Department of Public Works
Letter of compliance

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

28 September 2010

Dear Minister

I am pleased to present the Annual Report 2009–10 for the Department of Public Works.

I certify that this Annual Report complies with:

- the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, and
- the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies.


Yours faithfully

Mal Grierson
Director-General

The report records the significant achievements against the strategies and outputs detailed in the department’s Strategic Plan 2009–2013 and the 2009–10 and 2010–11 Service Delivery Statements.

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

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 or freecall 13QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.
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From the Director-General

For the Department of Public Works, 2009–10 has been a year of achievement but also one of significant challenges.

As global economic uncertainty continued to prevail, the department played a major role in carrying out a large capital works construction program, delivering valuable infrastructure and supporting jobs, on behalf of the Queensland Government. One of these projects was the Kurilpa Bridge, and in October 2009, the bridge was opened to the public. The importance of this hugely successful project was two-fold: it is a significant landmark, opened for public use, and the $63.3 million structure was the first bridge the department has been responsible for building in its long history. In early 2010 the newly-developed Kangaroo Point Park, with its spectacular views of the Brisbane CBD, was opened to the public. Courthouses, hospitals, police stations, correctional centres and school infrastructure around the state were delivered by the Department of Public Works as part of the $8.5 billion building capital works program.

In September 2009, the Premier launched Toward Q2 through ICT (2009–2014). This important strategy details how the Queensland Government is advancing the utilisation of ICT to ensure accessible government, efficient government, effective government and a strong industry–government partnership.

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

**Capital works program**

Among the major capital works projects completed during the year were the Joint Contact Centre at Zillmere; the Health and Food Sciences Precinct at Coopers Plains; and the Townsville Hospital Expansion. In addition, site works commenced for the AFL stadium at Carrara on the Gold Coast, and construction commenced at the Supreme Court and District Court complex in Brisbane.

**Queensland Government Service Centre**

October 2009 saw the opening of the first Queensland Government Service Centre (QGSC) in the Brisbane Central Business District (CBD). The new centre is a multi-agency counter providing a single point of service delivery with services ranging from seniors, carers and companion card information; first home owner grants; payroll tax and land tax payments; and gaming and liquor licences. Approximately 5000 transactions a month are being conducted through the centre.

**Internet consolidation**

Since 2008, the Queensland Government has saved an estimated $7.1 million through whole-of-Government internet service provision through CITEC. Further, in accordance with the Toward Q2 through ICT (2009–2014) strategy, the department is working to reduce its number of external websites, contributing to the whole-of-Government reduction of 70 per cent within three years.

The department has developed a service transition plan for the three-year period from 1 July 2010 to 30 June 2013. This plan details the department’s timetable for consolidating existing services and planned public-facing services and information access and integrating them into Smart Service Queensland’s online and phone channels. It also includes a schedule of activities to plan for future transition.
Government mail room

In October 2009, the department opened a new, centralised Shared Service Agency (SSA) mail room at Milton. All mail for Queensland Government departments is now processed from this facility. The mail room is one of the largest in South East Queensland and it will deliver cost savings of up to $0.9 million a year, and increase the Government’s capacity to process large amounts of mail.

Reconciliation agenda

In July 2009, the Queensland Government launched its Reconciliation Action Plan 2009–2012. The department has made progress on a number of actions identified within this plan and continued to meet the strategies contained within the department’s Reconciliation Management Plan 2007–2010: Working Towards Reconciliation.

Disaster management and response

During 2009–10, the State Disaster Management Plan was successfully activated for a number of events, including the severe flooding that occurred in Roma and Charleville in March 2010. The department through QBuild, provided a responsive service that helped with recovery and rebuilding operations including: helping to establish community evacuation centres; deploying QBuild tradespeople to assist with disaster recovery operations; restoring government buildings; reconnecting services; and completing damage assessments on all affected Queensland Government assets. Simultaneously, Smart Service Queensland, on behalf of the Queensland Government, provided the latest information on natural disasters through one phone number, one website and one integrated service counter.

Greening the government fleet

QFleet continued to achieve above target results in reducing the carbon emissions of the government vehicle fleet. Emission targets were established in the QFleet
ClimateSmart Action Plan 2007–2010. QFleet met its 2010 emission target (to reduce its fleet’s carbon dioxide (CO₂) emissions by 15 per cent by 31 December 2010, compared to emissions at 30 June 2007), some nine months ahead of schedule.

Since implementing the Action Plan, as at June 2010, there has been a 22.1 per cent reduction of CO₂ emissions. QFleet is on track to meet further reduction targets set by the Action Plan: 25 per cent by the end of 2012 and 50 per cent by the end of 2017.

Recycling policy

In July 2009, the department introduced a whole-of-Government Recycling Policy for Buildings and Civil Infrastructure. The policy requires government contractors to recycle or reuse 40 per cent of building material that would otherwise be disposed of in land fill.

Nation Building—Economic Stimulus Plan

My role as Queensland’s State Coordinator for the Australian Government’s Nation Building—Economic Stimulus Plan (NB—ESP) continued in 2009–10. The building industry in Queensland experienced a slowing of private sector building activity due to the Global Financial Crisis. In addition to the Queensland Government’s building capital works program, the NB—ESP delivered additional required public sector building projects to support the building industry and building workers during the Global Financial Crisis.

I am particularly proud that Yandina State School in the Sunshine Coast hinterland was the first school in the country to complete its Primary Schools of the twenty-first Century funded project—a new $2.12 million library.

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

Strong: Kurilpa Bridge

Toward Q2: Tomorrow’s Queensland aims to make Queensland Australia’s strongest economy by 2020 with infrastructure that anticipates growth.

With 1500 people moving into South East Queensland every week, the demand for improved pedestrian and cycle pathways continues to grow.

With its network of steel masts and intricate cross stitching of tensioned cables, Kurilpa Bridge is sculptural in appearance—a fitting link between the cultural precinct and the Brisbane CBD. More than 30 000 cyclists and pedestrians are now using the bridge each week to travel to work, to visit our magnificent cultural precinct or simply enjoy the Brisbane River. In this way, the bridge is helping to promote active lifestyles for Queenslanders.

Kurilpa Bridge is an exciting and elegant piece of infrastructure. In dimension, the bridge is 470 metres long, built from 500 cubic metres of concrete, 400 tonnes of steel and more than 6.8 kilometres of cabling. Importantly, the design does not obscure the view of the river.

It is the first pedestrian bridge in the world to be based on tensegrity construction principles which balance the tension of the cables with the concrete and steel components to produce a light-weight but strong structure. In fact, the unique tensegrity structure of the bridge would not have been possible 10 years ago because the computer software required to design this unique structure did not exist.

The bridge is not only significant in engineering terms—it is also extremely environmentally friendly. The bridge has also been programmed to light up in a myriad of colours, which can be adapted to celebrate Brisbane festivals and events. Around 75 per cent of the power required to run the LED lighting in the fully-lit mode is provided by solar energy. In most lighting configurations, 100 per cent of the power is provided by solar with any surplus power returned to the main grid. No other bridge in the world supplements its power to such a degree.
1 Our organisation

The Kurilpa Bridge lights against the Brisbane night sky.
About the department

Our history
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 to lead the delivery of building capital works, information and communication technology, and core support services across Queensland’s public sector. The Department of Public Works operates under the Public Service Act 2008.

Our role
The department performs a key role by working with other government agencies in assisting them to deliver their services to the people of Queensland. We have lead agency responsibility for the design, construction, fitout and maintenance of government buildings; Information and Communication Technology (ICT); procurement; and recordkeeping in Queensland’s public sector. We also provide high quality, standardised corporate services and business solutions to government agencies through the Shared Service Agency and CorpTech, and provide the primary point of contact for Queenslanders accessing government services through Smart Service Queensland.

The department has the lead role in coordinating built infrastructure projects under the Australian Government’s Nation Building—Economic Stimulus Plan (NB—ESP). This plan aims to stimulate the economy and build lasting infrastructure for Australia’s future and contributes to a strong Queensland. Fast-tracking the implementation of the NB—ESP and the Queensland Government’s building capital works program to support jobs and strengthen the Queensland economy remains a key challenge for the department.

Legislation administered by the department
The department administers the following Acts on behalf of the Minister for Public Works and Information and Communication Technology:

- **Architects Act 2002**—protects the public by ensuring architectural services of an architect are provided in a professional and competent way; maintains public confidence in the standard of services provided by architects; and upholds the standards of practice of architects.

- **Professional Engineers Act 2002**—protects the public by ensuring professional engineering services are provided by a registered professional engineer in a professional and competent way; maintains public confidence in the standard of services provided by registered professional engineers; and upholds the standards of practice of registered professional engineers.

