenancy information, advice and assistance.
* Provided social rental housing to over 72,000 low income households.
* Assisted over 124,000 new households to access or sustain housing in the private market.
* Reviewed Queensland Government procurement practices resulting in the development of a new agency-led procurement operating model in which departments are responsible for their own procurement activities within a whole-of-government framework of policies and minimum standards.
* Continued to implement the broader Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–2025 which provides a significant transformation in delivering a flexible, efficient and contemporary office portfolio that takes advantage of emerging technology and, minimises office vacancies.
* Held the Make a connection, make a difference Social Procurement Forum and Market Day in Brisbane and Cairns to support new jobs and connect local businesses.

See the Service area sections for more details about our achievements.

# OBJECTIVE 2:

### BUILDING SAFE AND CONNECTED COMMUNITIES

### Our Achievements

* Re-established a dedicated plumbing industry body, the Service Trades Council, to strengthen Queensland’s building and construction industry.
* Released the Security of Payment discussion paper for public consultation aimed at developing options to protect the rights of subcontractors and contractors to receive payment for the work they do.
* Participated as a core member of the Sustainable Built Environment National Research Centre which is a leader in fostering collaboration between industry, government and research organisations to improve Australia’s built environment industry, and the environmental sustainability of the built environment.
* Supported local economies and opportunities for regions by awarding maintenance work on behalf of customer agencies to local contractors.
* Assisted Aboriginal and Torres Strait Islander peoples with accommodation through the Employment Related Accommodation Program, including AFL Cape York House, a facility supporting young Aboriginal and Torres Strait Islander men to access and attend secondary education in Cairns, and the launch of NRL Cowboys House in Townsville, which is due for completion in time for the 2017 school year.
* Established two, 72-hour crisis shelters in Townsville and Brisbane for women and children escaping violence.
* Delivered the multiple award winning Brisbane Open House in October 2015 with almost 66,900 people visiting 90 of Brisbane’s most unique buildings.

See the Service area sections for more details about our achievements.

# OBJECTIVE 3:

### RIGHT PEOPLE, RIGHT SKILLS, RIGHT PLACE

### Our Achievements

* Established the Aboriginal and Torres Strait Islander Strategy Unit to ensure a joined-up approach to the development and delivery of policies, programs and services that meet the needs of Aboriginal and Torres Strait Islander peoples and deliver better outcomes for the community.
* Hosted the first departmental Aboriginal and Torres Strait Islander Staff Forum to strengthen networks and generate ideas on how the department can better engage with Aboriginal and Torres Strait Islander communities and stakeholders, and improve our cultural competency.
* Developed and commenced implementation of an Inclusion and Diversity Action Plan to improve accountability, and to attract, develop and retain talent.
* Continued the implementation of the People and Culture Strategy to maximise the performance and potential of our people, and improve our workforce capability to better engage, enable and connect with our tenants, customers, stakeholders, business partners and communities.
* Re-introduced the departmental graduate program.
* Supported over 100 employees to attend leadership training through the Managing for Results and the Emerging Leaders programs.
* Reduced lost time injuries by 50 per cent and had 64 per cent fewer days lost due to workplace injuries compared to 2014–15, demonstrating our commitment to improving workplace health and safety.
* Offered mental health awareness training to increase understanding of different types of mental health conditions, our responsibilities and what can be done to support people with these conditions, with 800 staff attending.

See the Service area sections for more details about our achievements.

# Our Year Ahead

In 2016–17, our department will be working together to make a difference to Queenslanders by building better, safer places to live and work.

Together, our housing, building and procurement plans will help provide confidence, security, prosperity and growth across the state.

We will be releasing our ten year Housing Strategy to help build better neighbourhoods for all Queenslanders. More social housing policies will be amended to achieve a fairer approach and better outcomes for people living in social housing.

We will be developing a Building Plan to deliver a safer, fairer building industry. In 2016–17, we will particularly focus on security of payment to contractors, non-conforming building products and reviews of building and plumbing legislation.

We will be progressing the reform program for Government procurement that was initiated in 2016, to deliver better value, support local jobs and businesses and improve social outcomes for all Queenslanders.

We will achieve the delivery of these key initiatives and our core services through the development of our One Department strategy which will commit us to greater integration and innovation in our services to Queenslanders.

# Service Areas

# Housing Services

Housing Services provides housing assistance and homelessness support services to Queenslanders most in need, for the duration of their need, through a mix of direct delivery and arrangements with funded service providers.

This includes remote Aboriginal and Torres Strait Islander housing, social and private housing assistance, homelessness support services and crisis accommodation.

The objective of Housing Services is to deliver a flexible, efficient and responsive housing assistance system for our most vulnerable Queenslanders.

## Our Achievements

### Improving housing assistance

In 2015–16, we:

* constructed 395 new social and affordable housing dwellings, purchased 93 dwellings and completed over 11,800 upgrades to maximise asset life or improve amenities to meet specific tenant needs such as disability modifications
* initiated development of the Queensland Housing Strategy to shape the strategic direction of housing assistance and homelessness services over the next 10 years
* released the Working together for better housing and sustainable communities discussion paper to seek feedback from Queenslanders on a range of housing issues from homelessness and social housing through to affordable rental, home ownership and retirement
* implemented three new policies: Fair absence from your home, Fair listing for vacancy and Fair expectations of behaviour policies
* developed the Fairness Charter which puts people first, outlining how the department will work together with its clients, tenants, staff and network of service partners to achieve the best outcomes for people who need support
* commenced a two-year Mental Health Demonstration Project to test a new integrated housing, mental health and social service delivery model to better support social housing tenants with mental illness or related complex needs to sustain their tenancies
* established 72-hour crisis shelters in Brisbane and Townsville for women and children escaping domestic and family violence so immediate safety and support needs can be met while they await refuge placement as part of our response to the Not Now, Not Ever: Putting an End to Domestic Violence in Queensland report
* contributed to the Advisory Taskforce for the Residential Transition for Ageing Queenslanders and worked with the Department of Communities, Child Safety and Disability Services in supporting the Taskforce with research and issues development
* worked with the Department of Communities, Child Safety and Disability Services and the National Disability Insurance Scheme Agency to prepare for the National Disability Insurance Scheme (NDIS) roll out in Queensland and create a seamless interface with housing and homelessness programs at a local level.

### Delivering private market assistance

In 2015–16, we assisted over 124,000 low income households to access or remain in the private housing market.   
To achieve this we:

* reinstated an independent tenant advice service, known as the Queensland Statewide Tenants’ Advice and Referral Service (QSTARS), to provide all Queensland tenants with access to free tenancy information, advice and assistance – since commencement on 1 October 2015, 32,057 instances of assistance were provided
* expanded income eligibility for the Bond Loan and Rental Grants programs to include recipients of Veterans’ Affairs disability payments
* assisted 17,071 households to find, secure or sustain a home in the private rental market through RentConnect services
* provided 23,301 new bond loans to households unable to afford to pay full rental bonds to move into private rental accommodation
* provided 4,283 rental grants to households experiencing a housing crisis or who were unable to afford some of the immediate costs of moving into private rental accommodation
* assisted 44,248 households through Home Assist Secure by providing free information and referral about home maintenance, repairs, modifications and home security to people 60 years and over, and people of any age with a disability, who wish to remain living in their home
* assisted 2,685 new households to access affordable housing through the National Rental Affordability Scheme and provided $28.2 million as incentives to investors to support over 10,200 affordable private rental dwellings across the state
* continued to support the Park and Village Information Link to provide free, independent and specialised legal advice and information to 309 manufactured home and retirement village residents
* provided 101 people in need with a rental subsidy through the Housing and Employment Program, allowing them to undertake training, education and employment
* provided housing loans and mortgage relief to 16 households.

### Improving housing in Aboriginal and Torres Strait Islander communities

In 2015–16, we:

* continued to support home ownership on Aboriginal and Torres Strait Islander land, including through the transfer of 13 social housing dwellings for home ownership
* reduced overcrowding in Aboriginal and Torres Strait Islander communities by completing 201 new social housing dwellings and commencing construction of 99 dwellings
* maintained and refurbished the Aboriginal and Torres Strait Islander communities’ property portfolio of approximately 4,800 dwellings to an acceptable social housing standard
* delivered 117 serviced lots of land for social housing construction
* purchased five dwellings in regional centres for the benefit of people wishing to relocate from remote Aboriginal and Torres Strait Islander communities
* commenced construction of NRL Cowboys House in Townsville,   
  which will accommodate up to   
  50 high school students from remote communities to complete their high school education
* negotiated the new National Partnership on Remote Housing with the Australian Government, which replaces the National Partnership Agreement on Remote Indigenous Housing from 1 July 2016.

### Reducing homelessness

In 2015–16, we:

* funded 127 non-government organisations to deliver 218 specialist homelessness services
* continued to deliver the Crisis Accommodation Program to complement specialist homelessness services
* completed construction of a supported accommodation complex in Woree targeting rough sleepers in Cairns, and allocated $2.4 million over three years for the delivery of support and property and tenancy management services for this apartment complex
* implemented the My Money Program in Cairns – a two-year pilot program to build the financial capability of almost 500 homeless or vulnerably housed people to access and sustain housing
* partnered with Queensland Treasury to pilot a social benefit bond initiative focussing on addressing homelessness and exploring innovative ways to improve housing and homelessness assistance in Queensland.

