Annual Report 2008–09

Department of Public Works
7 October 2009

The Honourable Robert Schwarten MP
Minister for Public Works and
Information and Communication Technology
Level 7, 80 George Street
Brisbane Qld  4000

Dear Minister

I am pleased to present the Annual Report 2008–09 for the Department of Public Works.

I certify that this Annual Report complies with:

• the prescribed requirements of the Financial Administration and Audit Act 1977 and the Financial Management Standard 1997, and
• the detailed requirements set out in the Annual Reporting Guidelines for Queensland Government Agencies.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2008–09 financial year, that is, it reflects the structure, operations and performance of the department as it existed at 30 June 2009.


Yours faithfully

Mal Grierson
Director-General

Queensland Government
Communication objectives

- To clearly show how the Department of Public Works supported the Queensland Government in delivering its programs and services during the 2008–09 financial year.
- To show how the department assists other agencies to deliver their services to the people of Queensland.
- To demonstrate the department’s commitment to its staff and to address Queensland Government priorities.
- To give an account of the department’s activities and achievements during the financial year as required by the Financial Administration and Audit Act 1977.

Our vision

- First class service.

Our mission

- To provide first class service and products that ensure the delivery of successful government outcomes.

Our values

The Department of Public Works has seven values that **REFLECT** the attitude and behaviour sought from employees at all levels.

**Respect**—for each other, our clients, the diversity of skills in the workforce and the diversity of cultural backgrounds.

**Efficiency**—in the way business is conducted and in dealing with clients.

**Flexibility**—in working arrangements, dealing with clients and dealing with problems.

**Leadership**—that provides clear organisational strategic direction; encourages teamwork to achieve the strategic direction; is visible and consistent; leads by example and allows management and employees to be partners.

**Encouragement**—in career progression and personal development, and to think of innovative ways of doing business.

**Communication**—that is open, consistent and two-way.

**Trust**—between management and employees, and between the department and its clients.
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From the Director-General

For the Department of Public Works and staff, 2008–09 was a year of significant achievement, challenge and change.

Following machinery-of-Government changes in March 2009, Smart Service Queensland (SSQ) joined the department from the Department of Communities, bringing 400 staff members at the time and boosting the department’s staff numbers to over 7,600. Through SSQ, Queenslanders can get information and conduct transactions with a range of government departments via a single website and single phone number.

In November 2008, the Queensland Government designated the department as the lead agency for whole-of-Government information and communication technology (ICT) and I was appointed to the role of the Queensland Government Chief Information Officer. The Queensland Government Chief Information Office was given additional authority to mandate ICT arrangements across government where it is considered to be in the best interests of government.

The Department of Public Works provides many diverse services and to reflect this, I have listed just a few of the many highlights from another successful year:

Ⅰ Nation Building – Economic Stimulus Plan

In February 2009, the Australian Government introduced the $42 billion Nation Building – Economic Stimulus Plan. It is anticipated that Nation Building will inject over $4 billion in infrastructure works in the Queensland economy over a period of three financial years, supporting approximately 33,000 jobs around the state.

I have been appointed Queensland’s Coordinator-General for the Plan. The department is responsible for facilitating the delivery of the Queensland construction element of the Plan, through effective procurement strategies, allocating work to the state’s construction industry in a manner that makes best use of local resources, and liaising with state, federal and industry stakeholders.

Ⅰ Capital Works Program

During 2008–09, the department managed, on behalf of the Queensland Government, a building Capital Works Program in the order of $8.5 billion. Among the major projects completed were the Queensland State Tennis Centre at Tennyson, the Townsville Women’s Correctional Centre and the redevelopment of the Queensland Performing Arts Centre on Brisbane’s South Bank.

Ⅰ Technology Transformation Program

The department continued to implement a more integrated whole-of-Government approach to ICT governance, including planning towards the consolidation of data centres, networks, infrastructure and ancillary services. In February 2009, the Polaris Data Centre at Springfield, a privately-owned state-of-the-art facility which is a key component of the department’s ICT consolidation strategy, was opened. Polaris will effectively triple CITEC’s capacity to offer data centre services.

Ⅰ Disaster management and response

During 2008–09, the State Disaster Management Plan was effectively activated for a number of events, including the severe storms that occurred in South East Queensland in November 2008 and the offshore oil spill that damaged Moreton Island beaches in March 2009. The department helped communities recover and rebuild, and provided essential services including: helping establish community evacuation centres; restoring government buildings; reconnecting services; and undertaking damage assessment reports on residences eligible for structural assistance grants.

Ⅰ Reconciliation agenda

The proportion of Indigenous persons in QBuild’s annual apprenticeship intake rose for the second successive year, from 14 per cent to 20 per cent. In 2008–09, the department continued its commitment to the Queensland Government’s reconciliation agenda, progressing through the second year of its Reconciliation Management Plan 2007–10.

Ⅰ Archival storage doubled

In November 2008, a major expansion of Queensland State Archives’ Runcorn facility was officially opened. The new building doubled storage capacity for the state’s archival public records.
State Procurement Plan

During 2008–09, the inaugural State Procurement Plan 2009–12 was developed by the Queensland Government Chief Procurement Office (QGCPO). This plan provides agencies with a range of strategies to support them in obtaining best value for money from the Government’s multi-billion dollar spend on supplies, services and capital works. The QGCPO drives improved procurement performance and efficiency across government.

Environmental management and response


Greening the government fleet

Continuing on the environmental agenda, QFleet played its part in efforts to achieve whole-of-Government CO₂ vehicle emission reduction targets: 15 per cent by the end of 2010, 25 per cent by the end of 2012 and 50 per cent by the end of 2017, compared to a 30 June 2007 baseline. As at 30 June 2009, a 14.1 per cent reduction in CO₂ emissions from the QFleet vehicle fleet had been achieved.

Finally, I would like to congratulate the staff members of the Department of Public Works for their professionalism and expertise, for without their continued support, these and many other achievements would not have been possible.

Mal Grierson
Director-General
Our organisation

The Queensland State Tennis Centre opened in time for the 2009 Brisbane International event.
Our organisation

About the department

The Department of Public Works is a Queensland Government department established under the Public Service Act 2008. The Department of Public Works has been an integral part of Queensland’s history since the State was formed in 1859. In 1862, the first major public building—the Governor’s residence—was completed and the Department of Land and Works was created. In 1866, the Department of Public Works became an individual department.

Over nearly 150 years, the department has evolved into its present organisational structure, which includes a number of commercialised business units providing services across government.

Our role

Machinery-of-Government changes following the March state election confirmed the department’s role in supporting the Queensland Government’s key priority area of government services. Through this key role, the department assists other agencies to deliver their services to the people of Queensland.

The department is the Queensland Government’s lead agency for the:

- design, construction, fitout and maintenance of government buildings
- provision of whole-of-Government information and communication technology policies and guidance
- utilisation of its extensive resources in providing statewide response and support in disaster management and recovery
- introduction of contemporary procurement practices in and across departments
- provision of essential support services such as accommodation, fleet management, printing and office supplies
- provision of high quality, standardised corporate services and business solutions such as payroll and financial services
- centralised and coordinated front door access to transactions and services
- promotion of good recordkeeping practices across the public sector.

A significant number of these services are delivered through the department’s commercialised business units—Project Services, QBuild, CITEC, QFleet, SDS and Goprint—and through CorpTech, the Shared Service Agency and Smart Service Queensland.

These services are supported through the strategic priorities outlined in the Department of Public Works Strategic Plan 2008–12. The strategic priorities are to:

- deliver the building Capital Works Program on time and on budget
- improve building asset management outcomes across government
- enhance disaster management capability
- optimise whole-of-Government ICT investment
- deliver quality whole-of-Government support services including accommodation, vehicle fleet, print, retail warehousing and distribution
- enhance government procurement capability and performance
- manage, preserve and enable access to public records
- enhance staff capability and capacity to support future service delivery.

The diverse range of specialist services provided to other government agencies by the department are backed by an extensive bank of knowledge, expertise and service delivery skills built up over many years.

The department delivers its services through three major divisions—Works, Services, and Information and Communication Technology (ICT).

Works Division consists of QBuild, Project Services, Technical Services, Strategic Projects, the Accommodation Office, Building Policy Unit and the Nation Building – Economic Stimulus Plan Program Office.

Services Division consists of the Shared Service Agency, the Queensland Government Chief Procurement Office, SDS, QFleet and Goprint.

ICT Division consists of the Queensland Government Chief Information Office, CorpTech, CITEC, Queensland State Archives, the Technology Transformation Program and the Broadband Development Office.
The department also acquired Smart Service Queensland, now part of the ICT Division, following post-state election machinery-of-Government changes. Smart Service Queensland strongly aligns with other service areas within the department, such as CorpTech and the Shared Service Agency, both of which provide standardised shared services that support government service delivery.

**Corporate and Executive Services** provides human resource management, financial services, legal services, contract services, information services, executive services, integrity services, project governance, internal audit, planning and performance management and external relations.

### Toward Q2

The department contributes to the Queensland Government’s Toward Q2: Tomorrow’s Queensland vision of:

- **A Strong** Queensland—creating a diverse economy powered by bright ideas through built infrastructure and ICT infrastructure and services that support growth in Queensland
- **A Green** Queensland—protecting our lifestyle and environment through sustainable fleet management, ICT and building initiatives
- **A Smart** Queensland—delivering world class education and training by providing local training and employment opportunities through construction trade apprenticeships, ICT and procurement graduate programs and traineeships
- **A Healthy** Queensland—making Queenslanders Australia’s healthiest people through implementing the Pathways to Better Health and Safety Program
- **A Fair** Queensland—supporting safe and caring communities through volunteer programs and supporting reconciliation through its Indigenous Program.

### Operating environment

Over the past year, the department has operated in a challenging environment. It has delivered its clients’ capital works programs in what has been an unpredictable Queensland construction industry, during an economic downturn that has affected demand for professional and trade resources.

During the period, the Queensland Government sought to accelerate infrastructure delivery programs that supported jobs while investing in long-term economic growth. It emphasised to agencies the importance of reducing costs, particularly at whole-of-Government level through more efficient use of resources and demonstrated value for money.

The department is also addressing the challenge to:

- increase service delivery opportunities from emerging technologies and shared arrangements
- respond to increasing community demand for seamless service delivery across government and access to government information
- meet government and community expectations for a high standard of accountability, transparency and integrity
- address community concerns about climate change and other environmental issues.

During the year, the department was involved in the review of two major construction projects by the then Queensland Parliament Public Works Committee and a number of cross-sector reviews by the Auditor-General.

By 30 June 2009, only the outcomes from the Auditor-General’s reviews had been released. The most significant reviews involving the department included an examination of cost escalation and benefits realisation for major infrastructure projects; the Australian Government stimulus package; the appropriateness of valuation indices being used by public sector entities; the effectiveness of ICT network security; the level of understanding and compliance with relevant legislation across the public sector; the shared service initiative; and the management of public sector employee housing.

The department is monitoring the implementation of the recommendations from these reports to ensure they are completed in a timely manner.

### Future direction

The department’s future direction, as outlined in the Strategic Plan 2008–12, is to continue to provide first class service and seek to respond effectively to whole-of-Government expectations and requirements.

In this period, the department will not only manage an extensive program of building capital works but will also coordinate in Queensland the Australian Government’s three-year, $4 billion Nation Building – Economic Stimulus Plan for statewide education, social housing and roads and safety projects.

The major Queensland Government construction infrastructure projects the department will manage on behalf of its clients will include the redevelopment of an Australian Football League stadium on the Gold Coast;
A major refurbishment of the Queensland Performing Arts Centre was completed in March 2009.

the Kurilpa Bridge linking the Brisbane CBD and South Bank; the Supreme Court and District Court complex in central Brisbane; and the redevelopment of the former Southbank Institute of TAFE site at Kangaroo Point, Brisbane as a public park. The department will also continue to improve and upgrade the security and safety of accommodation facilities in remote areas, including the Torres Strait region.

In the area of ICT, the department will continue to drive efficiency in the Queensland Government’s ICT investments including:

- ensuring that Queensland maximises benefits from the Australian Government’s roll-out of an open access, high-speed, fibre-based national broadband network (NBN)
- implementing whole-of-Government ICT methodologies and frameworks to enable agencies to maximise their ICT investments to deliver business outcomes
- progressing technology consolidation through the implementation of new enterprise and management tools to help consolidate agencies’ data centres, networks and infrastructure (servers and storage).

The department will also continue to drive whole-of-Government cost efficiency through sector-wide procurement arrangements and standardised and efficient shared services.

Policies and programs that enable the department to promote sustainability in the built environment will continue to be of critical importance. In addition to ensuring new buildings are environmentally sustainable, these policies set standards to make existing buildings more efficient in the use of energy, waste and recycling.