- **Public Records Act 2002**—ensures the public records of Queensland are made, managed, kept and, if appropriate, preserved in a useable form for the benefit of present and future generations; and public access to records under this Act are consistent with the principles of the Right to Information Act 2009 and the Information Privacy Act 2009. Queensland State Archives delivers its services under this Act.


Our priorities
The department is striving to improve service delivery through the use of emerging technologies and shared arrangements, and reduce costs through the efficient use of resources. The community’s growing demand for seamless access to government services, and the need to meet a high standard of accountability, transparency and integrity are key factors influencing service delivery.
To address these issues, the department is pursuing seven strategic objectives outlined in its Strategic Plan 2009–2013:

- improve building asset management outcomes across Government—measured through meeting Commonwealth performance requirements including the NB—ESP; delivering capital works and maintenance projects on time and within budget; gaining a return on investment for the office portfolio and government employee housing; and achieving low vacancy rates for office accommodation and employee housing portfolios
- improve efficiency and effectiveness in whole-of-Government ICT investment—measured by savings and benefits delivered through whole-of-Government ICT programs
- enhance delivery of cost-effective whole-of-Government support services—measured through delivering cost-effective service delivery; and meeting government fiscal targets
- deliver better procurement outcomes for the Government—measured by savings and benefits delivered under existing and new arrangements for the Government
- manage information effectively—measured by client satisfaction
- manage environmental initiatives effectively—measured through reductions in energy consumption in government buildings and vehicle fleet carbon dioxide emissions
- enhance organisational capability and governance to support future service delivery—measured through cost-effective departmental corporate services; reducing staff separations in key professions; staff satisfaction; safer and healthier workplaces; and compliance with government legislation and policy requirements.

The department comprises four divisions (Works; Services; Information and Communication Technology; and Corporate and Executive Services), which deliver and support Building Procurement and Asset Management; Procurement Services; Information and Communication Technology (ICT) Strategies; Public Records Management and Advisory Services; and Access to Government Services and Information.

Our vision
First class service.

Our mission
To provide first class services and products that support the successful delivery of the Government’s objectives.

Our values
We have 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 diverse 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; that encourages teamwork to achieve the strategic direction; that is visible and consistent; that leads by example; and that allows management and employees to be partners

Encouragement in career progression, in personal development and in thinking 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.
Our locations

The department’s principal place of business is 80 George Street, Brisbane. Our major commercialised business units, QBuild and Project Services, operate regional and district offices across Queensland. Smart Service Queensland’s Queensland Government Service Centre (QGSC), located at 33 Charlotte Street, Brisbane, provides cross-government integrated service counters to customers in urban, regional and remote areas of Queensland. This initiative complements the existing Queensland Government Agency Program (QGAP) which supports multi-agency service delivery in rural and remote areas. A full list of contact details can be found at the end of this report.

Toward Q2: Tomorrow’s Queensland

The department supports the Queensland Government’s Toward Q2: Tomorrow’s Queensland—the Government’s blueprint to address the State’s long term economic, environment and social challenges and opportunities—through five ambitions:

- **A Strong Queensland**—Creating a diverse economy powered by bright ideas through built infrastructure, ICT and services that support growth in Queensland
- **A Green Queensland**—Protecting our lifestyle and environment through sustainable fleet management, green ICT and building initiatives
- **A Smart Queensland**—Delivering world class education and training by providing building graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT and procurement and traineeships
- **A Healthy Queensland**—Making Queenslanders Australia’s healthiest people through implementing a whole-of-department health program to assist staff to manage their health, wellbeing and safety (Pathways to Better Health Program)
- **A Fair Queensland**—Supporting safe and caring communities through volunteer programs at Roma Street Parkland and Queensland State Archives, and supporting reconciliation through the department’s Reconciliation Management Plan 2007–2010 Working Towards Reconciliation.

Operating environment

The department operates in an environment of:

- economic uncertainty and a need to reduce costs through more efficient use of resources that demonstrate value for money, particularly at a whole-of-Government level
- increasing community demand for seamless service delivery across Government and access to government information
- government and community expectations for a high standard of accountability, transparency and integrity
- community concerns about climate change and other environmental issues
- increasing service delivery opportunities from emerging technologies and shared arrangements
- skills shortages and difficulties in attracting and retaining staff in key professions and leadership roles.

The Department of Public Works developed a number of initiatives in 2009–10 that reflect the agency’s operating environment and future direction including:

- launching Toward Q2 through ICT (2009–2014)
- launching the ICT Consolidation (ICTC) initiative to replace the Technology Transformation Program (TTP)
- introducing a whole-of-Government Recycling Policy for Buildings and Civil Infrastructure
- commencing implementation of phase two of QFleet’s ClimateSmart Action Plan 2010–2012
- introducing a Government Employee Housing Management Framework
- commencing the Procurement Systems initiative
- commencing roll-out of the print management solution to seven government agencies
- launching the Queensland State Archives’ and State Library joint strategy Towards a Queensland Digital Content Strategy: A Statement of Intent by State Library of Queensland and Queensland State Archives
- launching a recordkeeping awareness and training program and an assessment framework in accordance with the Right to Information (RTI) reforms to improve government recordkeeping.
opening the first Queensland Government Service Centre (QGSC)
- establishing new Queensland Government Agent Program (QGAP) services in eight new locations
- developing the QFleet Fleet Efficiency and Utilisation Policy for the Queensland Government motor vehicle fleet
- establishing the Print Management Unit as part of the Queensland Government Chief Procurement Office.

External Reviews

In 2009–10, the operations of the department were subject to the following external reviews and audits which incorporated recommendations for improved performance:

- The Auditor-General conducted regular financial, compliance, operational, performance and information systems audits of the department that included the Shared Service Agency; managed ICT services; network security; program and project governance; infrastructure; governance and the State Procurement Policy. All of the recommendations identified in these reports have been responded to. There were no qualified audit reports issued on the department.

- The Public Accounts and Public Works Committee reviewed the Auditor-General’s Reports from April 2009 to December 2009. The Report of the Public Accounts and Public Works Committee did not make any specific recommendations to the department as a result of this review.

Our future

The department’s future direction as outlined in its Strategic Plan 2010–2014 is to deliver first class service for the Queensland Government, and lead whole-of-Government service reform, service policy and frameworks in building, ICT and core support services.

In 2010–11, the department will manage around $8.5 billion worth of building capital works on behalf of the Government, including a 23 000 seat AFL stadium at Carrara on the Gold Coast capable of accommodating international-standard sporting events; government office buildings at Cairns and Maroochydore; the 19-storey Supreme Court and District Court complex in the Brisbane CBD; and the procurement management of new major state hospitals including the Gold Coast University Hospital and the Queensland Children’s Hospital, and the redevelopment of hospitals at Robina, Cairns, Townsville, Mackay and Rockhampton.

The department will continue to implement the Government’s five-year ICT strategy Toward Q2 through ICT (2009–2014), which outlines the Queensland Government’s Information and Communication Technology priorities and targets, to help create more accessible, efficient and effective services for the benefit of all Queenslanders by:

- embedding the ‘one government’ approach to ICT investment and management through increased visibility and collaboration on ICT initiatives and reduced duplication of effort and resources across the sector
- progressing agencies’ adoption of ‘share before buy before build’ and early market engagement practices for planned ICT investment
- delivering the Queensland Government Green ICT Strategy to reduce the environmental footprint of ICT equipment within the Government, and help ‘green’ government operations through the innovative use of ICT
- progressing the Foundation Infrastructure Program.

The department will also progress delivery of savings and benefits through sectorwide procurement arrangements for common-use items and the whole-of-Government Procurement Process Reform Initiative. Environmental issues remain high on the agenda with the continuation of the Energy Efficient Retrofit Program for government buildings and the implementation of phase two of QFleet’s ClimateSmart Action Plan 2010–2012, which focuses on improving the environmental profile of the Government’s vehicle fleet and offsetting carbon emissions from unavoidable vehicle greenhouse emissions.

During 2010–11, the department will implement QFleet’s Fleet Efficiency and Utilisation Policy as well as Queensland Government methodologies for portfolio, program and project management.
The department requires a skilled and capable workforce, effective business processes and systems, and sound governance structures and practices to effectively deliver its services. In 2010–11, the department will improve organisational capacity by developing and implementing its Strategic Workforce Management Plan 2010–2012, continuing to implement an integrated performance management framework, and developing and implementing the Corporate Governance Framework.
2 Our performance

Solar power at work: The Joint Contact Centre at Zillmere.
Our performance

Departmental outputs

The Government’s Performance Management Framework was endorsed by Executive Government in late 2008 and is being progressively implemented. The framework no longer uses the concepts of ‘outputs’ and ‘performance measures’ that were previously used in the Service Delivery Statements. They were replaced with ‘services’ and ‘service standards’. The department reviewed its service structures and service standards in 2009–10 as part of the transition to services and elected to:

- retain the 2009–10 output structure as the new service structure for 2010–11
- retain the 2009–10 output performance measures as the new service standards for 2010–11.