### Office of the Registrar

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

The Registrar also regulates the residential services, manufactured homes and retirement village industries.

In 2015–16, we:

* registered 32 community housing providers under the NRSCH and undertook compliance action against two registered providers which resulted in a return to compliance
* registered four new retirement villages and conducted 21 compliance visits at retirement villages
* investigated options for applying rate rebates or rental assistance to residents of retirement villages including discussing concerns with the Local Government Association of Queensland
* progressed the review of the *Retirement Villages Act 1999* by meeting with seniors groups, resident and industry stakeholders and conducted consultations via the Working Together for Better Housing and Sustainable Communities discussion paper and consultation process
* renewed the accreditation of 95 residential services, provided initial accreditation of eight residential services and registered three new residential services
* prosecuted a residential service provider for failing to comply with conditions placed on their accreditation. The service chose not to re-apply for accreditation and the service ceased to operate after their existing accreditation expired
* secured an injunction against an unregistered residential service provider, requiring the provider to cease operation
* progressed the review of the *Residential Services (Accreditation) Act 2002* by undertaking research with residents, operators and service providers to identify key issues
* recorded 11 new manufactured homes residential parks and conducted 31 compliance visits at recorded manufactured homes residential parks
* progressed the review of the *Manufactured Homes (Residential Parks) Act 2003*
* obtained a determination in the Supreme Court against a park owner, requiring the park owner to record the park in accordance with the *Manufactured Homes (Residential Parks) Act 2003*.

## Our Future Focus

Our new Strategic Plan 2016–20 sets out our long term vision to build better housing futures, and deliver greater opportunities for all Queenslanders. We are aiming to:

* improve access to safe, accessible and affordable homes
* build a fair and responsive housing assistance system
* improve the health and safety of people in their homes.

Our reviews and consultations in the past year have set a sound foundation for the department to develop and implement a new 10-year Housing Strategy in 2016-17 to shape the strategic direction of housing assistance in Queensland.

## Our Performance: Housing Services

| Measures | 2015–16 Target/Est. | 2015–16 Actual |
| --- | --- | --- |
| Effectiveness measures | | |
| Level of overall client satisfaction | .. | .. |
| The wording of this service standard has been amended to clarify that the service standard measures overall satisfaction. The methodology remains the same. ‘Client satisfaction’ is an indicator of the government's objective to provide housing assistance that is appropriate for different households. | | |
| • Bond Loans | .. | .. |
| This is a triennial measure, with the next survey to be undertaken in 2016–17. |  |  |
| • Home Assist Secure | .. | .. |
| This is a triennial measure, with the next survey to be undertaken in 2017–18 |  |  |
| • Public Housing | .. | .. |
| This is a biennial measure, with the next survey to be undertaken in 2016–17.  The wording of this service standard has changed from ‘client satisfaction with social rental housing’ to ‘overall client satisfaction with public housing’. The methodology remains the same and the change is to terminology only. The National Social Housing Survey (published in the Report on Government Services) surveys public and community housing tenants separately, and reports them individually. As a result, combined client satisfaction data for public and community housing is not available. | | |
| • Community Housing | .. | .. |
| This is a biennial measure, with the next survey to be undertaken in 2016–17.  This is a new service standard measuring overall client satisfaction with community housing, enabling oversight of client satisfaction across both the public housing and community housing sectors. Mainstream community housing is managed by not-for-profit organisations that have at some time received capital or recurrent government funding for housing services. Community housing offers short, medium or long-term tenure for low-income individuals and families, or those with particular needs not well-catered for by the private market. | | |
| Percentage of new households assisted into Government-managed social rental housing who were in very high or high need | 90% | 91% |
| Percentage of department-owned social rental housing dwellings in acceptable condition | 98% | 99% |
| Percentage of clients who were homeless, or at risk of homelessness, who needed assistance to obtain or maintain independent housing and obtained or maintained independent housing after support | 64% | 64% |
| Proportion of exits from social rental housing to private market housing that were tenant initiated | 45% | 51% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is primarily due to increasing flexible private market conditions and less demand for housing in resource communities. This is a new effectiveness service standard to demonstrate that private market assistance products offered by the department have a positive effect in assisting social rental housing clients to transition to the private market. | | |
| Effectiveness measures | | |
| Proportion of total new households assisted to remain in, or move to, the private housing rental market that were assisted through National Rental Affordability Scheme, RentConnect, Rental Grants, Housing and Employment Program or Bond Loans | 47% | 52% |
| This is a new effectiveness service standard measuring the percentage of private market assistance provided by the department aimed at diverting people from social housing. The targets for programs relating to entering or remaining in the private rental market were met. | | |
| Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards | 50% | 50% |
| This is a new effectiveness service standard demonstrating effective use of resources by designing and delivering dwellings that are easier and safer for people of all ages and abilities to live in and are more capable of cost-effective adaptation to meet the changing needs and abilities of tenants. | | |
| Average wait time to allocation for assistance (months) with Government-managed social rental housing for clients in very high or high need | 8 | 7.1 |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to the continued reduction in the housing register and the stable number of allocations per year. | | |
| Percentage of under-occupied Government-owned and managed social rental housing | 14.0% | 15.5% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to the management of under-occupancy being reassessed as part of the Fairness Review. This resulted in a deferral of under-occupancy reviews during 2015–16, where active management actions were not implemented, resulting in a marginal increase in under-occupancy. The Fairness Review and a broader strategy to manage under-occupancy more effectively will be implemented in 2016–17. | | |
| Efficiency measures | | |
| Average tenancy and property management administration cost per households assisted | $1,161 | $1,177 |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to a decrease of 4.9 per cent in the number of households assisted while the total expenditure has decreased by 3.5 per cent. | | |

## QSTARS helping Queensland’s tenants

The reinstatement of an independent advisory service for tenants is providing thousands of Queensland tenants with much-needed help and support. The new Queensland State-wide Tenants’ Advice and Referral Service (QSTARS) commenced on 1 October 2015, and in its first nine months provided help to more than 32,000 Queenslanders.

Queenslanders like Margaret and Julie.

Margaret first contacted the service after her landlord refused to correct maintenance issues she had raised, failing their legal obligation to maintain a safe premises.

After living in the property for seven years, without any repairs being done in that time, Margaret was concerned for the safety of her children, and at a loss to know how to proceed.

QSTARS provided Margaret with the support she needed to take her concerns to Queensland Civil and Administrative Tribunal, which issued an order allowing her to terminate the lease legally. She quickly found another property to live in, and is considering whether to seek compensation.

Julie was another Queenslander who contacted the service for help, when an incident of serious domestic violence meant she needed to find a safe place to live for herself and her children. Her landlord told her she would have to break her lease and pay a range of charges and rent until a new tenant was found.

Advice from QSTARS gave Julie the confidence to re-approach her landlord, exercise her rights and negotiate a mutually agreed lease termination which allowed her to find a new home.

QSTARS helps tenants understand and exercise their rights and responsibilities under the *Residential Tenancies and Rooming Accommodation Act 2008*. Tenants can also access face-to-face support, information and advice through offices in Spring Hill, South Brisbane, Southport, Palm Beach, Mackay, Caboolture, Maroochydore, Ipswich, Toowoomba, Logan, Hervey Bay, Cairns, Townsville, Rockhampton and Mount Isa.

The service is funded by the Queensland Government and managed by Tenants Queensland (TQ) and delivered in collaboration with partner organisations across Queensland. Together, TQ and their partners are building a comprehensive network of services that are making a difference to the lives of people like Margaret and Julie.

# Government Accommodation and Building Policy Services

Government Accommodation and Building Policy Services deliver centralised management of the Queensland Government’s office accommodation and employee housing portfolio, and manages significant building and property initiatives.

Services include developing and advising on building and plumbing legislation, codes, building policy, research, standards, design, and building industry engagement in Queensland. Services also include strategic asset management of an owned accommodation portfolio of approximately 3,100 employee residences and 200 commercial buildings, ranging from large office blocks, particularly in regional centres, to non–office properties, such as heritage buildings, theatres, convention centres, cultural facilities, industrial properties and bridges.

Government Accommodation and Building Policy Services provide planning, strategy and policy development, leasing and tenancy management, and maintenance management across owned and leased portfolios.

The objective of the Government Accommodation component of this service area is to deliver a high level of return on investment through strategic lease management and reduced vacancy rates, and ensure optimal use of office space through efficient fitout.

Building Policy Services aims to maintain high standards for the building and plumbing industry and is responsible for building and plumbing legislation, codes, research, standards, design and building industry engagement, and the development of building and plumbing policy for Queensland industry.

## Our Achievements

### Progressing building policy

In 2015-16, we:

* reviewed the security of payment laws and released the Security of Payment discussion paper to seek feedback from industry and the community on how best to manage security of payments for subcontractors
* held security of payment consultation sessions across Queensland to provide community stakeholders and industry with the opportunity to get involved in the process, and to improve security of payment across the state
* established the Service Trades Council, a dedicated plumbing industry regulatory body, within the Queensland Building and Construction Commission
* worked closely with industry and research organisations to advance innovation through research partnerships and initiatives
* continued to work with the Queensland Building and Construction Commission and other key building industry stakeholders to deliver high quality, cost effective and responsive strategic policy, legislation, codes and standards to the building construction industry
* undertook targeted discussions with key stakeholders and the Queensland Building and Construction Commission to develop policy proposals for a review of all existing Queensland Building and Construction Commission licence classes
* implemented the government’s commitment to ensure that only fully qualified and licensed plumbers can install water meters
* delivered the multiple award winning Brisbane Open House in October 2015 with almost 66,900 visitors accessing 90 unique Brisbane buildings
* led a national group of senior officers in developing strategies to address issues relating to non-conforming building products
* rationalised the Queensland Development Code by removing three parts that were considered to be redundant or duplicated
* advanced reforms relating to smoke alarm legislation in collaboration with the Public Safety Business Agency and Queensland Fire and Emergency Services
* conducted state interest checks of local government planning instruments to identify matters that duplicate or conflict with building legislation.