By managing a whole-of-Government bulk renewable energy purchase, the department aims to ensure that a minimum of five per cent of electricity used in government buildings is sourced from renewable energy sites in Queensland. The department will develop a whole-of-Government Green ICT Strategy to reduce the environmental impact of ICT equipment and improve ICT practices. It will also reduce the government vehicle fleet’s engine emissions by 15 per cent by the end of 2010, 25 per cent by the end of 2012 and 50 per cent by the end of 2017 compared to a 30 June 2007 baseline.
Organisational structure

Director-General

Associate Director-General

Deputy Director-General Works

Project Services

QGCIO

Deputy Director-General Services

QGCPO

Executive Director, Corporate and Executive Services

Legal Services

Information Services

Internal Audit

QBuild

CorpTech

SDS

Human Resources

Project Governance Business Group

Strategic Projects

CITEC

QFleet

Executive Services

External Relations

Accommodation Office

Smart Service Qld

QGPO

Contract Services

Planning and Performance Management

Technical Services

Qld State Archives

Finance

Integrity Services Unit

QGCPO

Information Services

SDS

QFleet

Goprint

Human Resources

Project Governance Business Group

Building Policy Unit

QBuild

CorpTech

CITEC

Qld State Archives

Goprint

Publications

NB–ESP Program Management Office

Broadband Development Office

Technology Transformation Program
## Glossary of Terms

<table>
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<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAS</td>
<td>Australian Accounting Standard</td>
</tr>
<tr>
<td>ANZSOG</td>
<td>Australian and New Zealand School of Government</td>
</tr>
<tr>
<td>AO</td>
<td>Administration Officer</td>
</tr>
<tr>
<td>ATO</td>
<td>Australian Tax Office</td>
</tr>
<tr>
<td>CBD</td>
<td>Central Business District</td>
</tr>
<tr>
<td>CITEC</td>
<td>The Queensland Government's primary technology service provider for information and communication technology (ICT)</td>
</tr>
<tr>
<td>CMC</td>
<td>Crime and Misconduct Commission</td>
</tr>
<tr>
<td>CO₂</td>
<td>Carbon dioxide</td>
</tr>
<tr>
<td>CO₂-e</td>
<td>Carbon dioxide equivalent emissions</td>
</tr>
<tr>
<td>eDRMS</td>
<td>Electronic document and records management system</td>
</tr>
<tr>
<td>GoPrint</td>
<td>The printing and copying service provider for Government agencies</td>
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<tr>
<td>ICT</td>
<td>Information and communication technology</td>
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<tr>
<td>IDES</td>
<td>Identity, Directory and Email Services</td>
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<tr>
<td>ISO 40</td>
<td>Information Standard 40</td>
</tr>
<tr>
<td>ITO</td>
<td>Invitation to Offer</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<tr>
<td>kL</td>
<td>Kilolitres</td>
</tr>
<tr>
<td>kWh</td>
<td>Kilowatt hours</td>
</tr>
<tr>
<td>MOG</td>
<td>Machinery-of-Government</td>
</tr>
<tr>
<td>MOHRI FTE</td>
<td>Minimum Obligatory Human Resources Information—Full Time Equivalent</td>
</tr>
<tr>
<td>NB-ESP</td>
<td>Nation Building – Economic Stimulus Plan</td>
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<td>OLA</td>
<td>Operating Level Agreement</td>
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<td>Output</td>
<td>Services that are provided by agencies for clients (including policy advice provided to Ministers)</td>
</tr>
<tr>
<td>PCA</td>
<td>Procurement Capability and Performance Assessment</td>
</tr>
<tr>
<td>Project Services</td>
<td>The Department of Public Works' building design and management consultancy</td>
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<tr>
<td>QBuild</td>
<td>Main provider of construction and strategic building maintenance services for the Queensland Government</td>
</tr>
<tr>
<td>QFleet</td>
<td>The Queensland Government’s provider of vehicle leasing and fleet management services</td>
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<td>QGAP</td>
<td>Queensland Government Agent Program</td>
</tr>
<tr>
<td>QGCIO</td>
<td>Queensland Government Chief Information Office</td>
</tr>
<tr>
<td>QGCPO</td>
<td>Queensland Government Chief Procurement Office</td>
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<td>QGCTO</td>
<td>Queensland Government Chief Technology Office</td>
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<td>QSA</td>
<td>Queensland State Archives</td>
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<td>SDS</td>
<td>Sales and Distribution Services—one of Queensland’s largest distribution, supply chain management and procurement organisations</td>
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<tr>
<td>SES</td>
<td>State Emergency Service</td>
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<tr>
<td>SHE</td>
<td>Safety, Health and Environment software system</td>
</tr>
<tr>
<td>SSA</td>
<td>Shared Service Agency. The largest shared service provider in the Queensland Government, providing standardised corporate services including financial services, human resource management, facilities management and ICT</td>
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<td>SSQ</td>
<td>Smart Service Queensland</td>
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<tr>
<td>Strategic Plan</td>
<td>Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years</td>
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</table>
Our performance

Ninety-year-old fig trees at Roma Street Parkland uprooted during fierce summer storms were replaced by department staff.
Our performance

I Departmental outputs

Building procurement and asset management

The Building Procurement and Asset Management output assists building industry improvement and provides support and advice to the Government and its agencies on the delivery of services through the cost-effective provision and management of building assets. This is achieved through:

- introducing major initiatives and programs to improve the environmental aspects of the built environment
- initiating and delivering strategic building and infrastructure projects
- providing and managing government accommodation and special estates
- providing building policy and advice and improved government and industry relationships.

The Building Procurement and Asset Management output is delivered by Technical Services, Strategic Projects, the Accommodation Office and the Building Policy Unit.

During 2008–09, units supporting Building Procurement and Asset Management:

- completed construction of the $82 million State Tennis Centre at Tennyson on behalf of Stadiums Queensland
- completed the $36 million Stage 2 Exhibition Hall extension of the Gold Coast Convention and Exhibition Centre
- completed construction of the $45.4 million Queensland State Archives expansion
- completed a $34.7 million refurbishment of the Queensland Performing Arts Centre on behalf of Arts Queensland
- completed or progressed development of several government buildings including:
  - the Joint Contact Centre at Zillmere
  - office buildings at Mareeba, Palm Island, Garbutt, Maroochydore, Cairns and Thursday Island
  - the construction of 15 houses and five units of residential accommodation, which will be used to house government employees in rural and remote locations across the state to support the delivery of government services in those locations
- continued the roll-out of the revised whole-of-Government Capital Works Management Framework (the Government’s key policy for managing risks in the planning and delivery of government building projects) and the Maintenance Management Framework (the Government’s policy for the maintenance of Queensland Government buildings).
## Our performance

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<th>2008–09 Target</th>
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<td>Vacancy rate for the portfolio:</td>
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<tr>
<td>• Office</td>
<td>&lt; 2.5%</td>
<td>1.22%</td>
</tr>
<tr>
<td>• Housing</td>
<td>&lt; 3.0%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Electricity consumption for office buildings greater than 9 000m²</td>
<td>&lt;275kWh/m²/each year</td>
<td>252kWh/m²/each year</td>
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<tr>
<td>(Net lettable area) in the owned office portfolio</td>
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<td></td>
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<tr>
<td>Water use for owned office buildings between 9 000m² and 18 000m²</td>
<td>≤19.8kL/person/each year</td>
<td>7.6kL/person/each year</td>
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<td>(Net lettable area)</td>
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<tr>
<td>Water use for owned office buildings &gt;18 000m² (Net lettable area)</td>
<td>≤ 16 kL/person/each year</td>
<td>11.9 kL/person/each year</td>
</tr>
<tr>
<td>Waste recycled from government office buildings to reduce CO₂ emissions</td>
<td>&lt; 425 tonnes</td>
<td>417 tonnes</td>
</tr>
<tr>
<td>Return on investment for the commercial properties included in the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>office portfolio (inclusive of maintenance)</td>
<td>6.5%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Return on investment for the government employee housing portfolio</td>
<td>2.2%</td>
<td>0.7%</td>
</tr>
<tr>
<td>(inclusive of maintenance)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors</td>
<td>&lt; 2%</td>
<td>0.5%</td>
</tr>
<tr>
<td>on government building projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of pre-qualified contractors registered on the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-qualification System available for selection by agencies</td>
<td>Not less than 350</td>
<td>589</td>
</tr>
<tr>
<td>Manage government funded programs that focus on the built environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Government Buildings Water Conservation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Government Energy Management Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Asbestos Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Renewable Energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program of works completed on time, within budget and in accordance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with agreed program outcomes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whole-of-Government system maintained to continue to support the</td>
<td>100% of works completed on time and within budget</td>
<td>100% of works completed on time and within budget</td>
</tr>
<tr>
<td>built environment needs of agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whole-of-department emergency/disaster and continuity management plans</td>
<td>Review and evaluate whole-of-department emergency disaster and continuity management plans annually</td>
<td>Departmental disaster and continuity plans reviewed and evaluated</td>
</tr>
<tr>
<td>are reviewed and evaluated for their accuracy, operational adequacy and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>alignment to departmental policy and relevant statewide strategy and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic projects facilitated within preset parameters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance measures for key projects achieved at predetermined</td>
<td></td>
<td></td>
</tr>
<tr>
<td>milestones and at project completion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Performance review

The Building Procurement and Asset Management output successfully met its environmental initiatives measures relating to energy management, green energy purchases and water conservation.

Between 2004–05 and 2008–09, the department achieved a 54.6 per cent reduction in water consumption at 37 government-owned buildings in South East Queensland, and in 2008–09 prevented the release of 20 000 tonnes of greenhouse gases into the environment (the equivalent of removing 4 600 cars from Queensland roads) through facilitating the purchase of renewable energy.

The housing vacancy rate was slightly above the desired target owing to a number of agencies relinquishing residences in June 2009. It is anticipated that the majority of these residences will be taken up by other agencies in the short term.
The return on investment for the government employee housing portfolio was 0.7 per cent. This was significantly less than the anticipated target due to additional outgoing costs of $3.22 million to address deferred maintenance. Without these additional maintenance outgoing costs, the return on investment would have been 2.6 per cent, exceeding the end of year target.

The average number of pre-qualified building contractors registered on the Pre-qualification System rose above the anticipated target following a statewide campaign to make the building industry aware of opportunities related to the Australian Government’s Nation Building – Economic Stimulus Plan. Under the Plan, contractors, consultants and suppliers wishing to bid for jobs in Queensland must be pre-qualified or registered with the department.

### Our future

In the future, the units supporting the Building Procurement and Asset Management output will:

- implement in Queensland the Australian Government’s Nation Building – Economic Stimulus Plan involving $4 billion for statewide education, social housing and roads and safety projects
- deliver major construction infrastructure projects on time and on budget, including the:
  - $63.3 million Kurilpa Bridge linking the Central Business District and South Bank
  - redevelopment of the former Southbank Institute of TAFE site adjacent to the Kangaroo Point cliffs
- improve and upgrade the security and safety of accommodation facilities in remote areas, including the Torres Strait region and central, south west and north west areas of Queensland
- develop government employee housing policy, practices and management that ensures employee housing is safe, secure and of an acceptable standard.
Procurement services

The Queensland Government spends about $7.4 billion annually on goods and services and $8.7 billion on capital works. The Procurement Services output, which is delivered by the Queensland Government Chief Procurement Office (QGCPO), focuses on achieving cost savings and benefits through effective procurement policy, practice, systems and education. The QGCPO provides a policy framework for the whole-of-Government and is currently leading procurement reform across the sector to deliver savings and efficiencies.

Highlights

During 2008–09, the QGCPO:

- led the Procurement Reform Initiative which has as one of its goals, to improve procurement practices across the sector
- developed the inaugural State Procurement Plan 2009–12. The plan provides agencies with a range of strategies to support them in obtaining best value for money from the Government’s multi-billion dollar spend on supplies, services and capital works
- developed the whole-of-Government Procurement Measurement and Reporting Framework and commenced implementation across agencies.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings and benefits delivered under existing and new arrangements to government</td>
<td>$78 million of savings and benefits delivered by 30 June 2009</td>
<td>$57 million of savings and benefits delivered by 30 June 2009</td>
</tr>
</tbody>
</table>

Performance review

In 2008–09, QGCPO achieved $57 million of savings and benefits from existing and new whole-of-Government common use arrangements. While this was a strong result, it was below the estimated actual of $78 million due to an overall decrease in government expenditure in response to the global financial crisis as well as difficulties in attracting suitably qualified resources. This resulted in delays in realising the full-year benefits associated with implementing several new whole-of-Government common use arrangements for ICT contractors and consultants, business machines and document storage, and the electronic document and records management system.
Our future

In the future, the QGCPO will:

- continue to lead procurement reform across the sector through implementation of the State Procurement Plan 2009–12
- continue to focus on achieving cost savings and benefits through effective procurement policy and practice including the implementation of additional whole-of-Government common use arrangements for ICT contractors and consultants, non-ICT contractors and consultants, office supplies, couriers, freight and postal services
- facilitate more efficient management of multi-agency procurement expenditure
- continue to develop procurement skills and capability of government officers
- roll out the print management solution across government which will provide a coordinated and centralised approach to print management across the sector
- develop the Procurement Systems Initiative to improve the availability of procurement information including whole-of-Government spend patterns, improve contract management practices and move the sector towards electronic procurement.
Information and communication technology strategies

The Information and Communication Technology (ICT) Strategies output is delivered by the ICT Division through the Queensland Government Chief Information Office (QGCO) and the Queensland Government Chief Technology Office (QGCTO).