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 contributing to improved government and industry relationships.

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

Highlights

During 2009–10, units supporting Building Procurement and Asset Management:

- completed the construction of the $63.3 million Kurilpa Bridge linking the Central Business District and the Gallery of Modern Art
- redeveloped the former Kangaroo Point TAFE site adjacent to the Kangaroo Point cliffs
- completed the Joint Contact Centre at Zillmere, Brisbane, which achieved a 6-star Green Star—Office Design v2, signifying world leadership status. The project received the highest Green Star rating ever received for an office building in Australia
- progressed the development of new government office buildings at Maroochydore, Cairns and Thursday Island
- developed a new minimum security standard for all government employee housing located in remote areas and completed a security audit against the new standard across 30 remote communities
- improved and upgraded the security and safety of government employee accommodation facilities in remote areas, including the Torres Strait region
- introduced the Government Employee Housing Management Framework following its approval by Executive Government in November 2009. The Framework is now mandated across all departments to improve the management of Queensland Government employee housing and enhance the safety and security of government employees and their families as tenants of government employee housing
- completed the delivery of the $40.8 million whole-of-Government Employee Housing Accommodation Strategy for Weipa, providing 82 accommodation units to support government services in the area
- managed a bulk renewable energy purchase to reduce annual carbon emissions from government building electricity use by over 33 500 tonnes
- delivered the Energy Smart Buildings Program to assist agencies to reduce energy consumption in their buildings
- developed methods for procuring sustainable building construction and operation practices through Green Leasing and other lease management processes
- strategically planned, procured and managed approximately 1.1 million square metres of leased and owned office accommodation that supports Queensland Government service delivery across Queensland
- released guidance to departments under the Capital Works Management Framework for managing the compliance of government building projects with applicable building regulatory requirements and the Maintenance Management Framework (the Government’s policy for the maintenance of Queensland Government buildings)
- continued the coordination of the implementation of the Australian Government’s NB—ESP
2. Our performance

- provided disaster management support to Queensland residents following monsoonal flooding and tropical cyclones Neville, Olga, Ului and Paul from January to April 2010 and central and south Queensland flooding in December 2009
- deployed the whole-of-Government Recycling Policy for Buildings and Civil Infrastructure for application by government agencies.

Performance table

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Manage government-funded programs that focus on the built environment</td>
<td>Program of completed works on time, within budget and in accordance with agreed program outcomes</td>
<td>Program of completed works on time, within budget and in accordance with agreed program outcomes</td>
<td>Program of works completed on time, on budget and in accordance with agreed program outcomes</td>
</tr>
<tr>
<td>Whole-of-Government Built Environment Materials Information Register (BEMIR) availability</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Whole-of-department emergency/disaster and continuity management plans are reviewed and evaluated for their accuracy, operational adequacy and alignment to departmental policy and relevant statewide strategy and policy</td>
<td>Review of whole-of-department emergency/disaster and continuity management plans annually</td>
<td>Review of whole-of-department emergency/disaster and continuity management plans annually</td>
<td>All whole-of-department emergency/disaster and continuity management plans were reviewed</td>
</tr>
<tr>
<td>Strategic projects facilitated within preset parameters focussing on time and budget</td>
<td>≥90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Electricity consumption for office buildings greater than 9000m² (Net lettable area) in the owned office portfolio</td>
<td>265kWh/m²/each year</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Water use for owned office buildings between 9000m² and 18 000m² (Net lettable area)</td>
<td>19.8KL/person/each year</td>
<td>11.5</td>
<td>11.5</td>
</tr>
<tr>
<td>Water use for owned office accommodation &gt;18 000m² (Net lettable area)</td>
<td>16KL/person/each year</td>
<td>14.8</td>
<td>14.8</td>
</tr>
<tr>
<td>Reduction in CO₂ emissions due to waste not going to landfill</td>
<td>≤425 tonnes</td>
<td>410</td>
<td>421</td>
</tr>
<tr>
<td>Return on investment for the commercial properties included in the office portfolio (inclusive of maintenance)</td>
<td>6.5%</td>
<td>6.5%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Return on investment for the government employee housing portfolio (inclusive of maintenance)</td>
<td>2.2%</td>
<td>3.2%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Vacancy rate for the portfolio - Office</td>
<td>≤2.5%</td>
<td>2.3%</td>
<td>1.0%</td>
</tr>
<tr>
<td>- Housing</td>
<td>≤3.0%</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors on government building projects</td>
<td>&lt;2%</td>
<td>&lt;2%</td>
<td>0.31%</td>
</tr>
<tr>
<td>Average number of pre-qualified contractors registered on the Prequalification System available for selection by agencies</td>
<td>Not less than 350</td>
<td>898</td>
<td>962</td>
</tr>
<tr>
<td>Average number of pre-qualified consultants registered on the Prequalification System available for selection by agencies</td>
<td>Not less than 280</td>
<td>524</td>
<td>572</td>
</tr>
</tbody>
</table>

Variance reporting

1. The full effect of electricity-saving initiatives has resulted in a marked reduction in electricity usage.
2. The full effect of water-saving initiatives has resulted in a marked reduction in water usage.
3. The variability in the return on investment result is related to fluctuations in the portfolio’s valuations, changes in office rent revenues (due to the biennial rent review process) and changes in maintenance costs.
4. The increase in the 2009–10 estimated actual and 2009–10 actual from the 2009–10 target/estimate is due to rent reviews that have increased income, while expenses have remained stable for 2009–10.
5. The decrease in the 2009–10 actual from the 2009–10 target/estimate for the office vacancy rate reflects the benefits of whole-of-Government and centralised strategic management of office accommodation undertaken by the department.
Our performance

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 budget ($000)</th>
<th>2009–10 actual ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>4390</td>
</tr>
<tr>
<td>Other revenue</td>
<td>468 710</td>
<td>470 982</td>
</tr>
<tr>
<td>Total cost</td>
<td>473 100</td>
<td>469 290</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the requirement for State contribution was mainly due to a deferral of projects to 2010–11 and the transfer of depreciation funding to the Queensland Police Service and to the Access to Government Services and Information output in respect of ICT infrastructure fitout in the newly constructed Joint Contact Centre. This decrease was partially offset by a lower than expected net rent received and carryover funds from 2008–09.

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.

In 2009–10, the department avoided the release of over 33 500 tonnes of greenhouse gases into the environment (the equivalent of removing 10 219 passenger cars from Queensland roads) through facilitating a centralised whole-of-Government bulk purchase of renewable energy.

The return on investment for the Government Employee Housing Portfolio of 2.9 per cent exceeded the department’s target. This was attributed to an increase in rental income from rent reviews, while other expenses remained relatively stable.

Following a statewide campaign in March 2009 to make the building industry aware of opportunities related to the Australian Government’s Nation Building—Economic Stimulus Plan, the average number of pre-qualified building contractors registered on the Pre-qualification System (PQC) again rose above the estimated target in 2009–10. At 30 June 2010, there were 962 pre-qualified building contractors registered on the PQC, well above the estimated target of not less than 350. Under the Nation Building—Economic Stimulus Plan, contractors, consultants and suppliers wishing to bid for jobs in Queensland must be pre-qualified or registered with the department.

The department met its expected delivery on its strategic projects measure. The Kurilpa Bridge, linking the Brisbane CBD with the cultural precinct was completed on time and within budget.

Our future

In the future, the units supporting building procurement and asset management will:

- continue to coordinate the implementation of the Australian Government’s Nation Building—Economic Stimulus Plan for statewide education and social housing
- deliver major construction infrastructure projects on time and on budget, including:
  - new government office buildings at Maroochydore, Cairns and Thursday Island
  - an Ecosciences Precinct at Boggo Road, Brisbane (Australia’s first science ‘centre of excellence’ supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources).
- continue to provide new government employee housing to support government services in rural and remote areas of the state
- continue to strategically plan, procure and manage approximately 1.1 million square metres of leased and owned office accommodation that supports Queensland Government service delivery across Queensland
- implement the four-year $8 million ClimateQ Improving Energy Efficiency in Existing Government Buildings initiative, assisting departments with retrofitting their buildings to improve their energy efficiency and reduce energy consumption, particularly in the areas of lighting and airconditioning
- demonstrate the application of contemporary policy and strategic asset management in providing and managing government accommodation and special estates.
Through *Toward Q2: Tomorrow’s Queensland*, the Government is committed to cutting by one third: obesity, smoking, heavy drinking and unsafe sun exposure by 2020.

