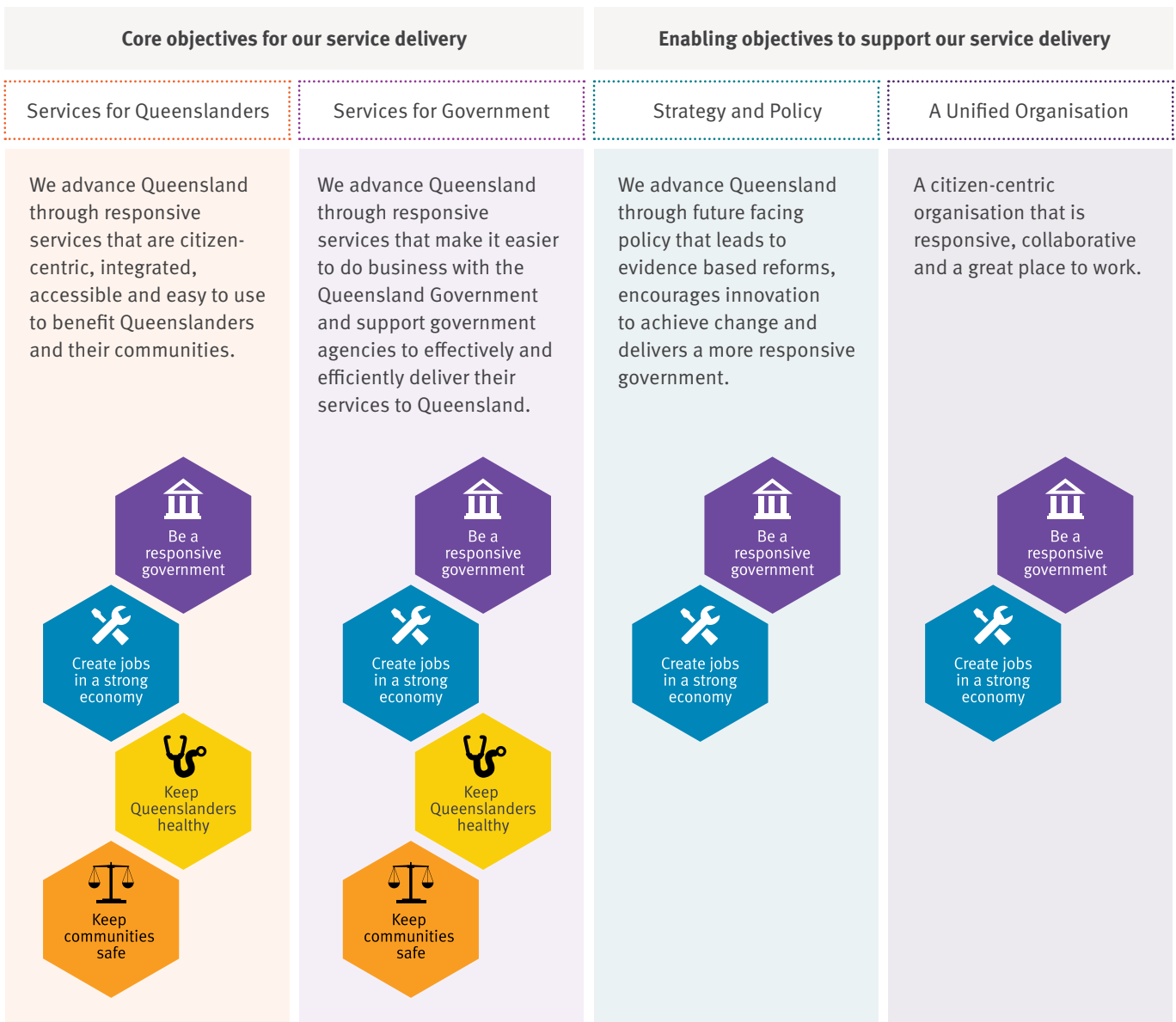


Our strategic objectives

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

The strategic plan sets out four objectives for the agency:



Objective one

Services for Queenslanders

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

Our achievements

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

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

- increasing the supply of social and affordable housing across the state through the Queensland Housing Construction Jobs Program, to better support vulnerable Queenslanders in need
- undertaking broad community consultation through the Open Doors to Renting Reform, which received over 135,000 responses from the Queensland community which shared their rental experiences and ideas to improve renting in Queensland
- continuing the implementation of legislative changes made in the *Housing Legislation (Building Better Futures) Amendment Act 2017* to protect consumers living in retirement villages, residential parks and residential services, such as boarding houses and aged rentals
- amending the *Retirement Villages Act 1999* to ensure former residents with freehold units receive their funds in a timely manner after they leave a retirement village
- launching the *Partnering for Growth* reform agenda on 21 November 2018 and partnering with the community housing sector to commence design of a new funding, investment and operational model to increase social and affordable housing and deliver human-centred services
- delivering a seniors' complex (35 units of accommodation) through the Brisbane Housing Company at Springwood, commencing construction of a seniors' complex (30 units of accommodation) through Churches of Christ in Queensland and commencing planning and delivery of 83 units of accommodation at Bongaree, Bribie Island
- supporting 41 families to achieve home ownership under the Remote Home Ownership Program
- developing a five-year development plan with the Brisbane Housing Company to deliver 682 units of accommodation, across a range of housing types under *Partnering for Growth*
- launching the tenant engagement program, *TenantConnect* in November 2018, which provides opportunities for tenants to engage with the department to better understand their needs and interests to work alongside the department and be involved in the wider community
- transforming frontline service delivery to be more human-centred with improved customer experiences and outcomes through an enhanced face to face service offer for customers, supported by new technologies, including the Front of House tool developed to support customer engagement and queue management. This includes the Toowoomba Housing Hub, which opened in August 2018 to provide an integrated, human-centred service

- launching new flexible products and services to assist people to access the private rental market including Bond Loan Plus, Rent Subsidies, No Interest Loans and Head-leasing
- adopting new technologies, including the enhancements added to the customer mobile applications that offer more self-service options, for the broader community in Housing Assist Queensland and one for public housing tenants in Tenant Assist Queensland, plus additional Assisted Self Service Kiosks.

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

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

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

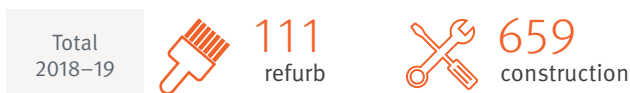
- providing additional funding through the *Dignity First Fund* to support innovative responses that help Queenslanders experiencing homelessness to live with dignity, as well as preventing or reducing homelessness
- implementing the Government’s response to the Domestic and Family Violence Taskforce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

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

In 2018–19, Regulatory Services:

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

Industry jobs supported through Housing Construction Jobs Program



Delivering more social and affordable homes for Queensland

New homes through capital works

560

COMMENCED

549

COMPLETED

New homes through capital grants

91

COMMENCED

64

COMPLETED

50 bed



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

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

Over 195,500

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

- 17,528 RentConnect services
- 37,495 Home Assist Secure services
- 1,994 National Rental Affordability Scheme (NRAS) households
- 19,498 new bond loans
- 121,398 Queensland Statewide Tenants' Advice and Referral Service (QSTARS) responses

6,876

new low income households assisted with social rental housing

Renting in Queensland consultation

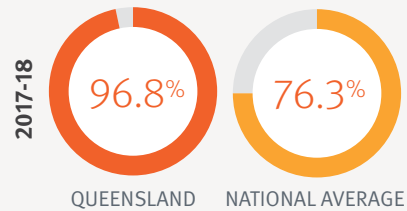
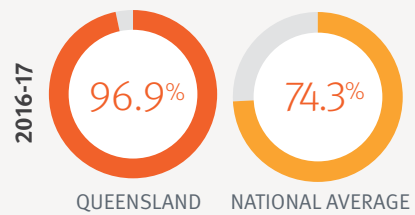