The QGCO is central to managing the framework for prioritising the Government’s business needs, supported by investment in information and applications.

The QGCTO, located within CITEC, provides a whole-of-Government focus and expertise for managing the technology elements of the framework.

- **Highlights**
  
  During 2008–09, the ICT Division:
  
  - progressively implemented the Technology Transformation Program including the provision of connectivity through the establishment of a pre-commitment lease arrangement for space in the new Polaris Data Centre at Springfield
  - further developed the peer review process to ensure agency ICT investment is aligned with the whole-of-Government ICT consolidation
  - commenced implementation of the whole-of-Government program and project management methodologies within agencies and the development of the whole-of-Government portfolio management methodology
  - continued to develop ICT workforce capability through the Queensland Government’s ICT Career Graduate Development Program, which places graduates in agencies across the Queensland public sector and the Brisbane City Council

### Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage and number of targeted QGCO products and services adopted by agencies</td>
<td>Baseline established</td>
<td>Baseline established—85% adoption</td>
</tr>
<tr>
<td>ICT Industry Associations’ satisfaction rating with QGCO services and collaboration</td>
<td>&gt;90%</td>
<td>95%</td>
</tr>
<tr>
<td>Effective coordination of ICT Governance Initiative activities across government</td>
<td>Inter-program dependencies agreed, aligned and managed</td>
<td>Inter-program dependencies agreed, aligned and managed</td>
</tr>
</tbody>
</table>

### Performance review

The ICT Division has provided leadership and support to agencies on information management and ICT directions and initiatives to assist them with meeting Queensland Government priorities.

During 2008–09, the QGCO continued to develop standard approaches for managing projects, programs and portfolios in the Queensland Government. The methodologies offer a consistent approach to manage projects—on time and within budget—and drive programs to deliver the outcomes and benefits they are intended to achieve.

Of the 12 products developed by QGCO across the reporting period, agencies adopted all to varying degrees or maturity levels (including ICT planning, project and program methodologies, Queensland Government Enterprise Architecture and information authentication and classification frameworks) in line with reviewed policies or methods.
Our future

In the future, the units supporting the ICT Strategies output will:

- develop and implement the whole-of-Government ICT strategy
- ensure that Queensland maximises benefits from the Australian Government’s roll-out of an open access, high-speed, fibre-based national broadband network
- implement whole-of-Government ICT methodologies and frameworks to enable agencies to maximise their ICT investments to deliver business outcomes
- progress technology consolidation through the implementation of new enterprise and management tools to help consolidate agencies’ data centres, networks and infrastructure (servers and storage)
- continue the development of the Queensland Government Enterprise Architecture to support ICT decision making across the Queensland Government and provide a better foundation for cross-agency initiatives
- ensure that departmental investment in ICT-enabled service delivery maximises value for money and avoids duplication
- deliver savings and benefits through sector-wide procurement arrangements for common use items such as telecommunications and software.

Technology Transformation Program

The Technology Transformation Program (TTP) is the whole-of-Government two-year initiative to consolidate the Queensland Government’s CBD data centres, networks and infrastructure services to CITEC and the Polaris Data Centre. The TTP will also deliver an efficient application rationalisation methodology for implementation in selected government agencies.

In May 2008, TTP received funding of $44 million for the period 2008–10 to deliver the initial consolidation stage. This involves establishing the foundation infrastructure and conducting targeted application rationalisation with some government agencies.

During 2008–09:

- $2.4 million in recurrent savings were realised from government Internet service consolidation
- the Polaris Transitional Network and Point of Presence site was established at 111 George Street, Brisbane, in April 2009
- the Data Centre and Transitional Network infrastructure was purchased and connectivity to the Polaris Data Centre was established in May 2009
- in collaboration with CITEC, TTP delivered the Transitional Network Service Catalogue and Pricebook to agencies on 30 April 2009
- the technical design, incorporating whole-of-Government business requirements, was completed for the foundation infrastructure
- three Invitations to Offer for foundation infrastructure goods and services were released to market on 19 January and closed on 9 March 2009
- a whole-of-Government application rationalisation methodology was developed and used to assist some agencies to undertake application consolidation arising from machinery-of-Government changes.
Public records management and advisory services

Queensland State Archives is established under the *Public Records Act 2002* as the State’s archives and records management authority. As well as storing and preserving Queensland’s largest collection of permanent archival records and managing access to that collection, Queensland State Archives is also the State’s lead agency for recordkeeping. In this role, Queensland State Archives has developed key policies and frameworks to assist in improving the standards of recordkeeping in over 600 public authorities in Queensland.

**Highlights**

During 2008–09, Queensland State Archives:
- opened an expanded facility which doubles the storage capacity for the archival public records of Queensland
- continued to expand online access to Queensland’s archival public records
- provided recordkeeping advice to public authorities and monitored compliance with the *Public Records Act 2002* and Information Standard 40: Recordkeeping
- supported the Government’s Right to Information reforms to build awareness of the importance of information management and enhance recordkeeping capability
- delivered the first National Information Management Skills Summit in October 2008
- delivered a comprehensive program of events to engage the people of Queensland with their heritage as part of the State’s 150th anniversary celebrations in 2009.

**Performance table**

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of public clients:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>400 000</td>
<td>382 422</td>
</tr>
<tr>
<td>Walk-in</td>
<td>6 500</td>
<td>7 503</td>
</tr>
<tr>
<td>Public Authorities completing IS40 compliance process</td>
<td>400</td>
<td>520</td>
</tr>
<tr>
<td>Level of client satisfaction with QSA services</td>
<td>95%</td>
<td>99%</td>
</tr>
</tbody>
</table>

**Performance review**

Queensland State Archives continues to develop and deliver recordkeeping policies and advice to assist its public authority clients to achieve and maintain compliance with the *Public Records Act 2002* and the recordkeeping Information Standards, and navigate the new Right to Information environment. The rise in public authorities completing the Information Standard 40 compliance process was supported by a concerted effort by Queensland State Archives to enhance awareness of its importance.

The implementation of an electronic document and records management system in 2009 has enhanced Queensland State Archives’ management of its corporate records and information.
Our future

In the future, Queensland State Archives will:

- promote continual improvement in recordkeeping through the publication of advice, collection of baseline recordkeeping data, and the establishment of training and awareness programs to support the new Right to Information legislation and associated information management reforms
- collect, preserve, manage and provide access to the permanent public records to meet client needs
- continue to monitor the emergence of trends arising in the digital environment to identify potential areas of electronic recordkeeping policy advice for Queensland public authorities.
Access to government services and information

Smart Service Queensland (SSQ) facilitates easier access to government services and information and provides the primary point of contact for Queenslanders to access government services through multiple delivery channels. SSQ’s key objective is to deliver value for money by making government services more accessible, efficient and convenient to customers, and by minimising service delivery costs for agencies and government as a whole.

Highlights

During 2008–09, SSQ:

- continued to implement its Delivering to Queensland: Smart Service Queensland Strategy 2008–2013 to establish SSQ as the leader of integrated, front door service delivery for the Queensland Government
- increased the total number of services delivered from 181 to 207
- delivered 23 information and advisory campaigns on behalf of Queensland Government agencies, including South East Queensland Regional Plan, Queensland Green Army and Water Fluoridation
- successfully supported the Queensland Government responses to disasters by providing call centre support to Queenslanders affected by the South East Queensland storms (November 2008), North Queensland floods (January 2009), the Pacific Adventurer oil spill (March 2009) and the South East Queensland storms (May 2009)
- commenced operation of two new Queensland Government Agent Program (QGAP) offices in Quilpie and Kandanga, bringing the total to 70 QGAP offices located across Queensland
- completed a major redevelopment of www.qld.gov.au, which is the gateway to all Queensland Government web services
- continued to support the delivery of key government initiatives including:
  - 13HEALTH
  - 13QUIT
  - Homeless Persons Information Queensland
  - 132 500 State Emergency Services Flood and Storm Line.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of interactions with Smart Service Queensland service delivery channels:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Telephone</td>
<td>2 500 000</td>
<td>3 080 770</td>
</tr>
<tr>
<td>- Online</td>
<td>2 700 000</td>
<td>2 127 311</td>
</tr>
<tr>
<td>- Face-to-face</td>
<td>200 000</td>
<td>231 573</td>
</tr>
<tr>
<td>Number of cards issued to eligible Queenslanders</td>
<td>24 000</td>
<td>52 509</td>
</tr>
<tr>
<td>Number of concession services provided for eligible Queenslanders</td>
<td>700 000</td>
<td>942 697</td>
</tr>
<tr>
<td>Level of customer satisfaction with the services delivered by Smart Service Queensland</td>
<td>80%</td>
<td>94.5%</td>
</tr>
</tbody>
</table>

Performance review

During 2008–09, SSQ achieved, and in several cases exceeded, anticipated customer interaction volumes. The total volume of interactions managed through SSQ delivery channels grew from five million in 2007–08 to 5.4 million this year.

Online interactions were, however, lower than the anticipated target. In order to address the several factors that have contributed to the reduction in web visits, SSQ intends to undertake research and testing activities throughout 2009–10 to identify ways to improve the useability of websites and access to online information. SSQ’s strategic priority is to continue to enhance its online service delivery channel to increase the amount of services and information offered via the web, which in turn will increase the amount of internet traffic.
In addition, cards issued and concessions provided to eligible Queenslanders significantly exceeded expectations, as Queenslanders increasingly recognised the benefits of concession programs. These initiatives include the Seniors Card and Seniors Business Discount Card, as well as new programs such as the Carer Business Discount Card and the Companion Card.

### Our future

In the future, SSQ will:

- explore all options for increasing its share of the total Queensland Government service delivery market over the next five years
- identify, track and realise benefits through SSQ’s Portfolio of Work
- drive its online service delivery presence to increase the current percentage of SSQ-related Internet services and encourage greater customer take-up levels
- explore and introduce new and emerging service delivery channels and technologies, where customer demand, cost efficiencies or strategic benefit can be established
- continue to generate internal business efficiencies through improved customer service advisory practices, business case development and project management methodologies
- continue integrating new services into its operations
- finalise and commence implementation of major channel strategies, including delivering a single web experience for the Queensland Government, a phone number reduction strategy, an SMS strategy, and the government service centre strategy
- expand its service delivery capacity by:
  - completing development of the Joint Contact Centre (jointly with Queensland Police Service), with occupancy to begin in mid 2010
  - establishing eight new QGAP offices in partnership with the Department of Justice and Attorney-General
  - commencing operation of a Queensland Government Service Centre located in Brisbane CBD.
Commercialised business units

QBuild

QBuild is responsible for delivering building maintenance and construction services to Queensland Government agencies. QBuild provides a wide variety of services in support of relief from natural disasters and major incidents and provides other services in the areas of building security, cleaning, horticulture, and the management of Brisbane’s Roma Street Parkland. QBuild is also responsible for delivering community service obligations on behalf of the Government for apprentice training.

Highlights

During 2008–09, QBuild:

- made a major contribution of resources for the Government’s increased focus on improving and upgrading security and safety to accommodation facilities in the Torres Strait region and other remote areas of the state
- provided assistance to the rehabilitation of Moreton Island beaches following an offshore oil spill in March 2009
- employed 100 apprentices under the apprentice program (QBuild is currently training 343 apprentices and trainees, including the 100 apprentices and trainees from the 2009 intake)
- delivered the State Schools of Tomorrow maintenance program, with a budget of $50 million for 2008–09
- provided assistance in the clean-up and rebuilding effort following the severe storms that occurred in South East Queensland in November 2008
- managed the Roma Street Parkland, which attracts approximately 500,000 visitors each year
- delivered the Housing Improvement Program within 34 discrete Indigenous communities in remote and regional areas of Queensland
- delivered the former Department of Housing’s Renewal Program with upgrades to housing across South East Queensland, including 122 houses in the Inala and Carole Park areas.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as percentage of sales</td>
<td>10.74%</td>
<td>9.56%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.37:1</td>
<td>1.33:1</td>
</tr>
<tr>
<td>Net profit as a percentage of sales</td>
<td>1%</td>
<td>1.23%</td>
</tr>
<tr>
<td>Certification of Quality Assurance and Environmental Systems</td>
<td>Accreditation maintained</td>
<td>Accreditation maintained</td>
</tr>
<tr>
<td>Workplace Health and Safety—Certification under AS48001</td>
<td>Accreditation maintained</td>
<td>Accreditation maintained</td>
</tr>
<tr>
<td>Workplace Health and Safety—Working days lost</td>
<td>1,459</td>
<td>1,960</td>
</tr>
<tr>
<td>Percentage of apprentices successfully indentured outside the metropolitan region</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Percentage of apprentices successfully completed training</td>
<td>80%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Performance review

During 2008–09, QBuild generated sales revenue of $807.3 million, comprising construction revenue of $220.4 million, maintenance revenue of $518.4 million and building services revenue of $68.5 million. Other income included community service obligation funding of $9.5 million, other grants and contributions of $0.5 million and other revenue of $1.4 million. Approximately 72.8 per cent of the services provided by QBuild were delivered through private sector subcontractors managed by QBuild throughout Queensland regions.