### Delivering government accommodation

In 2015–16, we:

* delivered 37 new government employee residences to enable delivery of essential services and retain skilled government staff in Thursday Island and Weipa
* continued a maintenance program in Aboriginal and Torres Strait Islander communities and very remote areas to improve the quality and standard of government employee housing
* continued to implement a broader Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25 including reducing the government office portfolio through vacating expiring leases and consolidating where possible
* piloted a new whole-of-government Distributed Work Centre in Ipswich, enabling 50 government workers to avoid lengthy commutes to the Brisbane CBD, preserve work/life blend and increase productivity
* completed an audit of Queensland Government-owned office accommodation energy usage to determine where appropriate value for money improvements can be made
* continued to implement environmentally sustainable measures that reduce waste, improve energy and water performance in building upgrades and refurbishments where cost effective to do so
* initiated a program of energy saving retrofit projects in owned office buildings in regional Queensland and commenced a project to pilot the Green Star Interiors rating tool at 61 Mary Street, Brisbane.

### Coordinating disaster response

The department remains an integral part of Queensland’s disaster management arrangements by providing support to other agencies in the key role of building and engineering services.

In 2015–16, we:

* strengthened the capacity and capability of the State to support local communities after a disaster through the development of the Temporary Emergency Accommodation Sub Plan which ensures that those displaced after a disaster event are provided with appropriate and sustainable accommodation options
* provided support to clients as a result of severe storm events across South-East Queensland in November 2015 and June 2016
* continued to support local councils with cyclone shelters by ensuring that buildings are maintained to the highest possible level, and deliver confidence they can be used during an event.

## Our Future Focus

Our new Strategic Plan 2016–20 sets out our long term vision to deliver a safer, fairer and sustainable environment for advancing the building and residential living sectors for Queenslanders. We are aiming to:

* encourage innovation and growth by engaging with industry
* improve safety and fairness in the building and residential living sectors
* develop solutions for environmental sustainability.

Our extensive policy analysis and consultations in the past year have set a sound foundation for the department to develop a new Building Plan in 2016–17 encompassing safety, fairness, liveability, innovation and sustainability for buildings and houses in Queensland.

## Leading a national approach to tackling non-conforming building products

When it comes to the complex issue of non-conforming building products and non-compliance in the building industry, Queensland is playing a lead role in setting the policy position for the nation.

In July 2015, the national Building Ministers’ Forum established a Senior Officers’ Group to investigate ways to address non-conforming building products, and Queensland is the group’s Chair and Secretariat. Queensland also made a submission to a Senate Economics Reference Committee Inquiry into non-conforming building products in 2015.

The work of the Senior Officers’ Group is playing a key role in ensuring confidence within the building and construction industry. Both nationally and internationally, interest and concern continues to grow when it comes to these matters, with fires in the Melbourne Lacrosse Tower in 2014 and in residential towers in Dubai just two recent examples.

The Senior Officers’ Group has undertaken a number of actions in response to growing concern, including preparing a report featuring eight recommendations. This report was endorsed by the Building Ministers’ Forum on 19 February 2016, and released for industry consultation.

The Senior Officers’ Group is working to implement the report’s recommendations, including preparing an Implementation Roadmap which will be provided to the Building Ministers’ Forum.

These important pieces of work will lay the foundation for the development of strategies to address the issue of non-conforming building products. The department is committed to continuing to work together with industry, and the Australian Government to ensure this issue is tackled, and a strong message can be sent that non-conforming building products are unacceptable on our watch.

## Our Performance: Government Accommodation and Building Policy Services

| Measures | 2015–16 Target/Est. | 2015–16 Actual |
| --- | --- | --- |
| Effectiveness measures | | |
| Return on investment: commercial properties included in the office portfolio | ≥6.5% | 8.2% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to the reduction in value of properties located in the Queen’s Wharf Brisbane precinct due to be vacated in 2016 to make way for the Queen’s Wharf Development. | | |
| Return on investment: government employee housing | ≥2.2% | 0.7% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to a decrease in rental return resulting in a lower than expected return on investment. The decrease was a result of several key factors including a highly competitive rental market affecting rent levels, a decline in rent revenue due to increased vacancies and increase in costs incurred for maintenance. | | |
| Vacancy rate: office portfolio | ≤4.0% | 1.4% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to the movement of agencies with expiring leases into existing vacancies and some new demands for space which were met through existing vacancies. | | |
| Vacancy rate: government employee housing | ≤3.0% | 5.1% |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to the general downturn in the mining sector which continues to impact property values, rental returns and vacancy rates. | | |
| Work point density: average | 13.5m²  per person | 14.7²  per person |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to some underutilisation in existing buildings. Several buildings with particularly low work point density will be relinquished as part of the Queen’s Wharf Brisbane development and Brisbane CBD and Fringe Area Government Office Accommodation Strategy 2015–25. | | |
| Work point density: new fitout | 12m²  per person | 13.1²  per person |
| Variance between 2015–16 Target/Estimate and 2015–16 Estimated Actual is due to special agency requirements slightly exceeding target density for new fitouts. | | |
| Efficiency measures | | |
| Efficiency measures will be developed for this Service and included in a future Service Delivery Statements. | | |
| The name of this service area has been amended from the former ‘Building Services’ to ‘Government Accommodation and Building Policy Services’. There is no structural or functional change to the service area except a name change which better reflects the range of services provided under this service area, and differentiates the service area from the commercialised business unit of Building and Asset Services. | | |

# Procurement Services

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

It provides expert advice to stakeholders, and supports agencies to achieve their procurement outcomes by sharing best practice, providing policy support and advice, and developing whole-of-government frameworks in areas including capability and performance.

The objective of Procurement Services is to support whole-of-government procurement to deliver benefits for government, suppliers and the community.

## Our Achievements

In 2015-16, we:

* conducted a Review of Queensland Government Procurement, which included recommendations for:
* probity to be recognised as a core element of the Queensland Procurement Policy
  + value for money to be more clearly defined to take into account economic, environmental and social factors
  + establishment of a new whole-of-government procurement function to support agency-led procurement
* commenced implementation of recommendations from the Review, including work to establish the new whole-of-government Office of the Chief Advisor – Procurement from 1 July 2016
* held a procurement co-design workshop attended by Directors-General, procurement and finance senior executives and industry stakeholders to collaborate on the new procurement operating model
* enabled agencies to build their internal procurement capability to support agency service delivery outcomes for Queenslanders through our comprehensive procurement learning and development program
* raised awareness of the value opportunities social procurement can offer government buyers and social enterprises by hosting social market day events in Brisbane on 4 August 2015, and in Cairns on   
  10 March 2016.

## Our Future Focus

Our new Strategic Plan 2016–20 sets out our long-term vision to deliver greater value and support for employment and economic opportunities for Queenslanders. We are aiming to:

* drive strategic and innovative procurement across sectors
* generate new ideas and solutions through partnerships
* make smarter use of resources and assets.

Our comprehensive reviews and consultations in the past year have set a sound foundation for the department to deliver a new Procurement Strategy to ensure best practice procurement that supports local jobs and businesses, and improves social outcomes in Queensland.

## Our Performance: Procurement Services

| Measures | 2015–16 Target/Est. | 2015–16 Actual |
| --- | --- | --- |
| Effectiveness measures | | |
| An effectiveness measure is being developed for this Service and included in future Service Delivery Statements. | | |
| Efficiency measures | | |
| Operating cost as percentage of managed spend | 0.09% | 0.096% |
| This measure was a new services standard for 2015–16 and will be discontinued in 2016–17 due to outcomes of the Interdepartmental Committee Review of Queensland Government Procurement.  This is a service standard measuring cost efficiency. The measure is calculated based on the operating cost of the business unit which is responsible for the oversight and management of government spend on general goods and services.  The small increase in operating costs is attributable to a cost centre reallocation for expenses which were not originally allocated to the General Goods and Services cost centre when the original budget was developed. This expenditure was necessary to effectively manage the $2.3 billion spend under whole-of-government procurement arrangements. | | |

## Leveraging procurement to improve social outcomes

A strategic approach to procurement ensures we can drive our dollar further, with improved outcomes – not just financial savings, but social and community benefits, job creation, sustainable solutions, and greater efficiency.

This approach underpins the Queensland Government Procurement (QGP) approach, and ensures value for money is measured more broadly than just ‘price paid’.

To support this approach and build capability in this area, QGP has hosted two social procurement forums and market days –   
in Brisbane and Cairns – providing a forum to foster and build a shared understanding of socially responsible procurement.

The events, held in August 2015 and March 2016, provided opportunities to strengthen relationships between buyers and suppliers, to better understand the challenges and opportunities on both sides, and explore new ways government can further integrate social opportunities into the way we buy and manage goods and services.

