Governance

Our department is committed to good governance, which is demonstrated by our departmental Governance Framework and reinforced through our governance committees, structures, plans, frameworks, policies, procedures/processes, practices and systems.

Good governance is at the heart of our organisation, ensuring we are principle-based and well managed in delivering on our strategic objectives.

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

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

The framework assists the Director-General, as the Accountable Officer, to meet the requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Public Sector Ethics Act 1992* and other legislative and accountability requirements.

Back row L-R: Rowena Richardson, Richard Cassidy, Paige Ridgewell, Dallas Stower, Sharon Bailey and Andrew Mills.
Front row L-R: Trish Woolley, Andrew Spina, Liza Carroll, Graham Atkins and Robyn Turbit.

Executive Leadership Team

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

The role of the Executive Leadership Team is to:

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

Chair: Director-General

Members:

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

As at 30 June 2019, the Executive Leadership Team was supported by eight committees, which advised on matters within their terms of reference. The Chairs of these committees report to the Executive Leadership Team.

Our Executive Leadership Team as at 30 June 2019

Liza Carroll

Chair: Director-General

BEd, MEd (Hons)

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

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

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

Trish Woolley

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

LLB, BSocWk

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

Graham Atkins

Member: Deputy Director-General, Building Policy and Asset Management

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

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

Sharon Bailey

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

BSocWk, BA, PgD-Arts

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

Andrew Spina

Member: Deputy Director-General, Digital Technology and Services

BSc (Comp)

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

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

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

Richard Cassidy

Member: Assistant Director-General, Building Legislation and Policy

BCom

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

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

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

Robyn Turbit

Member: Assistant Director-General, Corporate Services

BCom, BEcon

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

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

Dallas Stower

Member: Assistant Director-General, Digital Platforms and Data

BBus (Comp), GradCert (PSM) GAICD

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

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

Paige Ridgewell

Member: Assistant Director-General, Sport and Recreation

BLeisSt, MBA, MPP

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

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

Prior to this role, Paige was the Executive Director in Strategic Policy and Racing Industry Governance, where she led and coordinated whole-of-department policy and positioning across diverse portfolio areas including Native Title, National Parks, Racing and Sport and Recreation.

Rowena Richardson

Member: Acting Assistant Director-General, Responsive Government

BHSc (Nursing), MHA

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

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

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

Andrew Mills

Member: Queensland Government Chief Information Officer

BSc, MSc (Electronic Systems)

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

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

Governance Committees

Executive Finance Committee

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

Chair: Assistant Director-General, Digital Platforms and Data

Members:

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

In 2018–19, the Executive Finance Committee:

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

Information Steering Committee

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

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

Members:

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

Observers:

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

In 2018–19, the Information Steering Committee:

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

People and Culture Committee

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

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

Chair: Assistant Director-General, Sport and Recreation

Members:

- Assistant Director-General, Responsive Government, Portfolio Strategy
- Queensland Government Chief Information Officer
- Executive Director, Service Delivery, Queensland Shared Services, Digital Technology and Services
- General Manager, Service Delivery, Housing, Homelessness and Sport

- Chief Human Resources Officer, Corporate Services
- Executive Director, Communication and Engagement, Portfolio Strategy
- Executive Director, Regional Operations, Building and Asset Services, Building Policy and Asset Management

In 2018–19, the People and Culture Committee:

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

Workplace Health and Safety (WHS) ELT

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

Chair: Director-General

Members:

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

In 2018–19, the WHS ELT endorsed the:

- implementation of the *Healthy and Safe Workforce Action Plan 2018–20*
- ongoing commitment to the department's White Ribbon Accreditation, which is an integral component to providing support to staff affected by domestic and family violence
- ongoing delivery of our Pathways Health and Wellbeing Program that supports staff to improve their overall health
- procurement and installation of automated external defibrillators in all workplaces

- establishment of the Workplace Health and Safety Sub-committee
- implementation of key strategic recommendations of the Safer and Healthier Workplaces Audit Report
- provision of employee and manager support services to improve the department's case management outcomes.

Audit and Risk Committee

The Audit and Risk Committee acts as an advisory service to the Director-General to assist in the effective discharge of the responsibilities detailed in the *Financial Accountability Act 2009,* the *Financial and Performance Management Standard 2019* and other relevant legislation and prescribed requirements. In doing so, it provides independent comment, advice and counsel to the Director-General.