In 2009–10, the department continued to operate end-of-trip facilities at 61 Mary Street and the Neville Bonner building in the Brisbane CBD to promote healthier lifestyles for government workers.

End-of-trip facilities are designed as a convenient location for cyclists, walkers and joggers to shower, change and store their bicycles.

The two facilities are available to all Queensland Government employees and are part of the department’s approach to promoting healthy and active lifestyles to government employees.

The Neville Bonner building facility features 96 double stack bicycle racks, 120 lockers plus male and female shower/change facilities.

The facility at 61 Mary Street, Brisbane is the bigger of the two featuring 254 double stack bicycle racks, 298 lockers, a bicycle repair bench, plus male and female shower/change facilities. Due to the high demand for this facility, additional showers were added in October 2009.
Procurement services

The Queensland Government spends about $8 billion annually on goods and services and around $9 billion on capital assets/works. Procurement Services is delivered by the Queensland Government Chief Procurement Office (QGCPO) and focuses on achieving cost savings and benefits through effective procurement policy and practice. The QGCPO provides a whole-of-Government policy framework for the Queensland Government and is currently leading procurement reform across the sector through the implementation of the Service Delivery and Performance Commission’s Report on the Review of Purchasing and Logistics in the Queensland Government.

Highlights

During 2009–10, the QGCPO:
- delivered procurement benefits for agencies of $45.5 million in savings generated from common use arrangements
- continued leadership of the Procurement Reform Initiative, a five-year program, which has as one of its goals, to improve procurement practices and deliver savings and benefits across the sector
- implemented the whole-of-Government Procurement Measurement and Reporting Framework, which establishes a standard suite of performance measures that agencies will use and report against in their corporate procurement plans
- commenced the Procurement Systems Initiative to improve the availability of procurement information including whole-of-Government spend patterns, improve contract management practices and assess options to move toward electronic procurement
- completed the fifth intake of graduates into the Procurement Graduate Development Program.

The number of graduates who have successfully completed the program since its inception totals: 54 as at 31 December 2009
- continued to implement the whole-of-Government Travel Management System (TMS), now live in all 13 agencies. Full roll-out of the system throughout agencies is scheduled to be finalised by December 2010
- commenced the roll-out of the print management solution to seven agencies. The solution provides net cash savings to Government, more sustainable (green and ethical) printing and greater use of local suppliers. Full roll-out is due for completion by June 2011
- continued to advocate the implementation of sustainable procurement to agencies including producing six product guides that outline required and best practice; a process guide on integrating sustainability into the procurement process; guidance on setting sustainable procurement targets and provision of training on sustainable procurement to agencies. At a national level, Queensland continues to chair the Australian Procurement and Construction Council’s (APCC) sustainable procurement working group
- compiled the 2008–09 procurement report to Government on procurement capability and performance across all agencies
- undertook a full review of the Government’s Procurement Training Certification Framework
- completed Procurement Capability and Performance Assessments (PCPAs) in four agencies. The PCPA reviews provide advice to agencies on the effectiveness of their procurement functions.

Performance table

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Savings and benefits delivered under existing and new arrangements to Government</td>
<td>1</td>
<td>$71 million of savings and benefits per year by 30 June 2010</td>
<td>$41 million of savings and benefits per year by 30 June 2010</td>
</tr>
</tbody>
</table>

Variance reporting

1. The reduction from the 2009–10 target/estimate to the 2009–10 actual primarily relates to a rationalisation of products and services and reduced demand/volume of purchases. In addition, there have been longer lead times associated with the more complex new arrangements, with benefits taking a full year to accumulate once a new arrangement is established.
2 Our performance

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 budget ($000)</th>
<th>2009–10 actual ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>10 951</td>
</tr>
<tr>
<td>Other revenue</td>
<td>2</td>
<td>6374</td>
</tr>
<tr>
<td>Total cost</td>
<td>3</td>
<td>17 325</td>
</tr>
</tbody>
</table>

Variance reporting

1. The increase in the State contribution was mainly for funding relating to the Travel Management System (TMS) and the print management solution.
2. Other revenue was lower than budget mainly due to the timing of the progressive implementation of the TMS.
3. The increase in Total cost mainly relates to the TMS and reflects the costs of the implementation program. A small proportion of the variance relates to the print management solution.

Performance review

In 2009–10, QGCPO achieved $45.5 million of savings and benefits from existing and new whole-of-Government common use arrangements. The result was below the target of $71 million and reflects a rationalisation of products and services and reduced demand/volume of purchases as a result of the amalgamation of government agencies under Machinery of Government (MOG) changes and reduced spending on general goods and services due to budget pressures. In addition, there have been longer lead times associated with the management of complex new arrangements including more extensive consultation processes with agencies and industry, strategy development, specification development, evaluation, negotiation and contract development processes.

A number of new Standing Offer Arrangements have been finalised and are being implemented. These are expected to deliver future savings and benefits.

Our future

The key future focus of the QGCPO is the ongoing realisation of savings and benefits to the Queensland Government by:

- continuing to implement whole-of-Government procurement arrangements for common use goods and services
- facilitating more efficient management of common or multi-agency procurement expenditure that is the responsibility of other lead agencies
- providing comprehensive reports to Government on procurement performance of agencies and the sector as a whole
- facilitating agency implementation of the Queensland Government Procurement Plan 2010–2013, which will assist agencies to strengthen their procurement functions
- providing greater mentoring of, and support to, agencies to improve their procurement capability
- commencing further work to improve whole-of-Government procurement systems and processes to reduce costs of procurement
- rolling out revisions to the Government’s State Procurement Policy that increase transparency of spend and improve procurement practice
- promoting ethically and environmentally-responsible procurement practices within the Queensland Government
- initiating further whole-of-sector procurement workforce strategies to meet the Queensland Government’s current and future procurement skills requirements
- commencing a scoping study into opportunities that may exist through whole-of-Government warehousing and logistics reform.
Information and Communication Technology strategies

The Information and Communication Technology (ICT) Strategies output is delivered by the ICT Division through three new offices: the ICT Policy and Coordination Office; the Public Sector ICT Development Office; and the Telecommunications, Broadband and Digital Economy Coordination Office. These offices, which formerly comprised the Queensland Government Chief Information Office (QGCIO), are central to supporting the delivery of the Queensland Government’s five-year ICT strategy, Toward Q2 through ICT (2009–2014).

The Queensland Government Chief Technology Office (QGCTO), established within CITEC, provides leadership and direction, collaboration and management of whole-of-Government ICT to the Government and its agencies. The QGCTO focuses on managing technology to meet information management and integrated government service delivery outcomes.

Highlights

During 2009–10, offices supporting the ICT Strategies output:

- commenced implementation of the Government’s Toward Q2 through ICT (2009–2014) strategy and established a collaborative ‘one government’ approach to the implementation of ICT initiatives
- reinforced the ‘share before buy before build’ direction in the Queensland Government Enterprise Architecture Framework and reviewed ICT purchases of more than $2 million, providing the opportunity to realise savings through the reuse of existing assets
- developed a strong foundation of ICT methodologies and frameworks to enable agencies to maximise their ICT investment
- 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
- established an office in Queensland to focus on the National Broadband Network (NBN) and maximise the benefits of NBN roll-out in the state and the Queensland Government’s investment in telecommunication.

Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of targeted QGCIO products and services adopted by agencies</td>
<td>85% adoption averaged</td>
<td>&gt;90% adoption</td>
<td>100% adoption</td>
</tr>
<tr>
<td>ICT industry associations’ satisfaction rating with QGCIO services and collaboration</td>
<td>&gt;90%</td>
<td>&gt;95%</td>
<td>100%</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>
<td>Inter-program dependencies agreed, aligned and managed</td>
</tr>
</tbody>
</table>

Variance reporting

2. Satisfaction rating is based on an annual survey conducted with executive members of the ICT Industry Workgroup.
3. The ICT Governance Initiative has been superseded by the Queensland Government ICT strategy—Toward Q2 through ICT (2009–2014). The measure will be discontinued.
Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 budget ($000)</th>
<th>2009–10 actual ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>36 030</td>
<td>29 122</td>
</tr>
<tr>
<td>Other revenue</td>
<td>143</td>
<td>122</td>
</tr>
<tr>
<td>Total cost</td>
<td>36 173</td>
<td>29 261</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in both the State contribution and Total cost was primarily due to the Information Communication and Technology Consolidation (ICTC) program being transferred to CITEC during the year. This decrease was partially offset by an increase in funding for the whole-of-Government Microsoft Arrangements.

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 2009–10, standard approaches for managing projects, programs and portfolios in the Queensland Government continued to be developed. The methodologies offer a consistent approach to managing projects and programs to deliver the outcomes and benefits they are intended to achieve and are supported by ongoing capability development.