Through both events, more than 100 regional social, disability and Aboriginal and Torres Strait Islander enterprises were given exposure to government buyers, and a chance to facilitate conversations about how to work together to achieve social and environmental outcomes for Queenslanders.

Guest speakers from the social enterprise sector and government procurement specialists who are experienced in building social outcomes into procurement processes, provided insight into how to build sustainable, inclusive and resilient communities – through employment, training and building independence and capacity.

# Commercialised Business Units

# Building and Asset Services

Building and Asset Services is a strategic partner to Queensland Government agencies in the planning and delivery of building, construction and maintenance programs.

Building and Asset Services focuses on asset lifecycle management frameworks to manage government risk associated with diverse building asset portfolios.

Working closely with industry and local suppliers, Building and Asset Services strives to maximise value for money procurement and contract management outcomes through innovative procurement arrangements with industry. This assists government agencies to meet their service delivery outcomes for the community, and provides employment opportunities across the state including in regional and remote communities.

Building and Asset Services has in place controls to identify fraud in relation to goods and services to ensure works being carried out by contractors on behalf of the government have been delivered in line with contracts and/or extent of works.

The objective of Building and Asset Services is to deliver coordinated procurement and contract management services for building, construction and maintenance-related activities for Queensland Government agencies, focusing on providing value for money.

## Our Achievements

In 2015–16, we:

* partnered with other Queensland government agencies to deliver capital works projects and programs that deliver outcomes for Queenslanders, and at 30 June 2016, 1,660 capital works projects were under management, with a total project value of $2.861 billion
* maximised opportunities to support local employment and build regional capability and resilience by extending work to a broader base of local contractors across the state through the implementation of the Unplanned Maintenance and Minor Upgrade Services Standing Offer Arrangement
* delivered cost effective services and solutions in remote communities and worked closely with Aboriginal and Torres Strait Island Councils to build procurement and contract management capability that will improve local economies
* delivered efficiencies in transacting with government through the implementation of an electronic invoicing solution to the contractor web portal to support prompt payments to contractors
* supported the delivery of 174 new houses under the National Partnership Agreement on Remote Indigenous Housing
* implemented enhanced procurement arrangements such as the facilities management agreement at the Roma State College which was designed to reduce future unplanned maintenance works and the costs associated with these tasks. Through engagement with local contractors, maintenance tasks were able to be bundled to achieve improved value for money outcomes
* maintained a rapid response capacity to support disaster recovery, urgent after-hours repairs, asbestos issues, and vandalism impacting Queensland Government facilities
* delivered work in central and northern Queensland on behalf of various internal and external customers to provide economic stimulus as part of the government-wide Accelerated Works Program.

## Our Future Focus

Our new Strategic Plan 2016–20 sets out our long-term vision to deliver our services as one department, ready to innovate and integrate. Building and Asset Services plays a key collaborative role in the development and implementation of our strategies for housing, building and procurement.

Our changing business practices and stronger partnerships in the past year have set a sound foundation for the department to support jobs and regions and maximise efficiencies and value for money in Queensland.

## Our Performance: Building and Asset Services

| Measures | 2015–16 Target/Est. | 2015–16 Actual |
| --- | --- | --- |
| Effectiveness measures | | |
| Overall customer satisfaction | 80% | 84% |
| This is a biennial customer satisfaction survey. Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to improved customer engagement processes implemented during the past two years. | | |
| Efficiency measures | | |
| Gross profit as a percentage of sales | 8.1% | 8.1% |
| No variance between 2015–16 Target/Estimate and the 2015–16 Actual | | |
| Net profit before tax and dividends as a percentage of sales | 0.1% | 0.4% |
| Variance between the 2015–16 Target/Estimate and the 2015–16 Actual is mainly due to the net contribution from the increased volume of work delivered. | | |
| Current Ratio | 1.75:1 | 1.80:1 |
| Variance between 2015–16 Target/Estimate and 2015–16 Actual is due to a higher cash balance than original budgeted as a result of improved collections from customers. | | |
| Value created from better procurement | 10% | 9% |
| This service standard has been discontinued as the measure related to the procurement arrangements for unplanned maintenance and service maintenance sourced and implemented during 2015-16. | | |

## Roma State College

Roma State College in the state’s south-west has been the beneficiary of a collaborative and proactive approach to school maintenance by Building and Asset Services (BAS), and now a further 17 Queensland schools are reaping the benefits.

In May 2015, BAS, the Department of Education and Training (DET) and the Roma State College worked together to trial a new, integrated facilities management approach over a four-year period.

A preventative maintenance schedule of works to identify and address existing and emerging issues was developed across the College’s three campuses, with the aim of reducing unplanned maintenance works.

Bundling of maintenance work is at the core of the new process, which has reduced administration work, and reduced the number of work orders being generated by 60 per cent. Each term, all unplanned maintenance tasks are captured on a single work order, with bundled work completed at the same time, delivering significant callout savings and minimising disruption.

Local contractors are engaged where possible, and the new forward-focussed approach is having positive flow-on effects for local apprentices and trainees. With contractors able to plan ahead over multiple years, young workers can be taken on, which is helping to build local industry capability.

The Roma State College trial led to a further 11 schools in the surrounding Warrego/Carnarvon area being included by DET in October 2015 in this program, followed by a further seven schools – one in each DET region throughout Queensland.

# QFleet

QFleet delivers value to government through the effective management of a fleet of approximately 9,900 vehicles. Located throughout the state, the fleet is a high value government asset that enables agencies to deliver vital services to the community.

As well as core departments, QFleet’s fleet management services and expertise is available to Government Owned Corporations, statutory authorities, and approved government funded organisations.

These services include vehicle procurement and contract management, vehicle leasing, fleet advisory services, management of servicing and maintenance, end-of-life repairs and vehicle remarketing, and whole-of-government vehicle fleet policy and reporting.

Savings and efficiencies are achieved through the aggregated procurement of vehicles and centralised expert fleet management based on total cost of ownership, and risk management.

QFleet’s objective is to deliver benefits to the Queensland Government through the aggregated procurement of vehicles and associated services, and provides a central pool of expertise in fleet management to whole-of-government.

## Our Achievements

In 2015–16, we:

* continued to offer negotiated Standing Offer Arrangement vehicle contract prices to other government agencies and entitled entities including Government Owned Corporations, statutory authorities, local governments and eligible non-government organisations to improve the department’s aggregated purchasing power
* undertook a review of government vehicle distribution within the Brisbane Central Business District and engaged with customer agencies to commence the development of a centralised carpooling and sharing model, supported by innovative information technology systems, in support of the Brisbane CBD and Fringe Accommodation Strategy 2015–25
* acquired 11 Mitsubishi Outlander Plug-in Electric Vehicles for a 12-month evaluation exercise to determine their suitability for inclusion in the Queensland Government fleet, in support of the Queensland Government’s revitalised climate change agenda
* continued to support regional and remote communities by providing specialised, fit-for-purpose transport solutions tailored to meet customer agency needs, and accommodate local conditions
* supported vehicle driver safety by re–establishing the QFleet Road Safety Manual
* project managed the procurement, design and fit-out of 12 customised armoured perimeter patrol vehicles, in consultation with Queensland Corrective Services, for deployment at correctional centres across Queensland
* hosted the annual National Public Sector Fleet Managers’ Conference, with 130 participants from the Australian and state governments, vehicle manufacturers and international guests
* developed a fleet environmental policy that forms the basis for improving the environmental profile and performance of the government fleet
* undertook an exercise to establish a panel arrangement to provide agencies with access to suppliers of in-vehicle monitoring systems and fleet optimisation services for their vehicles.

## Our Future Focus

Our new Strategic Plan 2016–20 sets out our long-term vision to deliver our services as one department, ready to innovate and integrate. QFleet plays a key collaborative role in the development and implementation of our strategies for building and procurement.

Our continued focus on good practice and business improvement in the past year have set a sound foundation for the department to improve fleet management services to achieve efficiencies and reduce our environmental impact and also improve the safety of our fleet drivers.

## Our Performance: QFleet

| QFleet | 2015–16 Target/Est. | 2015–16 Actual |
| --- | --- | --- |
| Effectiveness measures | | |
| Overall customer satisfaction | 79% | 89% |
| This is a biennial customer satisfaction survey. | | |
| Efficiency measures | | |
| Current ratio | 1.23:1 | 1.08:1 |
| Variance between the 2015–16 Target/Estimate and 2015–16 Actual is mainly due to an increase in the dividend provision from a higher operating surplus and higher payables as a result of the timing of vehicle purchases. | | |
| Return on net assets | 8.5% | 10.8% |
| Variance between the 2015-16 Target/Estimate and 2015-16 Actual is mainly due to a higher operating surplus. | | |
| Gearing level | 62% | 61.4% |
| Variance between the 2015–16 Target/Estimate and 2015–16 Actual is mainly due to a higher operating surplus, partially offset by additional borrowings to finance vehicle purchases. | | |
| Percentage of vehicle fleet utilisation compared to agreed lease parameters | 90% | 90.1% |

## QFleet Road Safety Manual

QFleet’s *Road Safety Manual for the Queensland Government vehicle fleet* is helping improve the safety of government drivers, their passengers and other road users.

The comprehensive manual assists agencies to develop a work-related safe driving program, and includes a policy and related processes. Presented in the context that the vehicle is a workplace and therefore covered by the *Work Health and Safety Act 2011 (Qld)* and associated regulations, the manual creates a clear link between road safety and workplace health and safety management.