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

Period: 1 July 2018 – 26 February 2019

Chair: Eric Muir, FCPA (External Member)

Members:

- Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
- Deputy Director-General, Housing, Homelessness and Sport
- Assistant Director-General, Responsive Government, Portfolio Strategy
- Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
- External member: Neil Jackson, FCPA

Period: 27 February 2019 – 30 June 2019

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

Members:

- Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
- Deputy Director-General, Housing, Homelessness and Sport
- Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
- Assistant Director-General, Digital Platforms and Data, Digital Technology and Services
- External member: Sue Ryan, AICD

In 2018–19, the Audit and Risk Committee:

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

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

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

Aboriginal and Torres Strait Islander Advancement Framework Committee

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

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

Members:

- Executive Director, Aboriginal and Torres Strait Islander Housing Unit, Housing, Homelessness and Sport
- Deputy Director-General, Building Policy and Asset Management
- Assistant Director-General, Corporate Services
- Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
- Senior Analyst, Regulatory Services, Housing, Homelessness and Sport
- Senior Coordinator, Executive and Operational Support, Sport and Recreation, Housing, Homelessness and Sport
- Principal Advisor, HR Programs, Human Resources, Corporate Services

- Graduate Accountant, General Ledger and Reporting, QSS Service Delivery, Digital Technology and Services
- Principal Program Supervisor, Building and Asset Services, Building Policy and Asset Management
- Manager, Tenancy Services, Aboriginal and Torres Strait Islander Housing Unit, Housing, Homelessness and Sport
- Senior Contract Manager, Contract Management, Housing, Homelessness and Sport.

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

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

Property Asset Management Committee:

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

Chair: Deputy Director-General, Building Policy and Asset Management

Members:

- Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
- Chief Finance Officer, Corporate Services

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

In 2018–19, the Property Asset Management Committee:

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

Strategic Procurement Committee

The Strategic Procurement Committee advises the Director-General and departmental staff on procurement policies and practices and leads the delivery of excellence in procurement across the department.

Chair: Queensland Government Chief Information Officer

Members:

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

In 2018–19, the Strategic Procurement Committee:

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

Strategic Planning, Performance Monitoring and Reporting

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

Risk Management

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

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

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

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

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

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

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

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

Integrity Services

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

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

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

Internal Audit

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

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

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

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

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

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

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

Internal Audit had due regard to the Audit Committee Guidelines.

Information Systems and Recordkeeping

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

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

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

Information Technology

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

- developing, managing and supporting technology solutions and applications, enabling the department to provide a range of services to Queenslanders

- supporting the department's business functions by facilitating the delivery of digital business services, providing advice on information management and assistance with information security

- providing support, maintenance and delivery of modern technology and ICT infrastructure for departmental staff across Queensland. An average of 6,250 enquiries from departmental staff are managed each month.

SERVICE TYPE	2015–16	2016–17	2017–18	2018–19
SELF SERVICE	2,011	1,600	1,319	351
IN PERSON	1,547	1,312	479	72
BY FORM	6,534	6,838	1,045	11,439
BY EMAIL	21,419	19,910	15,394	7,309
BY PHONE	34,944	27,657	49,641	55,888
TOTAL	66,455	57,317	67,878	75,059

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

External Reviews

Queensland Academy of Sport

- A review was undertaken by BDO Australia to assesses the current state and future direction of the Queensland Academy of Sport

- Key findings indicated the Queensland Academy of Sport is a highly successful and leading-edge organisation with exceptional staff and expertise and ought to:

  - review and prioritise which sports receive future support

  - create a cluster of high performance sports by co-locating organisations to promote collaboration and innovation

  - apply expertise and knowledge to support improved outcomes for the general community.

- The *Activate! Queensland 2019–2029* strategy will support implementation of accepted findings from the review.

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

- Auditor-General of Queensland: Report to Parliament No. 14: 2018–19 – Queensland state government: 2017–18 results of financial audits: the department obtained an unmodified audit opinion on the 2017–18 financial statements

- Auditor-General of Queensland: Report to Parliament No. 3: 2018–19 – Delivering shared corporate services in Queensland

- Auditor-General of Queensland: Report to Parliament No. 1: 2018–19 – Monitoring and managing ICT projects

- ASAE 3402 Assurance audit of CITEC 2018–19. QAO assessed CITEC's description of its internal controls over ICT infrastructure and related services as at 31 March 2019 and on the design of controls related to the control objectives stated in the description. QAO concluded that, in all material respects, CITEC's description of its internal controls over ICT infrastructure and related services were suitably designed. Six audit recommendations were made and agreed to by CITEC to strengthen internal controls

- ASAE 3402 Assurance Audit of Queensland Shared Services (QSS) 2018–19. QAO assessed QSS' description of its account payable, payroll and general IT control systems for processing customers' transactions from 1 July 2018 to 30 June 2019 and on the design and operation of controls related to the control objectives stated in the description. QAO concluded that, in all material respects, the QSS control objectives in the system descriptions were suitably designed and operated from 1 July 2017 to 30 June 2018. A total of five audit recommendations were made and agreed to by QSS to strengthen internal controls

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

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

Other reviews

Stadiums Queensland Taskforce

- A review was undertaken of Stadiums Queensland by the Stadiums Queensland Taskforce headed by Mr John Lee, an independent and experienced sports administrator

- Key findings and recommendations support improvement and enhancements to:
  - operations and performance
  - hirer and community expectations
  - capital and maintenance
  - asset commercialisation
  - long-term financial sustainability

- Stadiums Queensland will focus on enhancing the fan experience, through investing in existing Stadiums Queensland venues to ensure they meet industry and community standards and expectations and continue to attract world-class events that provide quality spectator and fan experiences.