137,776

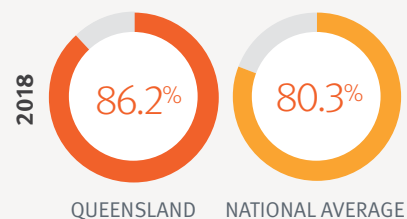
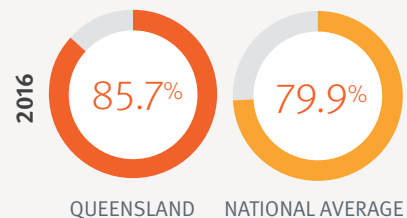
Responses received

- 19,900 + online survey responses
- 14,100 + postcard survey responses
- 96,600 + responses to snap polls
- 4,800 + written submissions
- 41,100 + social media reactions, comments and shares.

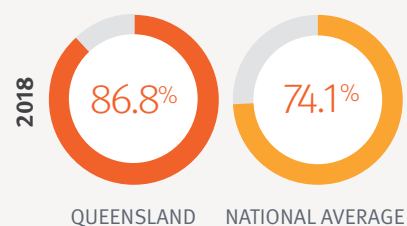
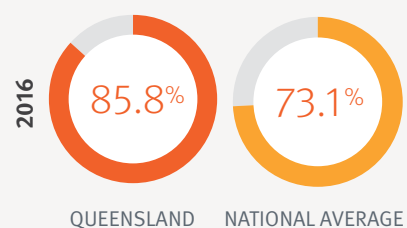
Greatest need allocations as a proportion of all new allocations – public housing



Dwelling condition, public housing



Customer satisfaction (satisfied or very satisfied) – public housing



Sourced from Report on Government Services 2019, Part G Housing and Homelessness

Aboriginal and Torres Strait Islander Housing Action Plan

Consultation snapshot

- **Eight** yarning circles with **200+** participants
- **80** organisations
- **46** survey responses
- **Six** written submissions
- **Eleven** customer interviews
- Local Government Association of Queensland's Indigenous Leaders Forums 2018 and 2019
- Torres and Cape Indigenous Councils Alliance

Queensland Recreation Centres



93,268
visits



116,606
bed nights



386,875
structured activity hours

Investing in places, spaces and services

547 local sport and recreation clubs were supported with

\$3.5 million

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

- **\$15.2 million** to support **45 infrastructure projects** dedicated to improving female facilities at sports clubs to encourage women to participate and have greater involvement in sport at the grassroots and elite levels.
- **94 nationally accredited training programs** in coaching, officiating and sports first aid were delivered to more than **1,418 participants**.
- **\$13.3 million** of funding approved for **111 local infrastructure projects** under Get Playing Places and Spaces to support new, upgraded and replacement infrastructure projects which increase or enhance participation in sport and recreation.
- **54 free Building Active Communities Workshops** were delivered to **831 participants** supporting community sport volunteers.

Sport and Recreation Disaster Recovery Program

\$1 million+

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

- North Queensland Flooding
- Severe Tropical Cyclone Nora and associated flooding
- Wide Bay-Burnett Severe Storms
- Central Queensland bushfires
- North and Far North Queensland Monsoon Trough

Supporting our Athletes

\$1.2 million

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

2,593 athletes to attend state events.

1,358 athletes to attend national events.

293 athletes to attend international events.

\$6.7 million

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



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



The **Queensland Academy of Sport** pushed towards a milestone 300th **Olympics Unleashed** visit in June 2019.