Our future

In the future, the offices supporting the Information and Communication Technology (ICT) Strategies output will:

- continue to set the direction for improving the management and use of Information and Communication Technology investment, and for driving initiatives, programs and projects across Government through the Toward Q2 through ICT (2009–2014) implementation plan
- embed the ‘one government’ approach to ICT investment and management through increased visibility and collaboration on ICT initiatives and reduced duplication of effort (resources) across the sector
- work with the Australian Government and Queensland Government agencies to prioritise roll-out principles and objectives, and identify Queensland broadband assets and capabilities to influence the timing and extent of the broadband roll-out in Queensland
- develop a Queensland Government ICT management framework, which incorporates best practice processes and strategies or managing ICT across the sector. This includes ICT governance, policies, planning and prioritisation and risk management
- progressing sector adoption of ICT policies, methodologies and frameworks to enable the maximisation of government ICT investment for delivery of business outcomes.
Smart: ICT graduate program

Through *Toward Q2: Tomorrow's Queensland*, the Government has set a target that by 2020, three out of four Queenslanders will hold trade, training or tertiary qualifications.

The Department of Public Works is helping create a smart Queensland by providing graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT and procurement and traineeships.

The Queensland Government ICT Career Graduate Development Program continues to offer diverse, challenging and rewarding roles in ICT in a range of agencies across the Queensland Government as well as the Brisbane City Council.

It gives graduates a two-year placement featuring a competitive salary and superannuation package, ongoing professional development and networking opportunities with other ICT professionals.

In the 2010 intake, 21 graduates were placed with three Queensland Government departments—the Department of Public Works, Queensland Police Service and the Department of Communities—and the Brisbane City Council. The graduate intake spanned 11 different career profiles.

This now brings the number of graduates who have joined the Queensland Government through the program to 138.
Public records management and advisory services

Queensland State Archives (QSA) is the custodian of the largest and most significant documentary heritage collection in Queensland. In addition, QSA is the lead agency for the management of the public records of Queensland through the application of the Public Records Act 2002 and the accompanying recordkeeping policy framework.

Highlights

During 2009–10, QSA:

- 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
- commemorated Queensland’s 150th anniversary through a QSA’s travelling events and exhibition program, which showcased Queensland’s historic moments to over 100 000 people in 32 venues across the state
- launched the QSA and State Library joint strategy Towards a Queensland Digital Content Strategy: A Statement of Intent by State Library of Queensland and Queensland State Archives to improve access to important archival and cultural material
- launched the Recordkeeping Awareness and Training Programs and an Assessment Framework in accordance with the Right to Information (RTI) reforms to improve government recordkeeping.

Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of public clients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• online</td>
<td>440 000</td>
<td>440 000</td>
<td>458 850</td>
</tr>
<tr>
<td>• walk in</td>
<td>6700</td>
<td>6600</td>
<td>7050</td>
</tr>
<tr>
<td>Level of client satisfaction with QSA services</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Variance reporting

No significant variations to report.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 budget ($000)</th>
<th>2009–10 actual ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>18 938</td>
</tr>
<tr>
<td>Other revenue</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Total cost</td>
<td>1</td>
<td>19 038</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in both the State contribution and total cost is mainly due to the deferral of planned initiatives into 2010–11, including the Digital Preservation Program and the Preserving Government Strategy.
Our performance

Performance review

Face-to-face interactions with public clients increased slightly during 2009–10 while interaction with online clients remained constant. This shows the continuing demand for information to be made available at anytime and from anywhere.

During 2009–10, QSA commenced work to review digital archiving methods across the Government by releasing the Digital Archiving Discussion Paper, to inform the development of the whole-of-Government approach to this issue.

QSA continues to develop and deliver recordkeeping policies and advice to assist public authorities to achieve and maintain compliance with the Public Records Act 2002 and the recordkeeping Information Standards. Under the Queensland Government’s Toward Q2 through ICT (2009–2014) strategy, QSA rolled out recordkeeping training and awareness programs across the public sector. Training on topics identified in a recordkeeping training needs analysis was delivered in a number of locations around the state. Awareness-raising material including posters, postcards and fact sheets was also distributed to public authorities to increase understanding of the need to create, capture and manage public records in accordance with legislative requirements.

Mr Lauri Korhonen, Reprography Supervisor, scans records for digitisation as part of QSA’s Online Service Program.

Our future

In the future, QSA will:

- lead and promote continual improvement in recordkeeping through the publication of advice, collection of baseline recordkeeping data, and the implementation of training and awareness programs to support RTI legislation and associated information management reforms
- collect, preserve, manage and provide access to the permanent public records to meet client needs and improve online service delivery
- continue to research and develop an approach to digital archiving, and publish further policy advice on aspects of electronic records management
- implement actions from the Government’s Toward Q2 through ICT (2009–2014) to improve information management and capability.
Access to government services and information

Smart Service Queensland’s (Smart Service) core business 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 the Government as a whole.

Highlight

During 2009–10, Smart Service:

- opened the first Queensland Government Service Centre (QGSC) in the Brisbane Central Business District. The QGSC is a multi-agency counter providing a single point of service delivery with services ranging from seniors, carers and companion card information, first home owner grants, payroll tax and land tax payments, and gaming and liquor licences. Approximately 5000 transactions a month are being conducted through the centre.
- expanded the Queensland Government Agent Program (QGAP) services to eight new locations: Childers, Gayndah, Mossman, Nanango, Pittsworth, Toogoolawah and Tully.
- managed more than three million telephone interactions, approximately two million online interactions and more than 300 000 face-to-face interactions as the front door to the Queensland Government.
- continued to add new services, increasing the total number of services delivered to more than 220.
- delivered 18 information and advisory campaigns on behalf of Queensland Government agencies, including A Flying Start for Queensland Children, Mining Industry Job Losses and Queensland Treasury Asset Sales.
- successfully supported the Queensland Government responses to disasters by providing call centre support to Queenslanders affected by the Rockhampton Bushfires and tropical cyclones Neville, Olga, Ului and Paul.
- continued its support of the delivery of key Government initiatives including:
  - 13HEALTH
  - 13QUIT
  - Homeless Persons Information Queensland.

Performance table

<table>
<thead>
<tr>
<th>Volume of interactions with Smart Service Queensland service delivery channels</th>
<th>2009–10 target/estimate</th>
<th>2009–10 estimated actual</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>telephone</td>
<td>3 150 000</td>
<td>3 200 000</td>
<td>3 380 150</td>
</tr>
<tr>
<td>online</td>
<td>2 300 000</td>
<td>1 935 000</td>
<td>2 076 585</td>
</tr>
<tr>
<td>face-to-face</td>
<td>230 000</td>
<td>285 000</td>
<td>313 086</td>
</tr>
</tbody>
</table>

| Number of cards issued to eligible Queenslanders | 40 000 | 40 000 | 51 621 |
| Number of concession services provided for eligible Queenslanders | 900 000 | 1 010 000 | 1 062 503 |
| Level of customer satisfaction with the services delivered by Smart Service Queensland | 80% | 80% | 87% |

Variance reporting

1. The reduction in internet traffic for websites managed by Smart Service Queensland for the 2009–10 year primarily relates to a trend in the marketplace to use search engines to access Queensland Government information and services instead of www.qld.gov.au.
2. In addition to the transactions performed by regional offices throughout Queensland comprising the QGAP, the opening of the QGSC in the Brisbane CBD during October 2009 has increased the Smart Service overall face-to-face transaction total by an average of 5000 transactions per month.
3. The 2009–10 estimated actual and the 2009–10 actual are higher than the 2009–10 target/estimate due to the escalating awareness of concessions schemes and the deteriorating economic environment in 2009–10, resulting in an increased number of people applying for the concessions.
Our performance

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 budget ($000)</th>
<th>2009–10 actual ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>33 855</td>
</tr>
<tr>
<td>Other revenue</td>
<td>2</td>
<td>13 559</td>
</tr>
<tr>
<td>Total cost</td>
<td>3</td>
<td>47 414</td>
</tr>
</tbody>
</table>

Variance reporting

1. The Access to Government Services and Information output received additional funding for depreciation, rental supplementation and for the transition of services from agencies to Smart Service Queensland during the financial year.
2. The increase in Other revenue is mainly due to higher volumes of services provided and contributions by the Department of Communities for the completion of the Redress Project and Seniors Card and Concession Program.
3. The increase in Total cost is explained in notes 1 and 2.

Performance review

During 2009–10, Smart Service achieved, and in several cases exceeded, anticipated customer interaction volumes. The total volume of interactions managed through Smart Service delivery channels grew from 5.4 million in 2008–09 to approximately 5.7 million this year.