Sales revenue exceeded the 2008–09 target by $96.2 million. This was primarily associated with the implementation of the Australian Government’s Nation Building – Economic Stimulus Plan and the Queensland Department of Education and Training’s State Schools of Tomorrow program. These programs were not included in the original targets set for 2008–09.
Gross profit as a percentage of sales, however, was lower than target due to higher levels of outsourcing on these programs to achieve regional employment support goals.

QBuild lost 1,960 working days during the reporting period. This represents an increase of 501 days over the anticipated full-year target. While a positive downward trend in the first half of the reporting period indicated that working days lost were on a decline, the trend was not maintained and days lost increased across March and April 2009. Causes included an increase in work volume which raised the level of overall health and safety risk; a 7.12 per cent increase in injured workers in the 55 plus age group from last year, who generally take longer to rehabilitate; and tighter service delivery timeframes due to Stimulus Plan funding. Lost days, however, trended down from April 2009 and in June had almost halved from May.

QBuild will continue to focus on an extensive injury prevention and management program ensuring adequate resources for claims management, supported by a trained rehabilitation resource and on-the-job training for rehabilitated staff.

QBuild carried out annual benchmarking of its charge-out rates for labour through an independent consulting firm to ensure that rates used were in line with current market conditions. Throughout the year, sales volumes, margins and net profit were monitored to provide feedback on QBuild’s financial performance.

**Our future**

In the future, QBuild will:

- complete the implementation of an improved business system (Ellipse) within QBuild, which will enhance service delivery to clients
- assist in the delivery of the Australian Government’s Nation Building – Economic Stimulus Plan while delivering client programs on budget and within timeframes
- assist in the further development of the safety culture in the building industry in Queensland by requiring safe work practices by its contractors
- develop an improved technical capability to enhance QBuild’s ability to support the environmental initiatives of the Government
- continue the delivery of services in support of the Queensland community for natural disasters and the Government’s apprentice training program.
Our performance

Project Services

Project Services provides multi-disciplinary building and property consultancy services to the Queensland Government. Project Services assists its clients in the delivery of building Capital Works Programs and projects within the Government’s capital works framework, minimising risk and assisting in meeting the reporting obligations of the Government.

Project Services provides a full suite of consultancy services to its clients, including:
- program, project, procurement and risk management
- professional building design (architecture, landscape architecture, interior design, engineering—civil, structural, mechanical, electrical, geotechnical, environmental, fire and specialist)
- quantity surveying, superintendency, contract management and administration, building surveying, property and corporate real estate services and town planning.

Highlights

During 2008–09, as part of the Government’s building Capital Works Program, Project Services delivered many major projects including the:
- Queensland State Tennis Centre at Tennyson on behalf of Stadiums Queensland
- Queensland Performing Arts Centre redevelopment
- Nundah Community Health Centre, a modern two-storey facility offering a broad range of health care services to the north eastern suburbs of Brisbane
- Queensland State Archives extension project, incorporating innovative, ecologically sustainable design principles.

In addition to managing the delivery of building capital works projects during 2008–09, Project Services:
- trained and developed staff in relevant sustainability focused qualifications—Project Services has 73 accredited Green Star Professionals, one of the largest trained groups in Queensland
- enhanced business systems to deliver integrated project management, design services and contract administration for the delivery of the Queensland Government’s building Capital Works Program.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a percentage of total sales</td>
<td>32%</td>
<td>25.4%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.7:1</td>
<td>3.1:1</td>
</tr>
<tr>
<td>Net profit as a percentage of total sales</td>
<td>4%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Project competency—on time</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Project competency—on budget</td>
<td>90%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Performance review

During 2008–09, Project Services continued to assist its clients to deliver the building Capital Works Program through the provision of design, documentation, project management and contract management services in a difficult economic climate.

The significant size of the Capital Works Program meant Project Services had to outsource a large amount of work to building industry consultants, leading to higher than anticipated consultants’ fees. This reduced the gross profit as a percentage of sales to 25.4 per cent instead of the targeted 32 per cent. The 2008–09 gross profit is consistent with the previous year’s, which fell to 25 per cent.

Ninety per cent of projects, however, were delivered on time meeting the anticipated target, while 97 per cent of projects were delivered within budget, exceeding the target set for 2008–09 and the previous year’s performance.

Project Services has continued to deliver quality services to its clients efficiently despite the downturn in the building and construction industry, a high workload and containment of operating expenses.
Our future

In the future, Project Services will:

- maintain an influential, sustainable and recognised commercial position with clients through the development of partnering agreements with all core clients and strategic alliances through professional performance
- manage its workforce profile and level to sustain viability
- enhance business systems to deliver integrated project management, design services and contract administration for the delivery of the Queensland Government's building Capital Works Program
- maintain positive relationships with the building and construction industry to ensure capacity to deliver projects on behalf of the Queensland Government
- continue to support the Queensland Government’s ClimateSmart 2050 strategy by including sustainability initiatives across the State’s building Capital Works Programs.
QFleet

QFleet is the Queensland Government’s centralised fleet owner and manager. QFleet’s role and value to Government is based on its capacity to aggregate the Queensland Government fleet and provide a central pool of expertise in fleet management. In 2008–09, QFleet managed approximately 14,000 vehicles on behalf of the Queensland Government.

QFleet’s key services are vehicle procurement; fleet leasing, management and advisory services; vehicle servicing and repairs; used vehicle sales; whole-of-Government fleet reporting; and the development and management of whole-of-Government fleet policy.

Highlights

During 2008–09 QFleet:

- made significant progress in the implementation of the QFleet ClimateSmart Policy for the Queensland Government Motor Vehicle Fleet. This focuses on achieving whole-of-Government CO₂ emission reduction targets of 15 per cent by the end of 2010; 25 per cent by the end of 2012; and 50 per cent by the end of 2017, compared to a 30 June 2007 baseline. As at 30 June 2009, a 14.1 per cent reduction in CO₂ emissions from the QFleet fleet had been achieved.

- commenced implementation of QFleet’s Strategic Vehicle Procurement Sourcing Project. Phase one of a two-phase procurement strategy took effect on 1 June 2009 and includes vehicles in the light, small and medium segment. QFleet had success in going to market using a total cost-of-ownership methodology, which includes covering vehicle emissions, safety features, volume commitment and improved after sales service.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current ratio</td>
<td>1.24:1</td>
<td>1.15:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>82%</td>
<td>81.8%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>6.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Reduction of carbon emissions in vehicles (ClimateSmart)</td>
<td>15% by 31 Dec 2010</td>
<td>14.1%</td>
</tr>
<tr>
<td>Vehicle stocks on hand awaiting sale as a percentage of total fleet</td>
<td>&lt;10%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Performance review

During 2008–09, QFleet generated a profit of $11.3 million after tax, $7.1 million above budget. The increase in profit was mainly due to lower net losses on sale of vehicles of $1 million, and increases in lease revenue of $6 million as a result of lower residual values in 2007–08 and 2008–09. QFleet sales strategies consistently maintained a low volume of stock on hand while performing well in used vehicle sales.

QFleet also achieved significant progress in the implementation of its comprehensive ClimateSmart Policy for the Queensland Government Motor Vehicle Fleet through the introduction of minimum emission standards for vehicles and established fleet CO₂ reduction targets for Queensland Government agencies. As at 30 June 2009, QFleet achieved a 14.1 per cent reduction in CO₂ emissions and is well on track to achieving the 15 per cent target.

The financial result compares favourably to 2007–08 when QFleet recorded an operating profit of $6.4 million after tax.
Our future

In the future QFleet will:

- continue implementation of the QFleet ClimateSmart Policy for the Queensland Government Motor Vehicle Fleet
- implement phase two of the Strategic Vehicle Procurement Sourcing Project, which includes light commercial, sports utility vehicles and heavy duty four wheel drive vehicles
- further enhance fleet management services on a whole-of-Government basis to improve efficiencies and generate savings
- research, consult and develop best practice in vehicle utilisation across the Queensland Government
- continue the Comprehensive Fleet Safety Program to deliver vehicle and driver safety education.
CITEC

CITEC is the Queensland Government’s primary technology service provider, delivering whole-of-Government and agency-specific information and communication technology (ICT) services. CITEC’s core business is to deliver data centre, network and infrastructure services at a whole-of-Government level and provide solutions integration capability services. CITEC also delivers information brokerage services through CITEC Confirm.

The Queensland Government Chief Technology Office (QGCTO) is established within CITEC and provides leadership, collaboration, management and direction on whole-of-Government ICT issues to the Government and its agencies. Working closely with the Queensland Government Chief Information Office, the Technology Transformation Program and the Queensland Government Chief Procurement Office, the QGCTO ensures that whole-of-Government investment in technology and applications is optimised to meet information management and integrated service delivery outcomes.

Highlights

During 2008–09, CITEC:

- developed and implemented a revised operating model that enables the provision of high quality ICT infrastructure and services to the Government through cooperative engagement with government agencies and the local ICT industry
- established the QGCTO to provide leadership, collaboration, management and direction on whole-of-Government ICT issues to Government and its agencies
- established a pre-commitment lease arrangement with an external company for space in the new Polaris Data Centre at Springfield, commencing the fit-out of the data centre space and progressing migration planning for agencies
- progressed a significant program of work to support the implementation of the recommendations from the Independent Panel on Freedom of Information, The Right to Information.

Performance table

<table>
<thead>
<tr>
<th>Measures*</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings Before Interest and Tax (EBIT) ($'000)</td>
<td>(4 378)</td>
<td>(2 225)</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.86:1</td>
<td>1.58:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>65.7%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>(9.2%)</td>
<td>(7.0%)</td>
</tr>
<tr>
<td>Number of information technology graduates, trainees and cooperative students employed each year</td>
<td>10</td>
<td>18</td>
</tr>
</tbody>
</table>

*The 2008–09 actual performance measures are for CITEC only. The CITEC financial statements in the Annual Report are the consolidated financials of CITEC and its controlled entity, CSI Holdings Pty Ltd.

Performance review

CITEC achieved a better earnings before interest and tax result than budgeted in 2008–09. The budget loss was $4.4 million, compared to the actual loss of $2.2 million. This was primarily due to deferral of expenditure in the Identity, Directory and Email Services (IDES) Program and Foundation Infrastructure Program, and a once-off dividend payment from CSI Holdings Pty Ltd.

The gearing level for CITEC in 2008–09 was lower than projected due to the deferral of loan funding associated with the IDES and Foundation Infrastructure Programs. It was necessary to defer IDES Program expenditure because of delays caused by a longer than anticipated tender process, the Queensland state election and subsequent machinery-of-Government changes.

The Foundation Infrastructure Program also had to delay its capital expenditure and therefore the drawdown on its loan funding because of the large number of submissions received in the response to Invitations to Offer (ITO) for the procurement of the foundation infrastructure. Finalisation of the ITO evaluation will occur in 2009–10 and therefore capital expenditure will occur in that year.
In November 2008 the directors of CSI Holdings Pty Ltd declared and paid a once-off dividend to CITEC of $1.8 million.

CITEC recorded a positive financial result of $390,000 in relation to its usual commercial business operations, which excludes the financial impact of IDES, Technology Transformation Program and the CSI Holdings Pty Ltd dividend.

### Our future

In the future, CITEC will:

- consolidate its role as the Queensland Government’s primary ICT service provider
- progress consolidation of the Government’s ICT data centres, networks, infrastructure and ancillary services
- commence occupancy of Polaris, the new Government data centre
- progress long-term whole-of-Government ICT infrastructure programs including the IDES and Foundation Infrastructure Programs to enable seamless government service delivery outcomes.

The Polaris Data Centre at Springfield south west of Brisbane was opened in February 2009.
Goprint

Goprint has primary responsibility to print the Government’s Reserved Services documents which include Queensland Government Legislation, Hansard and related papers, Government Gazettes, and annual Budget papers.

These sensitive documents are produced under strict security and generally within tight, mandatory timeframes. To offset the cost of capital and labour required to produce Reserved Services, Goprint also provides a range of commercial printing and copying services for government agencies and other organisations in receipt of government funding.