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

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

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

- approving 111 capital projects, 556 non-capital projects and 44,961 vouchers to support grassroots sport and recreation participation and encourage physically active opportunities for all Queenslanders, particularly for those who can least afford it
- delivering a \$9.05 million redevelopment of the University of the Sunshine Coast Stadium to increase seating capacity, amenities, improve access for people with a disability, and for equipment storage, canteen and multipurpose spaces
- encouraging women to enter, participate and have greater involvement in sport at the grassroots and elite levels through approved funding of \$15.2 million for 45 infrastructure projects dedicated to improving female facilities at sporting clubs
- activating the Sport and Recreation Disaster Recovery Program for five disaster events, including North Queensland flooding, severe Tropical Cyclone Nora and associated flooding, Wide Bay-Burnett severe storms, Central Queensland bushfires and North and Far North Queensland monsoon and approved funding of more than \$1 million to 217 sporting organisations
- continuing to provide services and support to Queensland's elite athletes through the Queensland Academy of Sport supporting their goals to perform at the highest standard of competition nationally and internationally. On the international stage in 2018–19, 33% of the Australian Men's Hockey Team, which won bronze at the 2018 Hockey World Cup in Bhubaneswar, India, were Queenslanders.

Building and construction

\$46 billion

Queensland building and construction industry

230,000

Queenslanders earn a living in the building and construction industry

\$45.769 billion

Queensland Government capital works program over the next 4 years

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

We continued to progress reforms arising from the *Queensland Building Plan 2017* by:

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

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

In 2018–19, we:

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

Looking forward

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

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

Objective two

Services for government

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

Our achievements

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

In 2018–19, we:

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

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

In 2018–19, we:

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

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

In 2018–19, we:

- transitioned 5,200 Queensland Ambulance Service employees from an unsupported payroll solution to the core Queensland Government payroll solution in March 2019
- implemented Single Touch Payroll legislative changes in the Department of Transport and Main Roads (DTMR) SAP payroll system to enable compliance with the provision of tax and super information to the Australian Taxation Office each time DTMR employees are paid
- successfully piloted single sign-on capability for Queensland Government employees in order to reduce the number of system log-ons required

- implemented Robotic Process Automation technology for repeatable manual tasks, including transactional activities to support continued improvement in the quality and efficiency of business processes for shared services
- delivered a new HR data provision service for agencies, enabling them to self-serve HR business intelligence
- replaced more than 100 published phone numbers with 'one number' for customers to easily contact Queensland Shared Services
- finalised all client agencies system financial and HR records to their new entities in line with machinery-of-government changes.

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

In 2018–19, we:

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

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

In 2018–19, we:

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

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

In 2018–19, we:

- strengthened the implementation of the *Queensland Procurement Policy* by providing advice and guidance to agencies and improving tools and materials for agency use
- established a Queensland Government Food and Beverage Supplier Directory to ensure government agencies can source Queensland food and beverages for government events and corporate functions
- conducted a ‘Buy Queensland Roadshow’ that attracted more than 900 suppliers and almost 270 government buyers to learn about the enchainment’s to Buy Queensland, including help for business to be tender-ready and have an increased focus on doing business with ethically, environmentally and socially responsible suppliers

- renewed our membership with Supply Nation, extending our access to Australia’s leading database of certified Aboriginal and Torres Strait Islander businesses, which includes more than 300 Queensland businesses. This partnership will help the department embed diversity in our supply chains, delivering jobs and prosperity in communities across Queensland
- embedded the whole-of-government Procurement Performance Management Reporting Framework and published the Queensland Government Procurement Performance Report. This leading practice approach to managing procurement will improve data and reporting to better enable evidence-based decision making by agencies
- implemented a new 10-year wholesale energy arrangement for large market sites, which is expected to:
 - redirect approximately \$71 million over the next ten years for the delivery of frontline services across government
 - provide agencies with price certainty and deliver substantial savings, meaning money can be re-allocated towards the delivery of frontline services for Queensland
 - secure a low, fixed wholesale price
 - increase renewable energy to 50% from an initial 15% over a 10-year period, putting Queensland on an economically responsible and sustainable path to achieving a 50% renewable energy target by 2030
- renewed the whole-of-government Professional Services arrangement to create a more contemporary, diverse supplier panel that supports Queensland businesses. The outcome supports the Queensland Procurement Policy with:
 - 94% of the panel being Queensland based suppliers
 - 73% of the panel comprising small to medium enterprises
 - 19% of the panel comprising local and regional suppliers
 - 4% of the panel being Aboriginal and/or Torres Strait Islander businesses
- hosted four whole-of-government vendor manager and procurement forums to increase cross-government collaboration on central and agency initiatives, new ICT procurement approaches, challenging ICT procurement issues and wider technology insights
- established an IT Management-as-a-Service panel arrangement for smaller agencies
- delivered a new panel arrangement for networking hardware as well as refreshed arrangements for telecommunications products and services.