Online interactions were, however, lower than the anticipated target. This reduction is attributable to a trend in the marketplace to use search engines to access Queensland Government information and services instead of www.qld.gov.au. Smart Service’s Single Website Experience project is proactively addressing issues concerning search engine optimisation, content quality and website organisation for the Queensland Government online presence. These reviews and measures are expected to significantly boost the amount of internet traffic to Smart Service managed websites during the 2010–11 year.

Major initiatives completed during the 2009–10 year included the opening of eight new QGAP offices across the state, and the opening of the new Queensland Government Service Centre in the Brisbane CBD. Opened in October 2009, this Service Centre delivers services direct to the public on behalf of five government agencies and has finalised more than 50 000 transactions in that time, increasing the overall volume of Smart Service face-to-face service delivery.

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 existing programs such as the Carer Business Discount Card and the Companion Card.

In 2010, Smart Service commissioned a survey by an independent marketing research company to gauge customer satisfaction with Smart Service service delivery. The survey found that 87 per cent of customers indicated overall satisfaction, which exceeded the key performance indicator target of 80 per cent.
Our future

In the future, Smart Service will:

- as the ‘front door’ to the Queensland Government, continue to support whole-of-Government service transformation strategies aimed at creating a central point of entry to the Government wherever possible
- respond to the Toward Q2 through ICT (2009–2014) strategy by:
  - promoting the single general enquiries number for the Government, 13QGOV, which will assist Queenslanders to undertake a range of generic enquiries and transactions or help them find their way into specialist services as they require
  - establishing the Single Website Experience program to improve government accessibility and consistency for Queenslanders through www.qld.gov.au—the primary access point for Queensland Government information and services online
  - continuing to explore the use of web 2.0 technologies for major policy consultations
  - implementing a whole-of-Government ‘SMS as a service’ strategy and standard that aims to enable agencies to utilise SMS as a communication channel for service delivery
- open two more QGSCs (Cairns and Maroochydore) to provide a single point of face-to-face service delivery
- drive its online service delivery presence to increase the current percentage of Smart Service-related Internet services and encourage greater customer take-up levels
- take up the expanded capacity offered by the newly-opened Joint Contact Centre at Zillmere to enable continued integration of new phone-based services into Smart Service operations.

Strong: Queensland Government Service Centre

Toward Q2: Tomorrow’s Queensland aims to make Queensland Australia’s strongest economy by 2020 with infrastructure that anticipates growth.

The Department of Public Works is committed to delivering ICT infrastructure and services that support growth in Queensland.

In October 2009, the Queensland Government established its first integrated service counter in Charlotte Street in the Brisbane CBD. The centre is a multi-agency counter providing around 5000 transactions a month through a single point of service delivery. Services provided by the centre range from seniors, carers and companion card information, first home owners grants, payroll tax and land tax payments, and gaming and liquor licences.

This is the first of a number of counters to be established in major centres in Queensland and is part of a Queensland Government initiative to introduce cross-government integrated service counters to customers in urban, regional and remote areas of Queensland. This initiative complements the existing Queensland Government Agent Program (QGAP), which supports multi-agency service delivery in rural and remote areas.
Commercialised business units

QBuild

QBuild is responsible for delivering building maintenance and construction services to government agencies. It also provides a response to protect and maintain government infrastructure assets in the event of natural disasters and major incidents. QBuild provides other services in the areas of building security, cleaning, horticulture and the management of Brisbane’s Roma Street Parkland. QBuild employs approximately 340 apprentices and trainees at any one time with an annual intake of 100 statewide.

Highlights

During 2009–10, QBuild:

- delivered security works for government employee housing to the value of $1.7 million in Indigenous communities
- delivered $501 million of client maintenance programs including:
  - the government agency annual maintenance programs
  - the Housing Improvement Program in Indigenous communities for the Department of Communities
  - the maintenance and upgrade component of the Nation Building—Economic Stimulus Plan
  - the State Schools of Tomorrow Program for the Department of Education and Training
  - the Asbestos Flooring Replacement Program for the Department of Education and Training
- delivered a number of projects including the:
  - Inala Urban Renewal program
  - Southport Fire Station Refurbishment for the Department of Community Safety
  - Boonah ‘the Outlook’ new accommodation block for the Department of Communities
  - rectification works to the Administration Block at Mount Gravatt High School for the Department of Education and Training following major fire damage
  - Byfield State Forest Ranger’s office building for the Department of Environment and Resource Management
  - reconstruction of a 13-metre high timber windmill at the Southern Queensland Institute of TAFE in Toowoomba for the Q150 celebrations
  - multi-unit upgrades for the Department of Communities—Housing and Homelessness in Caloundra, Maroochydore and Buderim
  - construction of eight two-bedroom units with all ground floor accommodation adaptable to suit people with a disability at Turner Street, Scarborough
  - assisted with the clean-up, rebuilding and recovery activities in flood-damaged regions throughout Queensland
  - introduced a new enterprise system, which will enable QBuild to streamline business processes and enhance service delivery
  - supported the Government’s Toward Q2: Tomorrow’s Queensland—delivering world-class education and training under the ‘Smart Queensland’ ambition by continuing to employ 100 new apprentices each year. Currently, 340 apprentices/trainees are employed including 61 Indigenous apprentices/trainees and 18 female apprentices and trainees. Since October 1998, a total of 1339 apprentices and trainees have been employed by QBuild in the apprentice program with an 80 per cent completion rate, which is greater than industry standards. Due to an anticipated increase in construction projects in regional centres, the 2009–10 intake included 27 per cent Indigenous apprentices from a 15 per cent target. Placements where English is a second language were nine per cent from a two per cent target
  - focussed on improved technical capability to support QBuild’s delivery of government environmental and safety initiatives, with a particular focus on asbestos awareness and management
  - managed the Roma Street Parkland, which attracts approximately 650 000 visitors a year.
Performance table

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification of Quality Assurance and Environmental Systems</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
</tr>
<tr>
<td>Project Competency—Workplace Health and Safety Certification under AS48001</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
</tr>
<tr>
<td>Workplace Health and Safety—working days lost</td>
<td>1459</td>
<td>1458</td>
<td>1501</td>
</tr>
<tr>
<td>Percentage of apprentices indentured outside the metropolitan region</td>
<td>≥65%</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>Percentage of apprentices successfully completed training</td>
<td>≥80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of female participation in annual apprentice program</td>
<td>≥8%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The percentage of apprentices indentured outside the metropolitan region is given as part of the 2010 apprentice intake. The increase is due to an anticipated increase in construction projects in regional centres.
2. The percentage of apprentices who successfully completed training is given as part of the 2006 apprentice intake.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>11.19%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.32:1</td>
<td>1.20:1</td>
</tr>
<tr>
<td>Net profit as a % of sales</td>
<td>0.71%</td>
<td>(0.55%)</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the 2009–10 actual from the 2009–10 target/estimate relates to the impact and timing of recovered costs.
2. The actual current ratio is lower than originally forecast principally due to the higher than expected level of short-term liabilities required to support short-term cash flow management needs.
3. The decrease in 2009–10 actual from the 2009–10 target/estimate relates to a lower gross margin and increased operational costs, including the impact of the business system implementation in the 2009–10 year.

Performance review

During 2009–10, QBuild generated revenue of $879.9 million, comprising construction revenue of $260.6 million, maintenance revenue of $532.2 million and building services revenue of $76.7 million.

Other income included community service obligation funding of $8.5 million, other grants and contributions of $0.4 million and other revenue of $1.5 million.

Revenue exceeded the 2009–10 target by $138.8 million. This was primarily associated with the continuing implementation of the Australian Government’s Nation Building—Economic Stimulus Plan and the Department of Communities’ Indigenous Housing Partnership Program, which were not able to be reflected in the original target/estimate.

QBuild lost 1501 working days during the reporting period. This represents an increase of 42 days over the anticipated full-year target. However, it was a major reduction from 1960 in 2008–09. Intervention strategies were developed in early 2009 and fully implemented across all regions. By May 2009, results of these strategies were becoming evident and results this year are an indication of their success. In relation to QBuild’s lost time injuries and WorkCover costs, both were under target.

In 2009–10, QBuild amalgamated the Workplace Health and Safety Unit with the Technical Capability Unit to better align workplace health and safety with QBuild’s environmental management and to provide a better coordinated focus on both aspects of managing its safety and environmental obligations to staff, its clients and the public.
QBuild also established the Workplace Health, Safety and Environment Committee comprising representatives from management, regional staff representatives, the unions and the Workplace Health and Safety Unit to promote and provide leadership on safe working practices and work environments throughout QBuild.