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>29.3%</td>
<td>34.9%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>2.3:1</td>
<td>3.12:1</td>
</tr>
<tr>
<td>Spoilage as a percentage of sales</td>
<td>0.1%</td>
<td>0.21%</td>
</tr>
<tr>
<td>Utilisation of core equipment and resources</td>
<td>80%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Performance summary

Goprint achieved a better than budget operating position. While the implementation of a new business structure and internal cost reduction processes have assisted Goprint’s performance, reduced sales resulting from a reduction in spending by government agencies led to a lower than anticipated utilisation of core equipment and resources. Advances in technology also resulted in an increase in the online dissemination of information. The Queensland Government Gazette, previously printed by Goprint, is one of several publications now fully published online.

Goprint will continue to focus on streamlining production processes, enabling a reduced reliance on external service providers and an improvement in the cost base for future operations.

During the reporting period, Goprint produced Queensland’s electoral ballots and the 2009–10 State Budget papers on time, while meeting strict security requirements.

Highlights

During 2008–09, Goprint:

- continued to produce Reserved Services materials in a secure and timely manner
- received accreditation to national environmental standards (AS/NZS ISO 14001 Environmental Accreditation). Goprint was the first printer within Brisbane with this accreditation
- completed the Regional Parliament Project with the Parliamentary Service
- became an EcoBiz partner with the Department of Environment and Resource Management and completed a Lean Manufacturing Review
- successfully completed printing and distribution of ballot papers for the 2009 Queensland state election.
Our future

Goprint will continue to implement its new business model by moving from an establishment of 92 full time equivalent positions to 60. Under the new business model, Goprint will continue to deliver mandated Reserved Services products and will become an accredited supplier to the Queensland Government Chief Procurement Office’s Print Management Unit, where it will compete with external suppliers for additional revenue.

Further to gaining Environmental Certification AS/NZS ISO 14001, Goprint has recently undertaken an analysis of its operations using a lean manufacturing methodology to identify further activities that can be undertaken to achieve best practice. Goprint’s environmental initiatives are in line with the Queensland Government’s priority of protecting the environment for a sustainable future.
**SDS**

Sales and Distribution Services (SDS) provides supply management services and advice to support Queensland Government agency operations and service delivery. SDS operates three distinct service streams—SDS Distribution, SDS Publications and SDS Logistics.

SDS Distribution is an online retail and distribution business trading educational, office, furniture and other agency-specific products to schools and government agencies throughout Queensland. SDS Publications is an online retail and distribution business which manages electronic and printed publications on behalf of Queensland Government agencies. SDS Logistics provides cost-effective warehousing and distribution services to Queensland Government agencies.

### Highlights

During 2008–09, SDS:

- provided extensive disaster recovery support in sourcing resources for the North Queensland floods, Brisbane storms, and the Moreton Bay oil spill. SDS became a valued supply partner to the department’s Disaster Preparedness Group over the course of the 2008–09 summer

- attained a 5 per cent year to date growth in general merchandise across education and the government sectors, despite an uncertain global economic environment

- achieved $1 million in total savings in the public sector market since the introduction of the highly competitive Government Preferred Product List

- significantly improved the expenses-to-sales ratios over the past year indicating high levels of internal efficiency

- introduced Smart Freight in the SDS warehouse which provides freight tracking and reporting technology.

### Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>29.0%</td>
<td>31.44%</td>
</tr>
<tr>
<td>Net profit as a percentage of sales (before tax)</td>
<td>0.65%</td>
<td>0.14%</td>
</tr>
<tr>
<td>Improvement in sales percentage</td>
<td>7.75%</td>
<td>(1.95)%</td>
</tr>
<tr>
<td>Brendale warehouse asset utilisation</td>
<td>&gt;90%</td>
<td>100%</td>
</tr>
<tr>
<td>Inventory turnover:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General merchandise</td>
<td>7</td>
<td>7.87</td>
</tr>
<tr>
<td>Furniture</td>
<td>5</td>
<td>4.71</td>
</tr>
</tbody>
</table>

### Performance review

During 2008–09, SDS continued to provide supply management services and advice to support Queensland Government agency operations and service delivery.

Reduced sales revenue was primarily associated with decreased general merchandise sales and, to a lesser extent, the reduction in revenue in publications as advertising job vacancies in the *Queensland Government Gazette* is no longer mandatory. This resulted in a revenue decrease of approximately 80 per cent compared to 2007–08 vacancy notices.

Across the reporting period, the net impact of this change on SDS’ profitability was estimated to be up to $1.5 million. To encourage utilisation of the *Queensland Government Gazette*’s job vacancy section, SDS Publications decreased the cost of advertising in the publication from January 2009.

A decrease in overhead costs of $6.9 million was directly associated with the decrease in the cost of goods sold, tied to the reduction in sales.

The implementation of SDS’ new business model is, however, expected to generate an increase in sales revenue, while the possible relocation of SDS Publications from Brisbane CBD in 2010 is anticipated to deliver further savings to government.
Our future

In the future, SDS will:

- increase public sector awareness of the services and capabilities of SDS, with a view to gaining recognition within the Government as the centre of expertise in supply chain management and logistics
- collaborate with the Queensland Government Chief Procurement Office to work with government agencies in delivering non-core services
- develop stronger relationships with core agencies, especially with the Queensland Police Service, the Department of Transport and Main Roads, the Department of Community Safety and Queensland Health in positioning SDS to offer complete solutions for supply management
- continue to promote the role of SDS in the production of publications and the development of closer relationships with Smart Service Queensland and the new Print Management Unit
- streamline business processes by integrating core SDS functions through the implementation of a new organisation structure, rationalising infrastructure use and reducing the administrative load around business transactions and payment systems
- provide government purchasers with agency-specific and efficient e-commerce business solutions for accessing the commodities they need, consistent with the State Procurement Policy
- further develop whole-of-Government warehousing initiatives.

SDS’s range of over 16,000 products are picked, packed and delivered to schools and government offices throughout Queensland.
Shared Service Providers

Shared Service Agency

The Shared Service Agency (SSA) is the largest shared service provider in the Queensland Government. The SSA’s suite of services includes finance, procurement, human resource management, facilities management, and information technology support to more than 70,000 customers.

Highlights

During 2008–09, the SSA:

- continued to provide services to over 70,000 customers within a changing public sector environment
- developed a common costing and pricing methodology for the purchase of shared corporate services and introduced full fee-for-service arrangements from 1 July 2008
- developed and implemented a Management Assurance Framework to provide assurance to client agencies that SSA management has maintained effective internal controls for its operations
- commenced a rolling program of pulse surveys seeking timely customer feedback on the SSA’s major services
- introduced a management excellence program to build management skills for SSA staff.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>$’000 shared service provider operating surplus/(deficit)</td>
<td>0</td>
<td>$9</td>
</tr>
<tr>
<td>Labour costs as a percentage of total expenses</td>
<td>63%</td>
<td>57.35%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.1:1</td>
<td>1.26:1</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>60%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Performance review

During 2008–09, the SSA continued to refine and standardise service delivery through consolidation of systems and business process reforms. All targeted reforms were completed within agreed timetables.

Customer satisfaction levels were slightly lower than the target, however a number of initiatives were introduced during the year to address this, including a customer contact centre and a standard set of performance metrics for client services.

Customer service training is now included as part of the induction program for all staff. The Management Excellence Program and the Leadership Program introduced new development opportunities for managers and future leaders.

Our future

In the future, the SSA will:

- continue to consolidate and standardise its services
- refine governance and customer relationship models to align with the changes to departmental arrangements
- refine business models and structures to improve service delivery and cost effectiveness
- embed and refine the Management Assurance Framework
- embed environmentally friendly practices into the SSA’s business practices.
CorpTech

CorpTech provides high quality, cost-effective business solutions including finance, human resources and other corporate information systems to shared service providers and agencies.

In its role as a technology centre of skill, CorpTech is implementing standardised corporate services, consolidating technological platforms and pooling resources and expertise to achieve financial and business benefits across the Queensland Government shared service providers and their customer agencies.

 Highlights

During 2008–09, CorpTech:

- supported the payroll processes for over 180 000 public servants each fortnight
- responded to around 220 000 Service Desk calls
- developed a refined approach to the program for implementing corporate finance and human resource solutions across Queensland Government agencies
- established a new Information Technology Service Management business model, and developed a service catalogue that clearly articulates the services provided by CorpTech
- continued to develop a new human resources solution for Queensland Health to replace its existing system
- developed a fee-for-service model to provide greater transparency and consistency of service
- managed significant strategic supplier arrangements, covering software licensing and support, and technical services
- worked closely with the Shared Service Agency to support the implementation of the business system changes required to support the new departmental arrangements.

Performance table

<table>
<thead>
<tr>
<th>Measures</th>
<th>2008–09 Target</th>
<th>2008–09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs as percentage of total expenses</td>
<td>32%</td>
<td>26%</td>
</tr>
<tr>
<td>Percentage of operating level agreements signed</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of incidents and service requests completed on time</td>
<td>80%</td>
<td>89%</td>
</tr>
<tr>
<td>Percentage of system availability</td>
<td>98%</td>
<td>99%</td>
</tr>
</tbody>
</table>

 Performance review

During 2008–09, CorpTech continued to progress the whole-of-Government agenda and deliver services at, or above, Service Level Agreement targets in a tight fiscal environment.

The ‘labour costs as a percentage of total expenses’ target was reduced from 32 per cent to 30 per cent in December 2008 as a result of the revisions to the 2008–09 budget.

The 2008–09 result of 26 per cent reflects the management initiative to progressively replace contractor positions with public servant appointments.

A strong focus on service delivery has resulted in a sound performance in resolving service requests on time (9 per cent above target) and in system availability at 99 per cent.
Our future

In the future, CorpTech will:

- deliver system changes to support the restructure of Queensland Government agencies resulting from the 2009 machinery-of-Government changes
- progressively implement an approved Corporate Solutions Program, comprising consolidation of, and upgrades to, human resource and finance systems across government
- transition to fee-for-service arrangements.
A $34.7 million refurbishment of the Queensland Performing Arts Centre was completed in May 2009.
Our corporate governance

Corporate governance

The Department of Public Works has established an integrated corporate governance framework to ensure that strategic objectives are achieved and resources are allocated appropriately to maximise the cost-effective delivery of services.

Our governance arrangements, which are continually reviewed, support our commitment to maintaining a high standard of transparency, accountability and probity in all our business activities and our commitment to comply with legislative requirements.

The core elements of the department's governance arrangements are:

1. effective governance structures and accountability mechanisms
2. strategic planning, performance monitoring and evaluation
3. risk management
4. compliance and assurance system reviews (Internal Audit).

Effective governance and accountability

The department has established a corporate governance board and committee structure that effectively supports the strategic management of the department and the achievement of organisational objectives. The Corporate Governance Board is the department's principal policy-setting and decision-making authority and it supports the Director-General in his role as the department's accountable officer.

The membership of the Corporate Governance Board comprises the department's most senior executive leaders and the competencies of these members provide an effective stewardship over performance reporting, delegations, asset management, resources and relationships within assigned responsibilities and authorities.

The following governance sub-committees have been established to support the decision-making process and provide a forum for shared responsibility:

- Audit Committee
- Contracts Committee

Strategic planning, performance monitoring and evaluation

In response to a whole-of-Government focus on improving performance management, the department is undertaking an integrated approach to strategic and business planning, risk management, performance management and reporting processes and practices.

The implementation of the department's Integrated Planning, Performance and Risk Management Framework provides a systematic approach through which the department achieves its strategic objectives and meets government accountability requirements for the delivery of outputs and key services.

The framework establishes linkages between strategic objectives and line management accountability, and ensures timely and accurate information is provided to senior management to support strategic analysis, policy development and decision making.

Risk management

The department has implemented an integrated planning, performance and risk management framework across all business areas. The framework aligns the strategic and business objectives of the department and the associated risks that may impact on the achievement of these objectives.
**Corporate Governance Board**

**Director-General**

Mal Grierson  
B Econ, M Pub Admin, FACS

Mal Grierson was appointed Director-General, Department of Public Works in October 1998.

Since that time, Mal has had extensive involvement with the private sector in the areas of building construction and information and communication technology (ICT). Mal has overseen many major policy reform initiatives and, in 2008, took on the additional role of Queensland Government Chief Information Officer. He is now directing the ICT consolidation reforms within the Queensland Government.

In February 2009, Mal was appointed State Coordinator-General for the Australian Government’s Nation Building – Economic Stimulus Plan and he is responsible for facilitating the delivery of the Queensland construction element of the Plan.

Mal is a member of the Institute of Public Administration, a Fellow of the Australian Computer Society and in 2008, was awarded a Member of the Order of Australia (AM).