The team drew on leading research in the area of road safety in the development of the manual, working closely with the Queensland University of Technology, Centre for Accident Research and Road Safety – Queensland (CARRS-Q) in 2016.

A number of key stakeholders were also consulted, including the Strategic Policy, Road Safety and System Management Branch within the Department of Transport and Main Roads; Worksafe Victoria; the Centre of Accident Research and Road Safety Queensland, and Monash University Accident Research Centre.

Better management of work-related driving tasks to eliminate or reduce risks delivers a number of benefits, including a reduction in vehicle-related incidents resulting in death and injury, reduced personal, social and economic costs, litigation and asset damage, and improved organisational performance. These are all benefits that support our department’s commitment to health and safety and putting customers first.

# Governance

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

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

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

The core components of the governance framework are reviewed regularly and include:

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

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

## Executive Leadership Team

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

The Executive Leadership Team is responsible for:

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

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

Chair: Director-General

Members:

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

Liza Carroll

Chair: Director-General

BEd; MEd (Hons)

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

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

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

Christine Castley

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

BA/LLB, MPA

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

Graham Atkins

Member: Deputy Director-General, Building and Asset Services

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

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

Graham has held senior executive positions within other government departments, including Deputy Director-General of the Department of Education and Training, where he was responsible for infrastructure planning and delivery. Graham holds a Queensland Open Builders Licence.

Fiona Wright

Member: Acting Assistant Director-General, Strategic Asset Management

BCom, GAICD, Dip Proc

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

Don Rivers

Member: Assistant Director-General, Building Industry and Policy

Dip Architecture, Grad Dip Building Project Management

Don was appointed to the role of Assistant Director-General, Building Industry and Policy in   
July 2013.

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

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

Bernadette Ditchfield

Member: Acting Assistant Director-General, Procurement Transformation

BA, B.Bus

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

Robyn Turbit

Member: Assistant Director-General, Corporate Services

BComm BEcon

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

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

Mark Francis

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

BA (Psychology), Grad Dip Applied Psychology

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

Neil Willmett

Member: Executive Director, Aboriginal and Torres Strait Islander Strategy

BAppHSc

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

# Governance Committees

## Audit and Risk Committee

The Audit and Risk Committee charter sets out the authority, responsibilities, membership and the operation of the committee. The charter has been prepared largely on the basis of the Audit Committee Guidelines issued by Queensland Treasury in December 2009, and relevant provisions of the Financial and Performance Management Standard 2009. The committee observed the terms of its charter during 2015–16.

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

Chair: Eric Muir FCPA (External Member)

Internal members:

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

External member:

* Neil Jackson FCPA

Past member 2015–16:

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

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

## Executive Finance Committee

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

## Information Steering Committee

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

Chair: Assistant Director-General, Corporate Services

Members:

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

Observer:

* Director, Internal Audit

External Member:

* Marcus Darbyshire, Gartner.

In 2015–16, the Information Steering Committee:

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

## People and Culture Committee

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

Chair: Executive Director, Human Resources

Members:

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

During 2015–16, the People and Culture Committee:

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

## Property Asset Management Committee

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

Chair: Assistant Director-General, Building Industry and Policy

Members:

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

Observers:

* Executive Director, Accommodation Office, Strategic Asset Management
* Executive Director, Capital and Assets, Housing Services
* Executive Director, Government Employee Housing, Strategic Asset Management.
* In 2015–16, the Property Asset Management Committee:
* provided strategic direction for the development of the department’s 10 year Total Asset Management Plan to identify funding requirements
* monitored the department’s annual asset revaluations including methodologies, results and financial impacts
* provided oversight and strategic direction on the department’s capital, maintenance and upgrade programs
* monitored and provided oversight on the department’s various divestment and investment strategies.

## Workplace Health and Safety Peak Committee

The Workplace Health and Safety Peak Committee is responsible for providing effective leadership and strategic direction in relation to the operation of the department’s safety management systems, the monitoring and review of workplace health and safety performance and risk management, and the continuous improvement of the department’s safety performance and culture.

Chair: Director-General

Members:

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

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

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

# Strategic Planning, Performance Monitoring and Reporting

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

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

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

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

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

# Risk Management

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

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

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

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

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

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

## Integrity Services

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

The department demonstrates its commitment to maintaining high integrity standards through the department’s Integrity Framework.

The Framework comprises four key components:

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

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

# Internal Audit

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

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

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

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

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

In 2015–16, Internal Audit:

* conducted 19 planned and seven unplanned projects which included advisory work and investigations, and through these activities, Internal Audit provided assurance and advice that the department’s financial and operational controls are designed to manage risks, and achieve the department’s objectives in the areas reviewed
* enhanced the data analytics program in support of a sustainable control environment for the department.

# Information Systems and Recordkeeping

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

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

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

# Information Technology

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

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

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

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

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

# External Reviews

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

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

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

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

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

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

# Whole-Of-Government Plans and Specific Initiatives

## Improving Sustainability

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

## Improving Procurement

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

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

## Accommodation Strategy

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

## Queensland Shared Services Initiatives

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

## One-Stop Shop

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

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

# National Agreements and National Partnership Agreements

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

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

# Our People

## Workforce Profile

### Staffing

|  |  |
| --- | --- |
| Service areas | MOHRI FTEMinimum Obligatory Human Resources Information Full Time Equivalent (MOHRI FTE))30 June 2016 |
| Building and Asset Services | 1,083.5 |
| Housing Services | 1,119.9 |
| Office of the Registrar National Regulatory System | 39.1 |
| Strategic Asset Management | 113.7 |
| Building Industry and Policy | 69.5 |
| Procurement Transformation Division | 44.6 |
| QFleet | 45.0 |
| Aboriginal and Torres Strait Islander Strategy Unit | 1.0 |
| Corporate | 461.5 |
| Total | 2,977.8 |

During 2015–16, the department’s separation rate was 5.45 per cent. Equity Statistics as at 30 June 2016

|  |  |
| --- | --- |
| Employment and Equal Opportunity Group | Actual  (There were no targets set for 2015–16.) |
| Women in senior management (Senior Executive Service and Senior Officer positions) | 37.8% |
| Women in management (classification range of AO6 to AO8) | 49.7% |
| Aboriginal and Torres Strait Islander staff | 4.8% |
| People from a non-English speaking background | 7.0% |
| People with a disability | 4.2% |

# Workforce Planning

We continued to align our workforce programs and strategies with the Queensland Public Sector’s Five Year Workforce Strategy and Strategic Workforce Investment Plan through the implementation of our People and Culture Strategy 2015–19.

The People and Culture Strategy identifies ways to respond to our workforce challenges and priorities around people, leaders and culture and to:

* maximise the performance and potential of the workforce in a safe and engaging work environment
* align the capability of the workforce with our needs to deliver our objectives
* build the capability of the workforce to better engage, enable and connect with our tenants, customers, stakeholders, business partners and communities.

### Employee Performance Management

To support a culture of high performance and maximise the potential of employees, we have implemented a Performance Excellence Framework that links to our People and Culture Strategy.

The Performance Excellence Framework highlights four key areas:

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

The framework includes a Performance Excellence Policy, a range of guidelines and templates, and an achievement and development planning process.

During 2015–16, a range of training programs and resources were implemented to support our workforce to achieve performance excellence.

### Workplace Attendance

The workplace attendance strategy, workplace attendance guidelines and reference tools continued to assist in managing staff attendance with our unplanned absenteeism rate increasing marginally by 0.14 to 10.79 days per employee during 2015–16.

### Leadership and Management Development

Developing leadership and management capability remained a key focus for us in 2015–16. Leaders and managers were actively supported in their development aspirations.

We continued the Managing for Results Program to optimise individual and organisational productivity, performance and service delivery, with 42 departmental employees at the AO4 to AO8 classification levels completing the program.

We continued to access the Emerging Leaders Program, facilitated by the Queensland University of Technology, to help employees develop skills to build and lead highly effective teams. A total of 92 departmental employees at the AO6 classification level and above completed at least one module from this program.

The Public Service Commission provided various development offerings which were promoted and accessed by departmental employees in 2015–16.

In supporting continuous learning, nine graduates participated in the department’s graduate program.

### Flexible Working Arrangements and Work-Life Balance

In 2015–16, we continued our commitment to flexible working arrangements and work-life balance through the Flexible Work Arrangements Policy and supporting guideline.

The policy covers all flexible work arrangement options, and recognises that supporting employees to meet their work, family and personal responsibilities in a balanced way through flexible work arrangements can have a positive impact on individuals, their engagement and motivation, which contributes to creating a high performance culture.

The policy is supported by a Flexible Work Arrangements Guideline that provides information and guidance for employees and managers about flexible work arrangement options, including a guide for requesting, managing and implementing flexible work arrangements.

A fully equipped carer’s room is available in 80 George Street, Brisbane to provide employees with more flexible options in caring for dependents at the workplace, and breastfeeding facilities have been established in other departmental offices and regions.

A Child Care Referral Service is available to assist employees to locate and secure child care.

An Aged Care Referral Service is available to assist employees who have the responsibility of caring for elderly relatives. The service provides employees with advice, information and appropriate referrals.