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. QBuild’s rates were set within the market rates recommended for 2009–10. 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:

- continue to deliver government agency annual maintenance programs
- continue to improve delivery of services to all clients, including the Department of Education and Training and the Department of Communities housing programs
- work collaboratively with other agencies to meet client and Indigenous community expectations in the delivery of remote works, including Indigenous housing and the homelessness upgrade program
- undertake maintenance works to all government-owned employee housing across the State
- continue to improve technical capabilities to support QBuild’s delivery of Government environmental and safety initiatives with a particular focus on asbestos awareness, management and training for contractors
- continue to develop and implement a safety culture within QBuild and the Queensland building industry. Accreditation through the Australian Quality Training Framework is being sought for the recently developed structured training program, which focuses on demonstrating safe methods for working with, or removing, asbestos-containing material
- develop workforce capability and an effective supply chain to ensure timely delivery of programs within regional and remote centres particularly in the far north of Queensland
- continue to streamline QBuild’s supply chain management within its enterprise business system to realise business efficiencies.

QBuild’s Cody Budgeon at work at Nundah.
Volunteers make an enormous contribution to the cultural, social and economic life of Queensland.

In December 2009, more than 70 volunteers at Roma Street Parkland were honoured on International Volunteer Day in recognition of their contributions to the daily operation of the parkland.

Roma Street Parkland volunteers give up an estimated combined total of 200 hours of their spare time each week to perform roles such as walking guides, gardeners and events support staff.

Along with operating the parkland’s information booth, volunteers coordinate the popular walking tours, which can attract up to 400 bookings per week.

Volunteer gardeners are responsible for weeding, trimming, tidying and planting, which makes a huge difference to the overall presentation of the parkland.

Roma Street Parkland hosts major events each year including the Queensland Multicultural Festival and the School Holiday Fun programs. The smooth running of these events would just not be possible without the parkland’s volunteer scheme.

The Roma Street Parkland volunteers program had been operating since 2003.
Project Services

Project Services provides building and property consultancy services to the Government. Project Services assists its clients in the delivery of building 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 complete range 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, environmental, fire and specialist)
- quantity surveying, superintendency, contract management and administration, building surveying, property and corporate real estate services and town planning.

Highlights

During 2009–10, Project Services delivered a diverse range of building capital works projects throughout the state on behalf of its clients including the:

- Joint Contact Centre at Zillmere, Brisbane which achieved a 6-star Green Star—Office Design v2 rating,-signifying world leadership status. The project received the highest Green Star rating ever received for an office building in Australia
- Kangaroo Point Park, which transformed the former one hectare Kangaroo Point TAFE site into a significant public space
- Coomera Police District Headquarters, accommodating more than 160 police officers across specialist units including forensic crash, traffic, criminal investigation, child protection, and the dog squad as well as a vehicle examination bay
- Townsville Hospital expansion, where, as part of Stage 1, a 17-bed medical inpatient unit opened in July 2009 and a 13-bed Acute Elder Care Assessment Unit opened in August 2009
- Palm Island CBD Master Plan, which was developed in collaboration with Indigenous Business Australia and the Palm Island Aboriginal Shire Council. The Master Plan aims to formally define the land use relationships within the CBD on Palm Island for future development.

Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project competency—on time</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Project competency—on budget</td>
<td>90%</td>
<td>90%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Variance reporting

No significant variations to report.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of total sales</td>
<td>1</td>
<td>42.2%</td>
</tr>
<tr>
<td>Current ratio</td>
<td></td>
<td>3.5:1</td>
</tr>
<tr>
<td>Net profit as a % of total sales</td>
<td>2</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the 2009–10 actual from the 2009–10 target/estimate is due to additional outsourced project activity mainly relating to major hospital projects and the Gatton Correctional Precinct Development.

2. The decrease in the 2009–10 actual from the 2009–10 target/estimate is due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to the business unit’s commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.
2 Our performance – Commercialised business unit Project Services

Performance review

During 2009–10, 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 changing economic climate.

The significant size of the capital works program meant Project Services outsourced a large amount of work to building industry consultants, leading to higher than anticipated consultant fees for the year. This reduced the gross profit as a percentage of total sales to 29 per cent instead of the targeted 42.2 per cent. The 2009–10 gross profit as a percentage of total sales is an improvement on 2008–09, which was 25.4 per cent.

Ninety per cent of projects were delivered on time, meeting the anticipated target, while 92 per cent of projects were delivered within budget, exceeding the target set for 2009–10.

Project Services has continued to deliver quality and efficient services to its clients despite the changing circumstances in the building and construction industry, a high workload and containment of operating expenses.

Our future

Project Services will continue to deliver significant building capital works projects and programs on behalf of the Government during 2010–11 including:

- the AFL stadium at Carrara on the Gold Coast (a 23 000-seat stadium capable of accommodating international standard sporting events)
- the 19-storey Supreme Court and District Court complex in the Brisbane central business district
- government office buildings at Maroochydore, Thursday Island and Cairns
- an Ecosciences Precinct at Boggo Road, Brisbane (Australia’s first science ‘centre of excellence’ supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources)
- procurement management of new major state hospitals including the Gold Coast University Hospital and Queensland Children’s Hospital, and the redevelopment of hospitals at Robina, Cairns, Townsville, Mackay and Rockhampton
- significant correctional centre facilities at Gatton and Lotus Glen
- the Social Housing Initiative under the Nation Building—Economic Stimulus Plan.

Project Services will also continue to:

- maintain an influential, sustainable and recognised commercial position with its clients through the ongoing refinement and development of partnering agreements with all core clients and develop 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 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 Government.
QFleet

QFleet is the 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, enable economies of scale and provide centralised expertise in fleet management. In 2009–10, QFleet managed approximately 13,500 vehicles on behalf of the Government. QFleet’s key services are vehicle procurement; fleet leasing, management and advisory services; vehicle servicing and repairs; used vehicle sales; fleet reporting; and the development and management of fleet policy.

Highlights

During 2009–10, QFleet:

- implemented an improved vehicle procurement model enabling substantive savings to Government while delivering on the Government’s priorities of greener and safer vehicles
- further reduced vehicle emissions—the QFleet ClimateSmart Action Plan 2007–2010 set a vehicle carbon dioxide (CO₂) emission reduction target of 15 per cent by the end of 2010 (compared to the 30 June 2007 baseline). As at 30 June 2010, a 22.1 per cent reduction in CO₂ emissions from the QFleet vehicle fleet had been achieved
- developed the QFleet Fleet Efficiency and Utilisation Policy for the Queensland Government motor vehicle fleet
- developed ClimateSmart strategic review modelling tools for operational, tactical and strategic performance analysis and reporting
- implemented a Driver Education and Awareness Program, including 102 workshops run in conjunction with CARRS-Q (Queensland University of Technology), for approximately 4000 government drivers statewide.

Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of carbon emissions in vehicles (ClimateSmart)</td>
<td>1% by 31 December 2010</td>
<td>20.9%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Vehicle stocks on hand awaiting sale as a percentage of the total fleet</td>
<td>&lt;10%</td>
<td>&lt;10%</td>
<td>5.1%</td>
</tr>
</tbody>
</table>

Variance reporting

1. QFleet met the target to reduce carbon dioxide emissions of its fleet by 15 per cent in September 2009. As at end June 2010, QFleet’s 2009–10 actual was 22.1 per cent.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current ratio</td>
<td>1.32:1</td>
<td>1.1:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>82%</td>
<td>78%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>6.7%</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the 2009–10 actual from the 2009–10 target/estimate is mainly due to an increase in the dividend provision due to improved profits and higher unearned income.
2. The reduction between the 2009–10 target/estimate and the 2009–10 actual relates to a reduction in debt to the Queensland Treasury Corporation and a minor increase in equity due to improved profits.
3. The increase in the 2009–10 actual from the 2009–10 target/estimate is due to a trend across Australia for improved profits on the sales of used motor vehicle sales.
Performance review

During 2009–10, QFleet generated a profit of $21.9 million after tax, $17.9 million above budget. The increase in profit was mainly due to higher profits on sale of vehicles of $8.1 million, as a result of lower residual values in 2007–08, 2008–09 and 2009–10, as well as a reduction in interest costs due to lower debt requirements. QFleet sales strategies consistently maintained a low volume of stock on hand while performing well in used vehicle sales.

The financial result compares favourably to 2008–09 when QFleet recorded an operating profit of $8.1 million after tax.

QFleet also made significant progress in implementing its comprehensive ClimateSmart Policy for the Queensland Government motor vehicle fleet, by introducing minimum emission standards for vehicles and establishing fleet CO₂ reduction targets for Queensland Government agencies. The overall reduction in CO₂ emissions has exceeded the 15 per cent Action Plan target set for the end of 2010 (compared to the 30 June 2007 baseline), having achieved 22.1 per cent by 30 June 2010.