**Associate Director-General**

Natalie MacDonald  
BA, MBA, MComm (Professional Accounting)

Natalie MacDonald was appointed as the Associate Director-General for the Department of Public Works on 5 May 2009. In this role, Natalie has responsibility for leading the whole-of-Government agenda for ICT and for driving efficiencies in all government ICT investment.

Prior to this appointment, Natalie was the Director-General of the Queensland Department of Housing, appointed from 2004–2009. Natalie has over 20 years’ experience in the commonwealth and state public sectors across many diverse fields, including law enforcement, international trade, employment and training, emergency services and housing.

Natalie is a Director on the Board of the State Public Sector Superannuation Scheme (QSuper) and QSuper Limited.

**Deputy Director-General Works**

Max Smith  
B Tech, FIE(Aust), CP Eng, FAICD, FAIB

Max was appointed to the role of Deputy Director-General Works in February 2005.

The majority of Max’s career has been in the management of public works including roles as the General Manager of QBuild and Project Services. He has also held senior positions in the Australian Government including Construction Manager for the Brisbane International Airport and Deputy Commissioner-General of the Australian Pavilion at Expo 88.

Max is a Civil Engineer and a Fellow of the Institution of Engineers—Australia. He is also a Registered Practising Engineer in Queensland, a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Building.
Mike Burnheim
BA, MSocSc(Australian Government)

Since 2003, Mike has played a leading role in the whole-of-Government Shared Service Initiative that has transformed corporate service delivery in the Queensland Government. In March 2003, Mike was appointed to lead the Shared Service Implementation Office and in 2006, was appointed as the Managing Director of the Shared Service Agency.

Mike has five years private sector experience and 30 years experience in the public sector (with 22 of these in a corporate services environment). Previously heading the successful Corporate Administration Agency within Arts Queensland, he has also worked for Queensland Treasury, the Public Sector Management Commission and the Office of the Cabinet within the Department of the Premier and Cabinet.

Mike is a member of the Institute of Public Administration.

Robyn Turbit
BCom, BEcon, MIA

Robyn has led the Corporate and Executive Services Division since May 2007. Robyn had held the position of Director, Governance and Review since November 2004 and prior to that was Manager, Internal Audit from 2001.

In her current position, Robyn is responsible for human resource management, financial services, legal services, contract services, information services, executive services, project governance, planning and performance management, integrity services, external relations and internal audit.

She has extensive private and public sector experience in financial management and auditing including five years in financial management consulting.

Robyn is a member of the Institute of Internal Auditors.

Warren Pashen
BComm, FCPA, ACIS

Warren has performed this role since March 2007.

He has 18 years’ experience in the Queensland public sector and a wealth of private sector experience including roles as Finance Manager for a private company and Financial Accountant for a leading newspaper company.

Warren is responsible for strategic financial planning, budget management, financial policy and statutory reporting across the department.

Tony Waters, BA, FAICD, was a member of the Board between July 2008 and April 2009
Malcolm McMillan, GAICD, was a member of the Board between July 2008 and May 2009.
Stephen Long
BA

Stephen has performed this role since October 2002.

He has more than 20 years’ experience in human resource management and has held senior positions in the Australian and Queensland public sectors.

Stephen is responsible for the department’s human resource management, industrial relations, organisational development and change management functions.

Tony Woodward
BBus (Accountancy), MFinPlan, FCPA

Tony was appointed to the position of Chief Information Officer in March 2007 having previously held the position of Director, Finance.

He has more than 30 years’ private and public sector experience in finance and ICT.

Tony is responsible for strategic information management, systems development and the provision of ICT services within the department across a diverse range of commercialised and non-commercialised business areas.

Executive Committee

The Executive Committee provides a forum for information sharing and discussion of strategic departmental and whole-of-Government issues. The Executive Committee, which meets on a monthly basis, is chaired by the Director-General and membership comprises the members of the Corporate Governance Board and their senior managers.
Governance committees

Governance committees report directly to the Corporate Governance Board.

Audit Committee

Chair: Director-General

The Audit Committee assists the Director-General in discharging financial management responsibilities imposed under the Financial Administration and Audit Act 1977 and the Financial Management Standard 1997 by giving advice on audit-related matters.

The Audit Committee has observed the terms of its charter and has shown due regard to Queensland Treasury’s Audit Committee Guidelines.

Achievements

During 2008–09, the Audit Committee:

- reviewed and endorsed the risk-based 2008–09 Internal Audit Plan
- monitored Internal Audit performance against the approved 2008–09 Plan targets
- checked the resolution of prior-period Queensland Audit Office issues
- reviewed audit reports (moderate and high-risk findings) with action to address these findings
- monitored the management implementation of audit recommendations
- self-assessed performance against criteria aligned to the Queensland Treasury Audit Committee Guidelines and the Audit Committee Charter
- appointed an independent member to the Audit Committee, Ms Jenny Parker, Partner of Ernst and Young.

Contracts Committee

Chair: Deputy Director-General Works

The Contracts Committee oversees the department’s role in the review, development and application of building procurement strategies and practices, and ensures government objectives are being met through the adoption of delivery methods that are consistent with the objectives of the Capital Works Management Framework and the State Procurement Policy.

Achievements

During 2008–09, the Contracts Committee:

- reviewed procurement strategies for capital works projects for compliance with capital works policy requirements and best value for money outcomes. The projects reviewed included:
  - Princess Alexandra Hospital Emergency Department expansion and new helipad
  - Springfield State School and State High School
  - Cleveland Youth Detention Centre expanded capacity
  - Queensland Police Academy 2012 Project
  - Thursday Island Chronic Disease Centre
  - Thursday Island Government offices
  - Meridan State College—Stage 3
  - Western Cape College—Stage 3
  - Wynnnum State High School
  - SkillsTech Australia—Townsville Training Centre
  - Kedron Queensland Emergency Operations Centre
  - Amberley State School relocation
  - Townsville Hospital upgrade—North Block
  - Cairns Base Hospital—Block E (combined carpark and Cancer Care Services)
  - Cairns North Community Health Centre—Stage 2
  - Gold Coast Institute of TAFE—Coomera TAFE
  - Mackay Base Hospital redevelopment
  - expanded Rockhampton Hospital redevelopment
- reviewed and endorsed tendering strategies for significant projects including the Nation Building – Economic Stimulus Plan for education and social housing projects.
Finance Committee

Chair: Director, Finance

The Finance Committee provides advice and reports to the Corporate Governance Board on the financial strategies and practices required to achieve sound financial corporate governance within legislative requirements.

Achievements
During 2008–09, the Finance Committee:

- monitored issues arising from Internal Audit and Queensland Audit Office audit reports
- monitored the department’s progress on significant finance-related issues such as the preparation of the annual financial statements and the management of the annual and mid-year budget processes
- reviewed the financial performance of the department’s business areas and provided advice to the Corporate Governance Board and to the Director-General
- implemented a new business intelligence system for the preparation of the department’s consolidated financial statements and internal reporting.

Information Steering Committee

Chair: Executive Director, Corporate and Executive Services

The Information Steering Committee ensures that information and communication technology (ICT) services and capability employed by the department support the efficient achievement of whole-of-Government objectives, departmental objectives and business unit objectives.

Achievements
During 2008–09, the Information Steering Committee:

- undertook a security risk assessment on external-facing departmental e-business applications and developed a security roadmap
- reviewed the development of the departmental business classification scheme and endorsed a revised recordkeeping policy for the department
- approved the final phase of consolidation of the department’s infrastructure with CITEC in accordance with the recommendations of the former Service Delivery and Performance Commission’s Report on the Review of ICT Governance in the Queensland Government
- provided strategic governance and direction over significant ICT-related projects
- endorsed the department’s Right to Information program plan in accordance with whole-of-Government requirements
- established a program to develop a plan for the integration of Shared Service Agency and Information Services Directorate ICT functions within the department
- monitored the implementation of the department’s ICT service transformation program.
Workplace Health and Safety Peak Committee

Chair: Deputy Director-General Works

The Workplace Health and Safety Peak Committee is responsible for driving change, critically reviewing performance and providing strategic direction to the department in the management of workplace health and safety.

Achievements

During 2008–09, the Workplace Health and Safety Peak Committee:

- reviewed and endorsed the department’s Workplace Health and Safety Strategic Plan 2008–2012
- reviewed the workplace health and safety performance of the department’s business areas
- was a finalist in the annual Premier’s Awards under the category Focusing On Our People for the department’s Workplace Health and Safety Program
- continued to develop the Safety, Health and Environment (SHE) software system which enables the electronic lodgement and management of workplace hazards and incidents. The system was implemented in both the Shared Service Agency and CorpTech during 2008–09
- continued to manage the Early Intervention Centre to support injured or ill workers. As at 30 June 2009, 140 referrals had been resolved successfully through this service
- maintained accreditation to the AS/NZS 4801 Occupational Health and Safety Management System for the QBuild business unit
- as part of the department’s Pathways to Better Health and Safety Program, endorsed the ‘My Challenge’ initiative which was a 10-week program aimed at encouraging staff to undertake physical activity to improve their health and wellbeing. Over 1,900 employees participated in the program.

Procurement Committee

Chair: Executive Director, Corporate and Executive Services

The Procurement Committee assists and supports the Director-General through the Corporate Governance Board in driving procurement reform across the department.

Achievements

During 2008–09, the Procurement Committee:

- championed the completion of revised corporate procurement planning processes and the development of business area procurement plans across the department
- monitored and oversaw progress on procurement-related activities and issues, reporting monthly to the Corporate Governance Board
- established the ICT working party and began the development of a simplified policy and procedure framework which can be replicated across other spend areas, including capital works, construction, facilities management, goods and services.
Human Resources Committee

Chair: Director, Human Resources

The role of the Human Resources Committee is to:

- advise the Director-General on human resource policy, strategies and practices
- ensure consistency with legislation, directives and corporate direction
- ensure a strategic focus in relation to human resource management
- ensure the effective operation of human resource management and information systems
- monitor performance and risk management in relation to human resource management
- offer recommendations in relation to improvements to human resource management issues.

Achievements

During 2008–09, the Human Resources Committee:

- reviewed and endorsed the department's Strategic Workforce Plan 2008–2010
- monitored workforce management performance against targets within monthly Workforce Profile and Key Performance Indicator reports
- monitored workplace health and safety performance against targets within Workplace Health and Safety Monthly Chief Executive Officer's reports
- reviewed and monitored the implementation of new human resource management directives and policies
- reviewed the Human Resources Risk Register
- considered emerging strategic human resource management issues including:
  - industrial relations
  - recruitment and retention
  - succession management and development
  - contractor and labour hire staff
  - workplace health and safety
  - staff engagement
  - deployment of human resource staff.
Our people

Staff of the newly formed Indigenous relations team: Ros Dodson, Paul Durante, Karen O’Brien (manager), Joy Leaver, Jacinta Smith, James Parrish
## Our people

### Staff numbers

<table>
<thead>
<tr>
<th>Outputs</th>
<th>*MOHRI FTE as at 30 June 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building procurement and asset management</td>
<td>196</td>
</tr>
<tr>
<td>Procurement services</td>
<td>94</td>
</tr>
<tr>
<td>Information and communication technology (ICT) strategies</td>
<td>96</td>
</tr>
<tr>
<td>Public records management and advisory services</td>
<td>58</td>
</tr>
<tr>
<td>Access to government services and information</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total outputs</strong></td>
<td><strong>844</strong></td>
</tr>
</tbody>
</table>

### Business units

<table>
<thead>
<tr>
<th>QBuild</th>
<th>2 750</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Services</td>
<td>788</td>
</tr>
<tr>
<td>QFleet</td>
<td>115</td>
</tr>
<tr>
<td>CITEC</td>
<td>683</td>
</tr>
<tr>
<td>Goprint</td>
<td>82</td>
</tr>
<tr>
<td>SDS (Sales and Distribution Services)</td>
<td>123</td>
</tr>
<tr>
<td><strong>Total business units</strong></td>
<td><strong>4 541</strong></td>
</tr>
</tbody>
</table>

### Shared Service Initiative

| **1 994**                                           |                                |

### Corporate services (recovered from business units, Department of Communities and outputs)

| **269**                                             |                                |

**Total**                                             **7 648**

*Note: MOHRI FTE stands for Minimum Obligatory Human Resources Information Full Time Equivalent*
Employment initiatives

During 2008–09, the department employed 43 new graduates under specific graduate employment programs, within areas as diverse as accountancy, procurement, ICT, project management, engineering, architecture and quantity surveying. As at 30 June 2009, there were 74 graduate employees working within the department.

Supporting diversity

During 2008–09, the department continued to support diversity through the implementation of the following plans:

- Equity and Diversity Plan 2008–09
- Disability Service Plan 2008–09
- Multicultural Action Plan 2008–09

As part of the Aboriginal and Torres Strait Islander Employment and Development Strategy, the department sponsored:

- ten students on the Education-to-Employment Scheme
- five cadets on the Indigenous Cadetship Support project
- two employees on the Indigenous Advancement Program
- one graduate on the Indigenous Graduate Program.