Looking forward

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

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

Cyber Security

- Achieved 100% Denial of Service attacks stopped before causing system outages, meeting the target
- 100% of major incidents resolved within agreed timeframe, meeting the target
- 99.8% of licenses assigned to agencies are used to conduct phishing simulations and trainings.

Smart Service Queensland

72,568

SES and Community Recovery calls were taken



92 million

interactions across phone, counter and online channels



62,547

customers accessed information provided at www.qld.gov.au/alerts



Leading the whole-of government ICT buying category

30 whole-of-government Standing Offer Arrangements

Five whole-of-government multi-year ICT contracts worth over \$900 million including:

- **\$560 million** Government Wireless Network (GWN) over 15 years
- **\$65.68 million** One William Street ICT contract over five years.

Open Data Action Plan 2017–19

95.5% actions in the Plan are **completed**

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

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

20% **increase** in unique views

30.04% **increase** CSV and Excel downloads



Objective three

Strategy and policy

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

Our achievements

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

In 2018–19, we:

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

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

In 2018–19, we:

- worked with key government agencies and the Climate Change Inter-departmental Committee to inform the department's work to reduce emissions and increase the use of renewable energy under the Government's *Climate Change Response Strategy*
- partnered with government agencies to deliver human-centred design journey mapping to help make it easier for parents and carers in Queensland to access services and information on developmental milestones for children, applying online to enrol their children in a state school and accessing sports vouchers so vulnerable children can participate in sport
- worked with the Department of Communities, Disability Services and Seniors to further improve the Seniors Concessions Online Service, making it easier for about 750,000 Queensland seniors to apply for a Seniors Card and a range of concessions securely and seamlessly in one place
- undertook a proof of concept of digital identity brokering and information sharing infrastructure to simplify and expedite the way Queenslanders access government services online – supporting a 'Tell us Once' experience

- simplified the Queensland Government ‘front door’ website - qld.gov.au - making it easier for Queenslanders to access secure Queensland Government digital services and improve their experience of interacting with those services
- partnered with government agencies to improve the management, availability and use of data and information in areas such as disaster management, place-based initiatives (for example in social, justice and human services) and building information modelling
- engaged in ethnographic research and used human-centred design techniques to understand the problems facing parents and carers in Queensland to inform planning for service enhancements, for example digitising applications for school enrolment
- delivered an advanced analytical enterprise planning assessment model for Queensland Fire and Emergency Services (QFES) to help predict the likelihood of disaster events across Queensland and the demands these will place on QFES resources
- created analytical and reporting tools for housing and homelessness services that provide critical insights on housing demand management, emergency assistance response and the impact of rental policy changes.

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

In 2018–19, we:

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

quality frontline services. An example is the release of the Information Sharing Authorising Framework, one of over 630 documents in the QGEA which are continually reviewed.

Ensuring strong governance that delivers stewardship, strategy and accountability

In 2018–19, we:

- managed the governance processes to provide assurance over ICT investment over digital and ICT initiatives in government. Provided in-depth analysis of the sector’s existing and planned digital and ICT investments to support agencies and advise executives. Reviewed whole-of-government governance for digital and ICT programs, projects and initiatives
- established the departmental Climate Change and Sustainability Committee, to help drive and guide our work to respond to the risks and opportunities of climate change
- established governance processes in relation to the Responsive Government Ministerial Outcomes Oversight Group and the supporting Deputy Directors-General Cluster Group to ensure that initiatives on the approved roadmap can be delivered
- established governance processes in support of the Minister, in his role as a member of the Australian Digital Council and provided support to senior officials in the Digital Transformation Agency’s life events journey work across jurisdictions
- delivered governance, planning, performance reporting and risk deliverables to support decision-making and the achievement of department objectives. Established new governance arrangements and implemented new performance reporting to the Executive Leadership Team. Revised, promoted and implemented the Risk Management Framework and Performance Management Framework
- developed the Departmental Governance Framework, which draws together the key principles that drive our department’s performance whilst enabling oversight of accountabilities. The framework gives a foundation for a consistent, principles-based approach to the department’s work and enhances trust in actions by being transparent, responsible and responsive to changes
- Please refer to the Governance section of this report on pages 62 to 73 for more information on the department’s Governance structure and arrangements, including the Departmental Governance Framework.



\$229.84 million

for 71 projects directly supporting
27 full-time apprentices and trainees

Looking forward

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

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

The Digital Projects Dashboard

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

- **150 projects reported** by agencies on the dashboard
- **132 green** ‘on track’
- **16 amber** ‘closely monitored’
- **2 red** ‘action required’

79,576

page views on the Digital Projects Dashboard

60%

increase compared to 2017–18



Eight

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

Procurement Services

84%*

Queensland Government contracts awarded through QTenders have been to Queensland businesses

Over 26,000**

Queensland businesses already supplying to the Queensland Government

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

** indicates the number of private businesses registered with Queensland addresses based on the unique Supplier ABNs from ABR data using the procurement spend data for 2018–19 (does not include One School and Corporate Card data)

Objective four

A unified organisation

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

Our achievements

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

Workplace health, safety and wellbeing

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

In 2018–19, we:

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

Industrial and Employee Relations Framework

There are five certified agreements covering employees in the department:

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

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

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

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

Code of Conduct

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

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

Workplace attendance

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

In 2018–19, we:

- continued to implement the *Healthy and Safe Workforce Action Plan 2018–20*
- maintained activities in accordance with White Ribbon Australia Workplace Accreditation, demonstrating our commitment to supporting employees affected by domestic and family violence

- offered access to the Employee Assistance Service and the Early Intervention Centre, as a means of reducing the rate and impact of employee injury and illness, both physical and psychological
- provided ongoing quarterly business area and employee unplanned absenteeism reports
- delivered the Managing for Results Workplace Health and Safety training program, including domestic and family violence and risk management.

Early retirement, redundancy and retrenchment

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

Diversity and inclusion

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

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

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

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

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

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

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

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

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

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

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

In 2018–19, we:

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

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

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

In 2018–19 we:

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

Special events

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

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

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

In 2018–19 we:

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

Supporting work-life blend

In 2018–19, we:

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

Looking forward

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

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

Working for Queensland Survey



3,894

surveys completed
by HPW staff

- 67% participation rate
- 89% understand how their work contributes to HPW's objectives
- 88% understand what's expected of them to do well in their job
- 88% believe people in their workgroup treat customers with respect
- 86% said they receive help and support from others in their workgroup

MyCareerHub Learning Management System



20,770

course enrolments registered
on the MyCareerHub Learning
Management System

- 56 employees completed the **Managing for Results Program**
- 61 employees completed the **Taking the Lead Program**
- 13 **new graduates** recruited across three different graduate programs in 2018–19
- 95 employees attended the **Practical Emotional Intelligence** workshop

Staffing numbers

(30 June 2019)

5,436 Total

- 1,730 Services for Queenslanders – Community
- 602 Services for Queenslanders – Digital and Information
- 390 Services for Government
- 1,250 Building and Asset Services
- 359 CITEC
- 45 QFleet
- 1,060 Queensland Shared Services



3.15%

**Aboriginal and Torres Strait
Islander** representation



4.40%

separation rate



3.45%

people with
a **disability**



41.38%

women in
leadership



10.13%

people from **non-English
speaking** backgrounds



3,111

Seasonal **influenza
vaccinations**



2,210

Skin cancer
checks



650

Staff attended **domestic
and family violence
awareness** training