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

### Workplace Health and Safety

We continued to support the five Queensland public sector values, as well as the sixth, department-specific value of Healthy and Safe Workforce – committing to a culture of Zero Harm.

In 2015–16, our workplace health and safety performance continued to trend positively with significant reductions in lost time injuries and working days lost to injury. In 2015–16, we achieved the following results:

* 50 per cent fewer lost time injuries than in 2014–15
* 64 per cent fewer days lost to workplace injury than in 2014–15.

Key achievements:

* The Building and Asset Services safety management system was successfully recertified to AS/NZS 4801:2001 Occupational health and safety management systems.
* Over 800 employees attended mental health awareness training as part of beyond blue’s National Workplace Program.
* Over 1,800 skin cancer checks were conducted, with 21 employees referred and treated for cancerous lesions or cancerous spots.
* Over 1,600 seasonal influenza vaccinations were administered.

In 2015–16, the results of the Working for Queensland Survey, Department of Housing and Public Works showed ongoing consistency in how staff perceive workplace safety in the department.

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

### Industrial and Employee Relations Framework

Employees are employed under four separate certified agreements:

* Building and Asset Services Certified Agreement 2013 – covering Building and Asset Services office staff
* QBuild Field Staff Certified Agreement 8 (2011) – covering Building and Asset Services field staff
* QFleet Certified Agreement 2016 – covering QFleet staff
* State Government Entities’ Certified Agreement 2015 (Core Agreement) – covering the remainder of the department’s employees.

During 2015–16, the department negotiated the QFleet Certified Agreement 2016 and reached in-principle agreement with Together Queensland on a replacement certified agreement covering Building and Asset Services office staff. In addition, a replacement Core Agreement, which the department is a party to, was negotiated by the Office of Industrial Relations, Queensland Treasury and peak unions.

### Early Retirement, Redundancy and Retrenchment

During 2015–16, no employees received voluntary redundancy packages and there were no paid early retirement or retrenchment packages.

### Code of Conduct

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

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

During 2015–16, we:

* continued to promote the Code of Conduct to new staff through the provision of Public Sector Ethics training during induction
* reviewed and refined the department’s Public Sector Ethics training and Workplace Behaviour Policy
* proactively encouraged all departmental staff to undertake online Public Sector Ethics training to ensure the currency of their understanding
* developed a dedicated Workplace Behaviour online learning module for implementation in 2016–17.

### Celebrating Achievements

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

Staff were recognised for their service and commitment at the Australia Day Achievement Awards and through local long service award ceremonies. In 2015–16, 45 staff received long service awards.

Our Australia Day Achievement Awards ceremony was held on 27 January 2016 in Brisbane, with awards presented to six staff by the Honourable Mick de Brenni MP, Minister for Housing and Public Works.

### Special Events

During 2015–16, we celebrated a number of special events and observances.

Staff raised funds and awareness for a number of charities supporting people who have experienced domestic and family violence, and people who are experiencing, or at risk of homelessness.

During May 2016, staff were encouraged to participate in the CEO Challenge Darkness to Daylight Challenge Run, to raise funds and help shine a light on the issue of domestic and family violence.

In June 2016, we contributed to the Vinnies’ CEO Sleepout by holding events, raising funds and collecting winter woollens to assist Vinnies’ Homelessness Services. The Director-General and the Minister participated in this event.

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

To promote Harmony Day, a commemorative cookbook ‘Tastes of HPW’ was compiled, including family recipes contributed by staff to celebrate the diversity of our workforce.

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

We were once again on show in August 2015, at the annual EKKA Royal Queensland Show in Brisbane. Staff volunteered their time to talk to Queenslanders about the services provided by the department in a ‘Welcome to our place’ backyard-themed display booth. More than 4,500 people visited the display during the show to find out more about our building, procurement and housing services.

# Legislation Administered by the Minister for Housing and Public Works as at 30 June 2016

### Acts administered through the Department of Housing and Public Works:

*Building Act 1975*

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

*Housing Act 2003*

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

*Housing (Freeholding of Land) Act 1957*

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

*Inala Shopping Centre Freeholding Act 2006*

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

*Manufactured Homes (Residential Parks) Act 2003*

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

*Plumbing and Drainage Act 2002*

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

*Residential Services (Accreditation) Act 2002*

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

*Retirement Villages Act 1999*

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

*Sustainable Planning Act 2009*(Chapter 7, Part 2)

This Part of the Act provides for the establishment and operation of the building and development dispute resolution committees.

### Acts administered through the Residential Tenancies Authority:

*Residential Tenancies and Rooming Accommodation Act 2008*

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

### Acts administered through the Queensland Building and Construction Commission:

*Building and Construction Industry Payments Act 2004*

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

*Queensland Building and Construction Commission Act 1991*

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

From 1 July 2015, the *Domestic Building Contracts Act 2000* was repealed, and a new Schedule 1B relating to domestic building contracts was inserted into the *Queensland Building and Construction Commission Act 1991*.

*Subcontractors’ Charges Act 1974*

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

### Acts administered through the Board of Architects of Queensland:

*Architects Act 2002*

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

### Acts administered through the Board of Professional Engineers of Queensland:

*Professional Engineers Act 2002*

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

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

# Government Bodies

# Statutory Bodies

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

|  |  |  |
| --- | --- | --- |
| Name of body as described in the constituting Act | Constituting Act | Annual reporting arrangements |
| Board of Architects of Queensland | *Architects Act 2002* | Annual report to Parliament |
| Board of Professional Engineers of Queensland | *Professional Engineers Act 2002* | Annual report to Parliament |
| Queensland Building and Construction Commission | *Queensland Building and Construction Commission Act 1991* | Annual report to Parliament |
| Residential Tenancies Authority | *Residential Tenancies and Rooming Accommodation Act 2008* | Annual report to Parliament |

# Government Bodies, Boards and Committees

The following bodies, boards and committees were active during 2015–16 with reporting arrangements to the Department of Housing and Public Works.

Additional information on government bodies is available through the department’s open data reporting available on the following web site:

<https://data.qld.gov.au/>

### Building and Development Dispute Resolution Committees

The Building and Development Dispute Resolution Committees were established under the *Sustainable Planning Act 2009.*

The Building and Development Dispute Resolution Committees provide an accessible, affordable and timely service for members of the public not satisfied with building, plumbing and planning decisions made by local government and private certifiers.

### Plumbing Industry Consultative Group

The Plumbing Industry Consultative Group was established in 2008 by Building Codes Queensland in the former Department of Infrastructure and Planning to facilitate consultation between key plumbing stakeholders and provide expert advice to the department on plumbing legislative and policy matters.

The membership includes state government agencies, local governments and industry peak bodies such as the Master Plumbers of Queensland and the Plumbers Union.

The Plumbing Industry Consultative Group also assisted the Department of Housing and Public Works to deliver the Government’s election commitment to re-establish a dedicated plumbing industry regulatory body for Queensland.

### Construction Industry Engagement Committee

The Construction Industry Engagement Committee was established in 2015 to facilitate strategic discussions between the department and key industry stakeholders from the building construction industry.

These discussions provide the department with the opportunity to further strengthen relationships with industry and inform policy development through a two-way exchange of information and ideas.

The committee is well supported by industry as it provides an avenue for industry stakeholders’ concerns to be discussed with industry peers and government.

### Building Industry Consultative Group

The Building Industry Consultative Group was established in 2008 by Building Codes Queensland in the former Department of Infrastructure and Planning to facilitate regular informal and formal consultation between government and industry.

It is made up of key industry and government stakeholders who represent the interests of building certifiers and other building industry practitioners.

Representatives often have a high level of technical knowledge, allowing them to provide detailed and considered feedback on complex matters relating to building codes and standards.

### Brisbane Housing Company Ltd

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

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

### Logan Renewal Ministerial Consultative Committee

In June 2015, the Minister for Housing and Public Works approved the establishment of the Logan Renewal Ministerial Consultative Committee. This Committee replaced the Logan Renewal Board.

The committee met in December 2015 and March 2016.

Further information about government bodies can be found at <http://www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx>

# Open Data

## Overseas Travel

During 2015–16 no departmental officers travelled overseas.

## Consultancies

Total expenditure by category of consultancies engaged by the department during 2015–16 were as follows:

|  |  |
| --- | --- |
| Consultancy category | Expenditure ($) |
| Administration and management | 786,521.43 |
| Communication | 9,703.13 |
| Financial and accounting | 12,225.00 |
| Human resource management | 198,000.00 |
| Legal | 105,777.84 |
| Professional and Technical | 3,952,743.91 |
| Total | 5,064,971.31 |

## Queensland Languages Service Policy

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

|  |  |  |  |
| --- | --- | --- | --- |
| Queensland Language Services Policy measures | Percentage of clients that required language support for the year | Amount spent annually on interpreters engaged by agencies | Number of occasions interpreters are engaged annually by the agency |
| 2015–16 result | Data is not available for this measure | $110,995 (These figures are for six months only (January to June 2016) as data collection commenced in January 2016.) | 20,592 |

# Service Centre Locations

# DEPARTMENT OF HOUSING AND PUBLIC WORKS

Central office

80 George Street, Brisbane Qld 4000

Post

GPO Box 2457, Brisbane Qld 4001

Website

www.hpw.qld.gov.au

# BUILDING AND ASSET SERVICES OFFICE LOCATIONS

The regional offices are supported by a network of district offices and depots across the state.