The department now has 133 Indigenous staff working throughout Queensland as apprentices, tradespeople, supervisors and managers.

People with a disability were supported through the activities of the Network Supporting People with a Disability. International Day for People with a Disability and Disability Action Week were celebrated and promoted with a number of activities. The department also sponsored a Disability Action Week Award.

Multiculturalism was supported with celebrations for Harmony Day, participation in the Migrant Work Experience Program and the promotion of the Multilingual Staff Network.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on (07) 3222 2652 and we will arrange an interpreter to effectively communicate the report to you.

Leadership and management development

The department recommitted to its focus on leadership and management development through programs such as the Building Leaders Program and the Foundational Leaders Program identified through the department’s Strategic Succession Management and Development Capability Framework.

The department continued its involvement in the Senior Executive Mobility Program, the Australia-New Zealand School of Government (ANZSOG) Executive Masters Program and the Public Sector Management Program.

Learning and development initiatives were undertaken throughout the department, for all levels from professional, technical and management/administrative areas.
Our people

Section 4

Equity targets as at 30 June 2009

<table>
<thead>
<tr>
<th>Measures</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management (SES/SO positions)</td>
<td>25% by end 2009</td>
<td>26.8%</td>
</tr>
<tr>
<td>Women in management (AO6 level positions and above)</td>
<td>30% by end 2011</td>
<td>35.1%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islanders</td>
<td>3% by end 2011</td>
<td>1.7%</td>
</tr>
<tr>
<td>People from a non-English-speaking background</td>
<td>13.5% by end 2011</td>
<td>10.3%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>10% by end 2011</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

Reconciliation

In 2008–09, the department continued its commitment to the Queensland Government’s reconciliation agenda, progressing through the second year of its Reconciliation Management Plan 2007–10 Working Towards Reconciliation. In 2008–09, the department:

- sponsored the Queensland Government’s Reconciliation Awards for Business 2009
- placed 16 new students in employment and training programs through the Education to Employment program, and through the department’s cadetships and graduate programs
- increased for the second year in a row the representation of Indigenous persons in the annual QBuild apprenticeship intake (from 14 per cent to 20 per cent)
- celebrated and promoted National Reconciliation Week and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week through a range of activities in business units across Queensland
- ensured Aboriginal and Torres Strait Islander cultural heritage duty of care guidelines were observed and implemented in all construction projects, which included supporting traditional owners to undertake a major archaeological exercise during a construction project at Gatton
- worked in partnership with the Palm Island community in the design and construction of government office buildings, using and displaying local Indigenous art
- partnered with six Aboriginal Shire Councils to enable them to employ local trainees to undertake Certificate II Traineeships in Indigenous Communities Housing Repairs and Maintenance.

During the year a dedicated Indigenous relations team was established within the External Relations Unit and tasked with achieving the goals and strategies identified within the Reconciliation Management Plan.

The artwork of Noby Clay featured in Palm Island’s new government offices.
Voluntary early retirement

During 2008–09, the department approved six voluntary early retirements for staff members who had been identified as surplus to operational requirements. The total cost of severance payments was $437,964.

Women’s initiatives

The department is committed to contributing to the Queensland Government’s vision for women in Queensland and has implemented a number of strategies to increase the representation of women employed within the department.

The department actively encourages work policies that promote the balance of work and family responsibilities such as flexible working hours and leave arrangements, telecommuting and job share arrangements.

A fully equipped Carer’s Room is available in Brisbane, where staff can work and care for a child or dependant.

The department’s Women in Works Committee and the Human Resources Directorate arranged two Springboard Career Development Programs in 2008–09 aimed at women from AO2 (administration officer) to AO5 level.

The department runs Building Leaders Programs (AO7 to senior officers (SO)) and Foundational Leaders Programs (AO5 to AO7) aimed at developing the leadership skills of employees who have been identified as potential future leaders. In the 2008–09 year, 17 women at AO5 to SO levels attended one of these programs.

As at 30 June 2009, there were 3,264 women working in the department. Of these, 587 were at AO6 to AO8 (or equivalent) levels and there were 51 women in SO and senior executive service (SES) positions.

A number of ICT Career Graduate Development Programs are also available in the department. During the year, a number of women participated in these programs.

Code of Conduct

(Code of Conduct: Public Sector Ethics Act 1994)

To ensure that the department is meeting its obligations under Section 23 of the Public Sector Ethics Act 1994, the department has in place a Code of Conduct which outlines the ethics, principles and conduct obligations that apply to its employees.

During 2008–09, all new employees received comprehensive Code of Conduct training covering the:

- Public Sector Ethics Act 1994, including the five ethics principles
- standards of conduct expected of employees as outlined in the code
- rights and obligations of public officials in relation to contraventions of the code.

This complemented other conduct training undertaken by all staff during 2007–08.

The Code of Conduct is published on the department’s website. Members of the public can request a copy of the code at the department’s head office at 80 George Street, Brisbane, and at each regional office.

Administrative procedures and management practices within the department are consistent with the ethics principles and the obligations of public officials as set out within the Code of Conduct.

Workplace health and safety

The department continued to focus on workplace health and safety and made progress with a series of initiatives under the Pathways to Better Health and Safety Program during 2008–09. These initiatives included:

Pathways to Better Health and Safety Program

The Pathways to Better Health and Safety Program is a whole-of-department employee health program which has been running since 2001. In 2008–09 every non-QBuild Brisbane-based employee was offered a health assessment. A total of 724 departmental employees undertook this assessment, including 516 employees.
who had a skin cancer screening. An additional intermediate level of health assessment was offered to employees aged 55 and over to address health risks associated with this age group. In addition, all employees were offered an influenza vaccination, with 2,948 employees vaccinated. Other health risk mitigation activities undertaken were promotion of cancer screening programs and the implementation of a department-wide physical activity initiative, ‘My Challenge’, in which a total of 1,928 employees participated.

Safety, Health and Environment

The Safety, Health and Environment (SHE) software program is an online reporting system for injuries and hazards. In operation since 2006, the SHE system uses an email-based workflow process to address incidents and hazards, which are logged into the system. In 2008–09, the Shared Service Agency and CorpTech went live with the SHE system. The development of the rehabilitation and claims management module was commenced in November 2008.

Early Intervention Centre

The Early Intervention Centre (EIC), which commenced in December 2006, provides early assistance and support to workers who have reported an injury or illness, in order to facilitate their swift recovery and return to work. As well as individual support to the injured or ill worker, the EIC assists managers in dealing with the affected worker and with co-workers who may be affected by the situation. During 2008–09, there were 71 referrals, 46 of which have been closed.

AS/NZS 4801 Accreditation for QBuild

QBuild achieved accreditation to the AS/NZS 4801 Occupational Health and Safety Management System in June 2007. A compliance audit was undertaken by the National Safety Council of Australia in February 2009 and QBuild was successful in maintaining certification.
Workforce planning, attraction and retention

At the beginning of the 2008–09 financial year, the strength of the Australian economy had created serious skills shortages, particularly in key building/construction and ICT professions and occupations, leading to intense competition for skilled labour. As a result, the department faced significant challenges in attracting and retaining a skilled workforce. In key occupational groups, turnover rates were in excess of 20 per cent.

In response, the department developed and implemented the Strategic Workforce Management Plan 2008–2010. Key objectives of this plan include:

- a strategic approach to workforce management
- reduced turnover of staff in key capability areas
- improved talent attraction capability
- a supportive and rewarding workplace
- effective industrial relations
- a more diverse and inclusive workplace
- a safer and healthier workplace
- an effective performance management culture.

During the second half of 2008–09, the impact of the global financial crisis on the local economy saw a rise in unemployment and a sharp drop in demand for skilled labour. As at 30 June 2009, the department’s overall turnover rate had eased to approximately 15 per cent.

Key workforce policies

A number of policies designed to support the attraction, retention and capability development of the department’s workforce were updated during the 2008–09 year. These include:

- Study and Research Assistance Scheme
- Telecommuting
- Employee Exit Management.
Construction of Brisbane’s Kurilpa Bridge reached an advanced stage.
Other reporting

I Acts administered

- Architects Act 2002
- Professional Engineers Act 2002
- Public Records Act 2002
- State Buildings Protective Security Act 1983

I Statutory bodies, authorities and instrumentalities

Board of Architects of Queensland

The Board of Architects of Queensland is responsible under the Architects Act 2002 (the Act) for the registration of individuals as architects in Queensland. The key functions of the board are to:

- assess applications made to it under the Act
- conduct or authorise investigations about the professional conduct of architects and institute proceedings before the Commercial and Consumer Tribunal
- conduct or authorise investigations about contraventions of the Act and instigate legal proceedings in the Magistrates Court.

The main objects of the Act are to:

- protect the public by ensuring architectural services of an architect are provided in a professional and competent way
- maintain public confidence in the standard of services provided by architects
- uphold the standards of practice of architects.

Board of Professional Engineers of Queensland

The Board of Professional Engineers of Queensland is responsible under the Professional Engineers Act 2002 (the Act) for the registration of professional engineers in Queensland. The key functions of the board are to:

- maintain a register of registered professional engineers
- assess applications made under the Act, register persons who are eligible for registration and issue certificates of registration
- conduct or authorise investigations about the professional conduct of registered professional engineers and contraventions of the Act
- assist with achieving the main objectives of the Act which are to:
  - protect the public by ensuring that professional engineering services are provided by a registered professional engineer in a professional and competent way
  - maintain public confidence in the standard of services provided by registered professional engineers
  - uphold the standards of practice of registered professional engineers.

Costs and achievements of boards

I Costs of boards

<table>
<thead>
<tr>
<th>Board of Architects of Queensland</th>
<th>The costs and achievements of this board can be found in its 2008–09 annual report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Professional Engineers of Queensland</td>
<td>The costs and achievements of this board can be found in its 2008–09 annual report</td>
</tr>
</tbody>
</table>

Public Records Review Committee

I Achievements

Three committee meetings were held in 2008–09, with advice provided on the:

- recordkeeping impacts of major machinery-of-Government changes such as the local government amalgamations and departmental changes following the March 2009 state election and the outcomes of the independent Review of Government Boards, Committees and Statutory Authorities
- development of Queensland State Archives’ whole-of-Government projects, taking account of the Government’s Right to Information reform agenda
- recordkeeping impacts for Queensland of inter-governmental arrangements such as the agreement to move to a national system for accreditation and registration of health professionals.
Committee members also attended the launch of Queensland State Archives’ 2009 Events and Exhibition Program held at Parliament House in February 2009 and the launch of the south east Exhibition Tour at the Gold Coast in March 2009.

### Costs 2008–09

<table>
<thead>
<tr>
<th>Type of cost</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting fees</td>
<td>$3,461</td>
</tr>
<tr>
<td>Special assignment fees</td>
<td>$489</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>$5,251</td>
</tr>
<tr>
<td>Catering and venue</td>
<td>$1,546</td>
</tr>
<tr>
<td>Total</td>
<td>$10,747</td>
</tr>
</tbody>
</table>

### Consultancies

<table>
<thead>
<tr>
<th>Type of consultancy</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>$29,424</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>$0</td>
</tr>
<tr>
<td>Legal</td>
<td>$0</td>
</tr>
<tr>
<td>Professional technical/non-technical</td>
<td>$274,391</td>
</tr>
<tr>
<td>Human resources</td>
<td>$9,700</td>
</tr>
<tr>
<td>Total</td>
<td>$313,515</td>
</tr>
</tbody>
</table>
Whistleblowers

(Whistleblowers Protection Act 1994)

The primary objective of the Whistleblowers Protection Act 1994 (the Act) is to promote the public interest by protecting persons who make disclosures about unlawful, negligent or improper public sector conduct, or danger to public health or safety or the environment.

Section 30 of the Act requires public sector agencies to report the number of public interest disclosures or purported public interest disclosures received by it or referred to it and the number of disclosures substantially verified during the reporting period.

In the 2008–09 financial year, 42 public interest disclosures or purported public interest disclosures were received by, or referred to, the Department of Public Works.

Forty-one of these disclosures were made by a public officer under section 15 of the Act. One disclosure was made under section 16 of the Act.

During the 2008–09 financial year, 32 public interest disclosures, each made by a public officer under section 15 of the Act, were substantially verified.

Industrial relations

During 2008–09, the department maintained its strong relationships with all unions. This was facilitated through a proactive approach to conflict management at both industrial and workplace levels, which resulted in minimal disputation.

Recordkeeping

All business areas within the department are required to comply with the principles of Information Standard 40: Recordkeeping as required by the Public Records Act 2002.

The department has in place:

- an approved Strategic Recordkeeping Implementation Plan
- a Business Classification Scheme
- a whole-of-department Recordkeeping Policy
- assigned recordkeeping roles and responsibilities
- an induction program
- training for basic recordkeeping knowledge and awareness
- an internal monitoring regime (via Internal Audit)
- documented recordkeeping procedures.