Building Industry Fairness Reforms Implementation and Evaluation Panel

- On 29 March 2019, the Building Industry Fairness Reforms Implementation and Evaluation Panel provided its report to government on the suite of 2017 building reforms, including the *Building Industry Fairness (Security of Payment) Act*.

- The panel was chaired by Bronwyn Weir with Jennifer Robertson as Deputy Chair and Troy Lewis and Fionna Reid as members.

- The government is currently considering the report and will table it in Parliament.

Special Joint Taskforce

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

Whole-of-Government plans and specific initiatives

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

- *Aboriginal and Torres Strait Islander Advancement Strategy and Action Plan 2017–20*
- *Aboriginal and Torres Strait Islander Housing Action Plan 2019–23*
- *People and Culture Strategy 2016–20*
- HPW *Inclusion and Diversity Plan 2015–20*, which includes:
  - Multicultural Action Plan
  - Disability Services Plan
  - Cultural Capability Action Plan
- *Healthy and Safe Workforce Action Plan 2018–20*
- *Fraud and Corruption Control Plan*
- *Strategic Internal Audit Plan 2018–19*
- *ICT Disaster Recovery Plan*
- *Queensland Government Enterprise Architecture (QGEA)*
- *Information Security Policy 2018*
- *Information Security Management System*
- *HPW Waste Reduction and Recycling Plan 2017–20*
- *Open Data Action Plan 2017–19*
- *Disaster Management Plan*

- *Queensland Housing Strategy 2017–27*
- *IT Graduate Program*
- *Queensland Building Plan 2017*
- *Queensland Domestic and Family Violence Prevention Strategy 2016–2026*
- *Queensland Government Procurement Plan.*

Specific initiatives

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

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

National Agreements and National Partnership Agreements

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

- implementation of the National Housing and Homelessness Agreement (NHHA) from 1 July 2018, which will provide around $1.6 billion over the five years to 2022–23. The NPRH replaced the National Affordable Housing Agreement and the Transitional National Partnership Agreement on Homelessness and provides funding commensurate with the former agreements

- contributed to development of a new schedule to the NHHA of data improvements through participation in the Housing and Homelessness Data Working Group and Housing and Homelessness Senior Officials' Network

- negotiated with the Australian Government around future funding arrangements for remote Indigenous housing in Queensland following the expiry of the National Partnership Agreement on Remote Housing (NPRH) from 30 June 2018. NPRH works continued during 2018–19 beyond the expiry of the NPRH as agreed with the Australian Government, with all new house completions achieved by 31 December 2018

- contributed to the Review of the National Regulatory System for Community Housing, including development of a Queensland submission to the review

- ongoing negotiation with the Australian Government around future funding arrangements for remote Indigenous housing in Queensland

- partnering with Aboriginal and Torres Strait Islander local governments on the methodology for investment of $40 million to achieve housing and employment outcomes within their communities

- Meeting of Sport and Recreation Ministers, which is the standing committee of Ministers from Australia and New Zealand established in 2011 to provide a forum for cooperation and coordination on matters relating to the development of sport and recreation in Australia, including community participation and elite sport

- Meeting of the Building Ministers' Forum, comprising the Australian Government and state and territory government ministers with responsibility for building and construction, which oversees policy and regulatory issues affecting Australia's building and construction industries

- Intergovernmental Agreement between the Australian Government, states and territories that establishes the Australian Building Codes Board

- Strata Title Inspection Scheme Project Agreement, which provides funding of up to $12.5 million over a four-year period from 1 July 2018 to 30 June 2021 to the state, represented by the department to facilitate the provision of engineering assessments on strata titled properties. The agreement's proposed objective is to reduce the cost of home, contents and strata insurance premiums in the cyclone areas of North Queensland

- Australasian Procurement and Construction Council, which is a peak council, the members of which are responsible for procurement, construction, asset management and property policy delivery for the governments of Australian states and territories, the Commonwealth and New Zealand

- co-authoring of the operational handbook for interjurisdictional cyber incident management. The Council of Australian Governments agreed to establish Cyber Incident Management Arrangements for Australian Governments to improve coordination and preparedness for significant cyber incidents.