Building and Asset Services

Level 4, 80 George Street

Brisbane Qld 4000

GPO Box 2937

Brisbane Qld 4001

Phone: 07 3008 3300

Email: BAS@hpw.qld.gov.au

Internet: hpw.qld.gov.au

SOUTH EAST QUEENSLAND

South East Queensland Regional Office

45 Barrack Road

PO Box 626

Cannon Hill Qld 4170

Phone: 07 3008 2116

Fax: 07 3906 1722

District Offices

Ipswich

Level 4, 117 Brisbane Street

PO Box 5

Ipswich Qld 4305

Phone: 07 3432 2813

South Coast District Office

Level 3, Eastside Robina

232 Robina Town Centre Drive

Robina Qld 4226

PO Box 3156

Robina Post Shop

Robina Town Centre Qld 4230

Phone: 07 5514 9400

Fax: 07 5583 1943

South East Queensland Maintenance Response Centre

Level 1, 19 Corporate Drive

Cannon Hill Qld 4170

Phone: 1300 650 917

Sunshine Coast District Office

14-28 Lee Street

PO Box 1680

Caboolture Qld 4510

Phone: 07 5432 0600

Fax: 07 5420 2050

Depots

Alexandra Hills Depot

69 MacArthur Street

Alexandra Hills Qld 4161

Phone: 07 3824 7517

Fax: 07 3820 2893

Beenleigh Depot

George Street

Beenleigh Qld 4207

(back of Beenleigh State High School)

Phone: 07 3807 6394

Fax: 07 3287 5788

Borallon Depot

Ivan Lane

Borallon Qld 4306

Phone: 07 5464 3051

Northgate Depot

36 Fraser Road

Northgate Qld 4013

Phone: 07 3406 9106

Fax: 07 3256 6239

Wacol Depot

Old Moreton A Building

Wacol Station Road

Wacol Qld 4076

Phone: 07 3271 2918

Fax: 07 3271 2886

SOUTH WEST QUEENSLAND

South West Queensland Regional Office

120-124 Mort Street

PO Box 666

Toowoomba Qld 4350

Phone: 07 4614 2300

Fax: 07 4615 3529

District Offices

Charleville District Office

46 Edward Street

PO Box 177

Charleville Qld 4470

Phone: 07 4593 2200

Fax: 07 4656 5069

Roma District Office

62 Arthur Street

PO Box 1029

Roma Qld 4455

Phone: 07 4578 4000

Fax: 07 4624 3009

Depots

Toowoomba Depot

120-124 Mort Street

Toowoomba Qld 4350

Phone: 07 4614 2300

Charleville Depot

46 Edward Street

Charleville Qld 4470

Phone: 07 4593 2200

Chinchilla Depot

Leichardt Street

Chinchilla Qld 4470

Phone/Fax: 07 4668 9884

Roma Depot

62 Arthur Street

Roma Qld 4455

Phone: 07 4578 4000

WIDE BAY BURNETT

Wide Bay Burnett Regional Office

44 Ariadne Street

PO Box 299

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

District Offices

Bundaberg District Office

85 Dr May’s Road

PO Box 3065

Bundaberg Qld 4670

Phone: 07 4158 9700

Fax: 07 4131 5760

Depots

Bundaberg Depot

85 Dr May’s Road

Bundaberg Qld 4670

Phone: 07 4158 9700

Fax: 07 4131 5760

Gympie Depot

8-10 King Street

Gympie Qld 4570

Phone: 07 5482 1827

Fax: 07 5482 7681

Kingaroy Depot

51 Prince Street

Kingaroy Qld 4610

Phone: 07 4162 2129

Fax: 07 4162 5043

Maryborough Depot

44 Ariadne Street

Maryborough Qld 4650

Phone: 07 4123 9400

Fax: 07 4121 1948

CENTRAL QUEENSLAND

Central Queensland Regional Office

149 Bolsover Street

PO Box 247

Rockhampton Qld 4700

Phone: 07 4838 9600

Fax: 07 4938 4831

District Offices

Emerald District Office

14 McKenzie Street

Emerald Qld 4720

Phone: 07 4988 1206

Fax: 07 4983 7451

Gladstone District Office

7 Soppa Street

Gladstone Qld 4680

Phone: 07 4977 7103

Fax: 07 4979 2155

Mackay District Office

36 Tennyson Street

Mackay Qld 4740

Phone: 07 4862 7500

Fax: 07 4957 2718

Depots

Emerald Depot

14 McKenzie Street

Emerald Qld 4720

Phone: 07 4988 1206

Fax: 07 4983 7451

Longreach Depot

91 Galah Street

Longreach Qld 4730

Phone: 07 4658 3718

NORTH QUEENSLAND

North Queensland Regional Office

9-15 Langton Street

Garbutt Qld 4814

PO Box 561

Townsville Qld 4810

Phone: 07 4412 2300

Fax: 07 4799 5401

District Office

Mount Isa District Office

5 Traders Way

Sunset Qld 4825

PO Box 1659

Mount Isa Qld 4825

Phone: 07 4437 2520

Fax: 07 4747 2777

Depots

Ayr Depot

203 Edward Street (cnr Churchill St)

Ayr Qld 4807

Phone: 07 4783 5367

Fax: 07 4783 5179

Charters Towers Depot

Hodgkinson Street

Charters Towers Qld 4820

Phone: 07 4787 2367

Fax: 07 4787 7415

Doomadgee Depot

Goodeedawa Road

Doomadgee Qld 4830

Phone: 07 4745 8086

Fax: 07 4745 8043

Ingham Depot

Palm Terrace

Ingham Qld 4850

Phone: 07 4437 2520

Fax: 07 4776 3193

Mornington Island Depot

Lardil Street

Gununa

Mornington Island Qld 4871

Phone/Fax: 07 4745 7381

Mount Isa Depot

5 Traders Way

Sunset Qld 4825

Phone: 07 4437 2520

Fax: 07 4747 2777

Normanton Depot

7 Simpson Street

Normanton Qld 4890

Phone/Fax: 07 4745 1019

Palm Island Depot

Butler Bay

Palm Island Qld 4816

Phone: 07 4770 1426

Fax: 07 4770 1468

Townsville Depot

9-15 Langton Street

Garbutt Qld 4814

Phone: 07 4412 2300

Fax: 07 4799 5401

FAR NORTH QUEENSLAND

Far North Queensland Regional Office

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

District Office

Thursday Island District Office

44 Victoria Parade

PO Box 397

Thursday Island Qld 4875

Phone: 07 4212 3390

Fax: 07 4069 1778

Depots

Atherton Depot

20 Albrecht Street

PO Box 845

Tolga Qld 4882

Phone: 07 4095 5901

Fax: 07 4095 5905

Bamaga Depot

Lui Street

PO Box 91

Bamaga Qld 4876

Phone/Fax: 07 4069 3272

Cairns Depot

31 Grove Street

PO Box 812

Cairns Qld 4870

Phone: 07 4232 4000

Fax: 07 4031 2560

Innisfail Depot

6 Laurie Street

Innisfail Qld 4860

Phone/Fax: 07 4061 2175

Kowanyama Depot

Kunjun Street

Kowanyama Qld 4876

Mareeba Depot

Wallace Drive

Mareeba Qld 4880

Phone: 07 4092 4398

Fax: 07 4092 4298

Thursday Island Depot

44 Victoria Parade

PO Box 397

Thursday Island Qld 4875

Phone: 07 4212 3390

Fax: 07 4069 1778

Weipa Depot

6 Tonkin Drive

PO Box 509

Weipa Qld 4874

Phone: 07 4069 7963

Fax: 07 4069 9657

# HOUSING SERVICE CENTRES

For more detailed contact information, visit [qld.gov.au/housing](http://www.qld.gov.au/housing)

Housing Service Centres are open 8:30am to 4:30pm Monday to Friday unless stated otherwise.

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

Housing and Homelessness Services

Level 19, 41 George Street

Brisbane Qld 4000

GPO Box 690

Brisbane Qld 4001

Phone: 07 30074401

FAR NORTH QUEENSLAND

Office of the Regional Director, Far North Queensland Region

Level 13, William Place

5B Sheridan Street

Cairns Qld 4870

Phone: 07 4036 5538

Cairns Regional Housing Service Centre

Level 3, 5B Sheridan Street

William McCormack Place 1

PO Box 471

Cairns Qld 4870

Phone: 07 4036 5460 or

Toll free: 1800 623 208 (within area)