During 2008–09, the department:

- submitted a reviewed, consolidated Core Business Retention and Disposal Schedule to Queensland State Archives
- successfully implemented the proof-of-concept electronic document and records management system (eDRMS) at Queensland State Archives
- planned and designed a baseline, whole-of-department eDRMS solution
- designed a baseline toolkit for analysis and implementation of the new TRIM recordkeeping solution
- drafted new policies for email and records in business systems
- fostered continuous improvement through the conduct of formal network user groups.

The hard copy recordkeeping system to be rolled out to the department will include the full documenting of each business area’s recordkeeping environment and the delivery of a series of advanced recordkeeping content training modules, appropriate to the roles of records managers.
### Overseas travel

<table>
<thead>
<tr>
<th>Name of Officer and Position</th>
<th>Destination</th>
<th>Reason for Travel</th>
<th>Agency Cost</th>
<th>Contribution from other agencies or sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janet Prowse, Executive Director and State Archivist, Queensland State Archives</td>
<td>Malaysia</td>
<td>To attend International Congress on Archives (ICA).</td>
<td>$7 319</td>
<td>Nil</td>
</tr>
<tr>
<td>Rowena Loo, A/Manager Policy and Research, Queensland State Archives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeff Bennett, Principal Project Manager, Health Law and Order Portfolio, Project Services</td>
<td>France, United Kingdom, Japan</td>
<td>To inspect recently completed world class Courthouse benchmarks including the Courthouse used as the basis of the winning design concept for the Brisbane Supreme Court and District Court project and to inspect the latest double glazed façade examples.</td>
<td>$16 436</td>
<td>Nil</td>
</tr>
<tr>
<td>Philip Follent, Queensland Government Architect, Accommodation Office</td>
<td>Venice, Italy</td>
<td>To attend the Venice Architecture Biennale. Mr Follent’s attendance was to support the international launch of the HEAT initiative to promote Queensland architecture.</td>
<td>Nil</td>
<td>$7 283 (Former Department of Tourism, Regional Development and Industry)</td>
</tr>
<tr>
<td>Mal Grierson, Director-General</td>
<td>United States of America and Canada</td>
<td>To accompany the Minister to various business meetings and visit various ICT projects/facilities/briefing centres in the United States of America and Canada.</td>
<td>$40 207</td>
<td>Nil</td>
</tr>
<tr>
<td>Tony Skippington, General Manager, CITEC</td>
<td>Japan</td>
<td>To inspect first hand state-of-the-art technology and future trends within the ICT storage and disaster recovery infrastructure.</td>
<td>$5 845</td>
<td>$3 000 (Hitachi Data Systems)</td>
</tr>
<tr>
<td>Nester Vaz, Maintenance Coordinator, Goprint</td>
<td>Germany</td>
<td>To attend technical training course.</td>
<td>$7 496</td>
<td>Course provided without cost by equipment provider, KBA</td>
</tr>
</tbody>
</table>

### Freedom of Information

During 2008–09, the department’s Manager, Freedom of Information and Privacy was responsible for processing access and amendment applications, and for providing advice, assistance and training about the Freedom of Information Act 1992 and the Government’s privacy policy, Information Standard 42—Information Privacy.

In late 2008, the department began planning for the introduction of the new legislation, the Information Privacy Act 2009 and the Right to Information Act 2009, to take effect on 1 July 2009.
Q150 activities

The department played an active part in helping Queenslanders celebrate the State’s 150th anniversary year through a program of diverse activities.

Among the department’s major contributions to the Q150 celebrations were:

- creating two travelling archive exhibitions which highlighted Queensland’s documented history. In April 2009, the Queensland State Archives’ 2009 Regional Queensland Exhibition Tour set out with a significant collection of heritage treasures from the past 150 years. The 18 venues on the schedule included art galleries, museums, cultural centres and libraries.

- coordinating the development of an audio guide to Brisbane’s historic government precinct in and around George Street, made available by download from the Department of Public Works internet site to tourists and Queenslanders alike. The podcast, Colonial Brisbane Heritage Walk, was developed in partnership with the Department of Environment and Resource Management and with the support of leading historical groups.
Waste management

In accordance with the Queensland Government’s Environmental Protection (Waste Management) Policy 2000, the department is committed to promoting resource conservation and reducing the generation of waste and its negative impact on the environment.

An increased commitment across the department has reduced office waste through simple but effective measures such as the recycling of toner cartridges, the use of recycling bins, minimising the use of non-recycled paper, and encouraging double-sided printing.

The department also leads the whole-of-Government implementation of the Recycling Policy for Buildings and Civil Infrastructure which aims to promote sustainability in the built environment through the improved utilisation of resources and reduced pressure on landfill waste sites. The policy sets a target of 40 per cent recycling of each material type by weight (expressed within the total material composition of the project). The objective is to ensure that all practical and cost-effective opportunities for recycling and reuse of materials used in building and civil infrastructure projects are taken up.

A number of waste management activities occurred in the department including the following:

- The Accommodation Office reduced its consumption of energy in the office building portfolio owned by the department by initiating a series of energy performance contracts that use identified future energy savings to fund significant upgrades of plant and equipment with more energy-efficient components. These contracts commenced during 2007–08 and are being progressively rolled out across 30 offices owned by the department at an estimated capital outlay of $18 million. Energy savings have been identified of around 18 gigawatt-hours per annum, representing annual greenhouse emission reductions of more than 16 400 tonnes of carbon dioxide equivalents and at a cost saving of $2 million a year. A total of 417 tonnes of office paper and cardboard was also diverted from landfill in 2008–09 by recycling the material.

- GoPrint achieved:
  - recycling rates of 100 per cent for toner cartridges and aluminium plates
  - a reduction of more than 57 per cent in its total waste tonnage to landfill

- QFleet:
  - met all workshop waste collection, disposal and recycling standards for oil, tyres, solvents and batteries, and ensured that waste metal was redirected to recycling rather than landfill
  - continued the use of a waterborne paint product which replaces environmentally harmful organic solvents with water, significantly reducing the production of ozone at ground level
  - used waterless car washing products to clean vehicles resulting in an estimated saving of 500 kilolitres of water in 2008–09
  - replaced lead wheel-balancing weights with plastic alternatives, reducing environmental lead contamination caused by dislodged weights
  - continued its implementation of the QFleet ClimateSmart Policy for the Queensland Government Motor Vehicle Fleet, which came into effect on 1 January 2008 and is on track to achieve a 15 per cent reduction in carbon dioxide emissions by 31 December 2010, compared with 30 June 2007 emissions.

- CITEC:
  - established an internal committee to integrate environmental and sustainability concepts into its policies, programs and procedures, and to raise employee awareness
  - participated in the mobile phone industry’s recycling program ‘mobilemuster’
  - continued its participation in the Green Partnership, a program dedicated to recycling printer and toner cartridges
  - donated ‘clean’ electronic devices to ‘not for profit’ organisations to limit waste and landfill
  - ensured that network cabling is collected by a waste metal merchant for recycling
  - continued a paper recycling program for the collection of office waste paper and cardboard
  - continued a drink container recycling program to reduce landfill.
QBuild investigated opportunities for the recycling of building construction waste, and is planning to introduce sustainability criteria into its procurement processes for timber and ultimately other relevant construction materials.

Project Services enhanced specifications to promote the use of recycled building materials such as concrete, timber, ferrous and non-ferrous metals.

# Greenhouse gas emissions

The Department of Public Works is committed to supporting the Queensland Government’s *Toward Q2: Tomorrow’s Queensland* target to cut Queensland’s greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government’s climate change and other environmental strategies such as the *ClimateQ: toward a greener Queensland* strategy.

Six gases have been identified under the Kyoto Protocol as the main greenhouse gas emissions that need to be reduced. The gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission measurement practices these gases are mainly reported as carbon dioxide equivalent emissions (CO2-e).

The Queensland Government continues to develop and improve whole-of-Government data collection processes and systems to standardise reporting of its greenhouse gas emissions. The basis for this reporting is consistent with acknowledged national and international standards, including the definitions outlined in the AS ISO 14064 standards and the Australian Government’s *National Greenhouse Accounts Factors Workbook*. These standards establish the following different categories of emissions that organisations (such as government agencies) need to consider, taking into account the particular organisation’s operational boundaries:

- **Scope 1**—emissions that occur directly from sources which are owned or controlled by an organisation (such as emissions from departmental vehicles, on-site diesel generators, gas boilers)

- **Scope 2**—emissions that occur indirectly due solely to an organisation’s consumption of electricity or steam or heating/cooling (which has been generated by the burning of fuels such as coal and natural gas at power stations or other facilities not controlled by the organisation)

- **Scope 3**—emissions that occur indirectly due to actions of the organisation, but from sources which are not owned or controlled by the organisation (outside its operational boundary). Some common examples of these sources include employee business travel (in vehicles or aircraft not owned or controlled by the reporting organisation); employees commuting to and from work; outsourced activities; and transportation of products, materials and waste. Note: inclusion of these emissions in any reporting needs to be based on the relevance to the operations of the organisation.

For the Department of Public Works, the key greenhouse gas emissions are those that are linked to the following business activities:

- vehicle usage
- electricity consumption
- air travel.

It should be noted that comprehensive reporting of greenhouse gas emissions by agencies is sometimes limited due to the complexity of the operational boundaries of agencies within the public sector, especially in situations where internal government shared service providers are used.

While the best available data has been used, in some instances estimates have been reported due to the limitation of data collection systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies is proportioned based on the floor area they occupy.
The following table outlines the emissions relating to the Department of Public Works:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Greenhouse gas emissions (tonnes of CO₂)</th>
<th>Explanatory Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vehicle usage</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QFleet vehicles</td>
<td>6 165</td>
<td>1</td>
</tr>
<tr>
<td><strong>Scope 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electricity consumption</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased directly from an electricity retailer</td>
<td>65 723</td>
<td>2a</td>
</tr>
<tr>
<td>Sourced through a third party</td>
<td>5 030</td>
<td>2b</td>
</tr>
<tr>
<td><strong>Scope 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Air travel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic air travel on commercial airlines</td>
<td>589</td>
<td>3</td>
</tr>
<tr>
<td>International travel on commercial airlines</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td><strong>Hired vehicles</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avis</td>
<td>108</td>
<td>4</td>
</tr>
</tbody>
</table>

**Notes:**

1. The CO₂-e emissions figure has been aggregated using National Greenhouse Emissions Reporting guidelines and represents emissions for four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas and E10. Emissions shown are based on estimated kilometres travelled and available fuel consumption records.

2a. This figure is largely based on available actual building electricity consumption records for the period 1 July 2008 to 30 June 2009. For these records, the emissions reported are limited to those linked to electricity purchased directly from an energy retailer for this agency’s own buildings and any space it leases. Incomplete electricity consumption records have been extrapolated where necessary.

In major government office buildings owned by the Department of Public Works that do not have separate electricity sub-metering for tenants, the emissions associated with electricity consumption have been apportioned 45 per cent to the landlord, and 55 per cent to the tenants—in line with industry practice and historical benchmarking. (Note: In 2007–08 all carbon emissions were allocated to tenants).

All electricity consumption has been converted to carbon emissions using the Scope 2 conversion factor of 0.89 kg CO₂-e/kWh as currently recommended in the Australian Government’s National Greenhouse Accounts Factors Workbook.

2b. This figure is largely based on emissions associated with electricity use in leased spaces where electricity is not directly purchased by this agency from an energy retailer, for example, the electricity costs form part of lease charges.

This figure includes estimated consumption (where specific details are not available) and actual electricity records received from government and private sector landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.

3. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPO) during the period 1 July 2008 to 30 June 2009, specifically:

(1) International air travel on all airlines
(2) Domestic air travel on all airlines.

For all air travel, with the exception noted at (b) below, the following methodology is used:

a) From data provided the QGCPO calculates the kilometres flown. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burnt per passenger, per 100 km. A factor of 5 has been used for all air travel. The use of this method gives the average litres of fuel burnt for a flight, per passenger. This figure is subsequently converted from litres into kilograms and then from kilograms into...
tonnes, before being multiplied by 3.157 (which represents the amount of CO₂ tonnes produced by burning one tonne of aviation fuel; sourced from the International Civil Aviation Organisation).

b) For domestic flights with Qantas, QantasLink, Jetstar and Virgin Blue for the period 1 July 2008 to 31 December 2008, the number of passengers per sector was calculated. This information was then passed on to the respective airline for calculation of carbon emissions.

4. The hire car vehicle emissions are calculated by Avis Australia and show only emissions for Avis Australia vehicles booked under the Standing Offer Arrangement managed by the QGCPO.
Our locations

The Queensland Government’s new office buildings on Palm Island were completed late in the year.
Our locations

Map of our locations
Locations

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