Queensland Government Agent Program – Herberton

Open 9:00am to 1:00pm and 1:30pm to 3:30pm Thursday only

56 Grace Street

Herberton Qld 4887

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

Queensland Government Agent Program – Malanda

Open 9:00am to 4:00pm Friday only

Echo Building, 3 English Street

Malanda Qld 4886

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

Queensland Government Agent Program – Mount Garnet

Open 10:00am to 3:30pm Monday and Wednesday only

Police Station, Garnet Street

Mount Garnet Qld 4872

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

Queensland Government Agent Program – Ravenshoe

Open 9:00am to 1.00pm and 1.30pm to 4:00pm Monday to Friday

27-29 Grigg Street

PO Box 43

Ravenshoe Qld 4888

Phone: 07 4097 6660

Remote Area Housing Service Centre

Level 3, 5B Sheridan Street

William McCormack Place 1

PO Box 471

Cairns Qld 4870

Phone: 07 4036 5555

Remote Area Housing Service Centre – Aurukun Community Office

Lot 502 Cnr Kang Kang and Ko’an Streets

Sam Kerindun Senior Business Precinct

PO Box 471

Cairns Qld 4870

Phone: 07 4060 6140

Remote Area Housing Service Centre – Cooktown Hub

12 Walker Street

PO Box 988

Cooktown Qld 4895

Phone: 07 4082 2300

Remote Area Housing Service Centre – Hope Vale Community Office

3 Muni Street

Hope Vale Business Service Centre

Hope Vale Qld 4895

PO Box 988

Cooktown Qld 4892

Phone: 07 4060 9231

Remote Area Housing Service Centre – Lockhart River Community Office

Office 5 and 12

Lot 31 lllway Street

Lockhart River Multi Tenancy Centre

Lockhart River Qld 4871

PO Box 471

Cairns Qld 4870

Phone: 07 4060 7334

Remote Area Housing Service Centre – Mapoon Community Office

Red Beach Road

Land and Sea Building

Mapoon Qld 4874

PO Box 1330

Weipa Qld 4874

Phone: 07 4090 9012

Remote Area Housing Service Centre – Napranum Community Office

3201 Wa-Tyne Street

Napranum Civic Centre

Napranum Qld 4874

PO Box 1330

Weipa Qld 4874

Remote Area Housing Service Centre – Pormpuraaw Community Office

Shop 1, 19 Pormpuraaw Street

Pormpuraaw Qld 4871

PO Box 471

Cairns Qld 4870

Remote Area Housing Service Centre – Weipa Hub

2 Commercial Avenue

PO Box 1330

Weipa Qld 4874

Phone: 07 4082 4423

Remote Area Housing Service Centre – Wujal Community Office

128 Hartwig Street

Wujal Wujal Aboriginal Shire Council

Former SES Shed, Town Square

Wujal Qld 4895

PO Box 988

Cooktown Qld 4895

Phone: 07 4060 8360 (diverted to Cooktown)

Thursday Island Housing Service Centre

37-45 Douglas Street

PO Box 514

Thursday Island Qld 4875

Phone: 07 4212 3700 or

Toll free: 1800 623 208 (within area)

Thursday Island Housing Service Centre – Northern Peninsula Area Hub

203 Mugai Street

Seisia Qld 4876

PO Box 77

Bamaga Qld 4876

Phone: 07 4069 3588

Thursday Island Housing Service Centre – Kubin Hub

Ikilgau Yabu

C/-Torres Strait Island Regional Council Office

Kubin Qld 4875

Moa Island

(No phone)

NORTH QUEENSLAND REGION

Office of the Regional Director, North Queensland Region

143 Walker Street

PO Box 953

Townsville Qld 4810

Phone: 07 4724 8571

Collinsville Queensland Government Agent Program

Open 9.00 am to 12:30pm and 2.00pm to 4:30pm Monday to Friday

64 Sonoma Street

PO Box 58

Collinsville Qld 4804

Phone: 07 4097 6660

Mackay Housing Service Centre

22-30 Wood Street

PO Box 978

Mackay Qld 4740

Phone: 07 4862 9500 or

Toll free: 1800 069 237 (within area)

Mount Isa Housing Service Centre

19 West Street

PO Box 1866

Mount Isa Qld 4825

Phone: 07 4437 2700 or

Toll free: 1800 620 466 (within area)

Mount lsa Housing Service Centre – Doomadgee Community Office

275 Sharpe Street

Council Admin Building

Doomadgee Qld 4830

PO Box 1866

Mount lsa Qld 4825

Phone: 07 4745 8342 or if unattended call 07 4437 7200

Mount lsa Housing Service Centre – Mornington Island Community Office

Shop 1 and 2, 305 Lardill Street

Rural Transaction Centre

Gununa

Mornington Island Qld 4871

PO Box 1866

Mount lsa Qld 4825

Phone: 07 4745 7483 or 07 4745 7032 if unattended call 07 4437 2700

Townsville Housing Service Centre

Level 2, 143 Walker Street

PO Box 953

Townsville Qld 4810

Phone: 07 4724 8500 or

Toll free: 1800 806 197 (within area)

Townsville Housing Service Centre – Palm Island Community Office

Lot 72 Main Street

Palm Island Qld

PO Box 953

Townsville Qld 4810

Phone: 07 4799 5382

CENTRAL QUEENSLAND/NORTH COAST REGION

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

209 Bolsover Street

PO 1503

Rockhampton Qld 4700

Phone: 07 4848 7054

Bundaberg Housing Service Centre

16 Quay Street

PO Box 1120

Bundaberg Qld 4670

Phone: 07 4331 7900 or

Toll free: 1800 809 835 (within area)

Caboolture Housing Service Centre

Level 5, Caboolture Square Shopping Centre

60-78 King Street

PO Box 588

Caboolture Qld 4510

Phone: 07 5432 0700

Emerald Housing Service Centre

99 Hospital Road

PO Box 37

Emerald Qld 4720

Phone: 07 4988 1600

Gladstone Housing Service Centre

Level 2, 20-22 Herbert Street

PO Box 5082

Gladstone Qld 4680

Phone: 07 4899 2400 or

Toll free: 1800 266 807 (within area)

Maryborough Housing Service Centre

116 Lennox Street

PO Box 535

Maryborough Qld 4650

Phone: 07 4324 8600 or

Toll free: 1800 623 242 (within area)

Queensland Government Service Centre

Ground Floor, 12 First Avenue

PO Box 99

Maroochydore Qld 4558

Phone: 07 5352 7333

Rockhampton Housing Service Centre

Level 3, 209 Bolsover Street

PO Box 1330

Rockhampton Qld 4700

Phone: 07 4848 7000 or

Toll free: 1800 801 176 (within area)

BRISBANE REGION

Office of the Regional Director, Brisbane Region

831 Gympie Road

PO Box 2361

Chermside Centre

Chermside Qld 4032

Phone: 07 3007 4369

Buranda Housing Service Centre

Level 1, 221 Logan Road, Buranda

PO Box 230

Stones Corner Qld 4102

Phone: 07 3873 7700

Chermside Housing Service Centre

3rd Floor, 18 Banfield Street

PO Box 2352

Chermside Qld 4032

Phone: 07 3917 4600

Fortitude Valley Housing Service Centre

505 St Pauls Terrace

PO Box 445

Fortitude Valley Qld 4006

Phone: 07 3034 6500

lnala Housing Service Centre

14 Wirraway Parade

PO Box 258

lnala Qld 4077

Phone: 07 3723 2000

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

Capalaba Housing Service Centre

36 Old Cleveland Road

PO Box 91

Capalaba Qld 4157

Phone: 07 3034 9800

Ipswich Housing Service Centre

Upper Ground Level, Icon Tower

117 Brisbane Street

PO Box 263

Ipswich Qld 4305

Phone: 07 3437 6000 or

Toll free: 1800 636 390

Robina Housing Service Centre

Shop 80, Bazaar Street

Robina Town Centre

PO Box 4059

Robina Town Centre Qld 4230

Phone: 07 5645 8100

Toowoomba Housing Service Centre

Level 2, Condamine Centre

10 Russell Street

PO Box 418

Toowoomba Qld 4350

Phone: 07 4699 4400 or

Toll free: 1800 623 435 (within area)

Woodridge Housing Service Centre

11-13 Station Road

PO Box 5

Woodridge Qld 4114

Phone: 07 3884 9800

# OTHER DEPARTMENTAL OFFICES

Building Industry and Policy

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2504

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

Internet: www.hpw.qld.gov.au

Building and Development Dispute Resolution Committees

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 804 833

Email: registrar@qld.gov.au

Internet: www.hpw.qld.gov.au

Prequalification (PQC) System

Level 16, 41 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 1800 072 621

Email: pqcregistrar@hpw.qld.gov.au

Internet: www.hpw.qld.gov.au

QFleet

Head Office

Level 5A, 80 George Street

GPO Box 293

Brisbane Qld 4001

Phone: 07 3008 2633

Fax: 07 3224 6242

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

Internet: www.qfleet.qld.gov.au

Queensland Government Accommodation Office

Head Office

Level 5B, 80 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2761

Fax: 07 3224 6266

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

Internet: www.hpw.qld.gov.au

Government Employee Housing

Head Office

Level 5A, 80 George Street

GPO Box 2457

Brisbane Qld 4001

Phone: 07 3008 2722

Fax: 07 3224 5824

Email: governmentemployeehousing@hpw.qld.gov.au

Internet: www.hpw.qld.gov.au

Procurement Transformation

Level 3B, 80 George Street

GPO Box 123

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

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

Internet: www.hpw.qld.gov.au

Regulatory Services (formerly Office of the Registrar)

Level 4B, 80 George Street

GPO Box 690

Brisbane Qld 4001

Phone: 13 QGOV (13 74 68)

Email: registrar@housing.qld.gov.au

Email: residentialservices@hpw.qld.gov.au

Internet: hpw.qld.gov.au

# Glossary of Terms

AFL Australian Football League

AS/NZS Australia/New Zealand Standard

AO Administration Officer

FTE Full Time Equivalent

GPO General Post Office

ICT Information Communication Technology

MOHRI FTE Minimum Obligatory Human Resources Information Full Time Equivalent

NAIDOC National Aboriginal and Island Day Observance Committee

QG Queensland Government

NRL National Rugby League

QGOV Queensland Government