Our future

In the future, QFleet will:

- implement the Fleet Efficiency and Utilisation Policy, which provides a framework for best practice in fleet management for the Government
- implement phase two of the ClimateSmart Action Plan 2010–2012 to meet targets to reduce carbon emissions of the fleet by 25 per cent by 2012 and 50 per cent by 2017
- implement the second phase of QFleet’s strategic procurement plan to reduce ClimateSmart emissions, enhance general fleet safety and lower the total cost of ownership to the Government
- develop and implement dashboard reporting on fleet performance for agencies’ chief executive officers to inform them of significant performance indicators in their fleet
- develop a Road Safety Manual for the Queensland Government motor vehicle fleet.
CITEC

CITEC is the Queensland Government’s primary technology service provider. CITEC’s core business is to deliver data centre, network and infrastructure services, including solutions integration services, to the Queensland Government. CITEC also delivers information brokerage services through CITEC Confirm.

In addition, CITEC manages a number of significant whole-of-Government programs delivering the Government’s technology consolidation reform agenda. These programs include ICT Consolidation (ICTC) and the Identity, Directory and Email Services (IDES) program.

The Queensland Government Chief Technology Office (QGCTO), established within CITEC, provides leadership and direction, collaboration and management on whole-of-Government ICT to the Government and its agencies. The QGCTO has a focus on standards for the technology domain of the Government Enterprise Architecture and gives direction to technology consolidation programs across the Government. It ensures that whole-of-Government investment in technology is optimised to meet information management and integrated government service delivery outcomes.

Highlights

During 2009–10, CITEC:

- transitioned agencies’ equipment and other ICT infrastructure to the Polaris Data Centre at Springfield to consolidate whole-of-Government ICT infrastructure including equipment from the Department of Transport and Main Roads, the Department of Education and Training, the Department of Public Works, the Queensland Police Service, the Department of Employment, Economic Development and Innovation, the Department of Infrastructure and Planning as well as the Public Trust Office
- finalised consolidation strategies and roadmaps for the Department of Justice and Attorney-General, the Department of the Premier and Cabinet, the Department of Infrastructure and Planning, the Department of Education and Training, the Department of Communities, the Department of Employment, Economic Development and Innovation and the Queensland Police Service for transition to whole-of-Government ICT infrastructure service offerings. Draft consolidation strategies and roadmaps were developed for the remaining six agencies
- finalised an application rationalisation methodology for adoption by agencies in assessing and managing applications used within each department
- completed a detailed design of the technology architecture of the IDES program, which will consolidate email service delivery across Government and provide improved whole-of-Government identity management
- upgraded service and capacity through the procurement of more advanced and cost effective technology
- established a common Internet Service Provider arrangement for providing agency internet capacity needs, which has been taken up by all departments
- finalised a large-scale technology consolidation for the whole-of-Government intranet (GovNet) resulting in cost reductions and improved resilient and high-speed connectivity between agencies sharing business-critical applications
- implemented a common agency ICT service call logging and management system, promoting a standard Government-wide approach for improved help desk call resolution
- completed an evaluation process for the whole-of-Government Foundation Infrastructure Program, which includes network, storage, security, automation and vulnerability management infrastructure
- developed a whole-of-Government approach to procurement of ICT infrastructure and services available for use by all departments.
Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Information Technology graduates, trainees and cooperative students employed each year</td>
<td>10</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Agency accepted design conversions to whole-of-Government ICT infrastructure</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Government Enterprise Architecture Papers</td>
<td>10</td>
<td>20</td>
<td>25</td>
</tr>
</tbody>
</table>

Variance reporting
No significant variations to report.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings Before Interest and Tax (EBIT) ($’000)</td>
<td>1</td>
<td>(5131)</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.41:1</td>
<td>2.2:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>2</td>
<td>64.7%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>1</td>
<td>(8.3%)</td>
</tr>
</tbody>
</table>

Variance reporting
1. The variance from the 2009–10 actual to the 2009–10 target/estimate is a result of the winding back of services to commercial clients, deferred ICT projects, costs of transitioning CITEC to a whole-of-Government services provider and the cost associated with delivering the IDES program of work.
2. The decrease in the 2009–10 actual from the 2009–10 target/estimate is due to higher total equity as a result of the additional equity injection to support CITEC’s operations in transitioning to a whole-of-Government ICT services provider.
Performance review

CITEC reported a larger operating deficit before tax compared to budget in 2009–10. The budgeted loss was $6.5 million, compared to the actual loss of $8.8 million. This was primarily due to winding back services to commercial clients, deferral of the Queensland Government ICT discretionary projects, the costs of transitioning CITEC to a whole-of-Government ICT service provider and the cost associated with delivering on the IDES program.

Throughout 2010, CITEC progressed the IDES and ICTC programs of work and moved into the delivery phase of both programs for all government agencies.

All agencies have commenced consolidation activities taking up housing, hosted, or fully-managed services from CITEC.

Our future

In the future, CITEC will:

- commission the Foundation ICT Infrastructure for network connectivity, data storage facilities and server equipment to provide whole-of-Government consolidation capability
- implement IDES technology and commence roll-out across departments
- implement actions from the Government’s Toward Q2 through ICT (2009–2014) to reform technology capability and service delivery including reviewing future data centre capacity requirements of the Government and a shared utility approach to infrastructure service delivery
- continue the transition of agency ICT infrastructure into whole-of-Government ICT service delivery offerings
- investigate and, where appropriate, progress CITEC ICT infrastructure and service delivery capability in support of the Government’s response to the Council of Australian Governments’ (COAG) initiatives.
Goprint

Goprint has primary responsibility to print the Government’s reserved services documents. These sensitive documents are produced under strict security and generally within tight mandatory timeframes.

As a commercialised business unit, Goprint is also an accredited supplier to the recently formed print management solution within the Queensland Government Chief Procurement Office.

Goprint competes for additional print work to offset the cost of production of reserved service products.

Highlights

During 2009–10, Goprint:

- completed the restructure process as prescribed by Executive Government through working with staff and unions
- gained accreditation as a supplier to the Queensland Government Chief Procurement Office’s print management solution
- achieved on-time delivery of more than 2000 jobs of a secure and confidential nature for Queensland Parliament and Executive Government including the State Budget, Bills, Acts as Passed, Hansard, Gazettes and Reprint series (reserved services)
- supported the Toward Q2 ‘Green Queensland’ ambition by maintaining ISO 14001 Environmental Management System certification and continuing to reduce waste and chemical, electricity and water usage.

Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Spoilage as a % of sales</td>
<td>0.5%</td>
<td>0.41%</td>
<td>0.18%</td>
</tr>
<tr>
<td>On time deliveries for Reserved Services</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Utilisation of core equipment and resources</td>
<td>80%</td>
<td>63%</td>
<td>63%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the 2009–10 estimated actual from the 2009–10 target/estimate was influenced by the economic downturn and an overall reduction in print spend within the market, as well as the timing of the anticipated roll-out of the print management solution.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>28.08%</td>
<td>24.76%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>3.1:1</td>
<td>2.44:1</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the 2009–10 actual from the 2009–10 target/estimate primarily relates to the timing of the implementation of the print management solution and reduced spending on print within agencies.

2. The decrease in the 2009–10 actual from the 2009–10 target/estimate reflects a decrease in current assets, principally cash, combined with an increase in unearned revenue due to payment received in advance for jobs booked and in process with expected completion in July/August.
Performance review

Goprint sales were under budget for the 2009–10 financial year. This was due to a combination of reduced government spending on print driven by the tight economic climate, increased use of electronic publishing and the lower than expected volume of work available through the print management solution. Goprint now competes with other print management solution accredited suppliers for print work, excluding reserved services documents.

The quote win/loss ratio—the ratio of successful tenders in proportion to unsuccessful tenders—was maintained, and the planned versus actual result was also positive. The overall result was impacted by the total revenue quoted being significantly lower than budget.

The restructure process was completed with a tight focus on cost reduction to ensure sustainability under the print management model.

Our future

In the future Goprint will:
- continue to deliver mandated reserved services and other print products on time and to a high standard
- refine business models and structures to improve service delivery and cost effectiveness
- access opportunities to quote on a larger volume of core work more suited to the equipment profile through the full implementation of the print management solution in the 2010–11 financial year
- increase public sector awareness of its services and capabilities, especially in relation to reserved services.

Attention to detail: printing proofs are checked at Goprint.
SDS (Sales and Distribution Services)

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 government agencies. SDS Logistics provides cost-effective warehousing and distribution services to government agencies.

Highlights

During 2009–10, SDS:

- further developed its position as a key supply partner to the department’s disaster recovery efforts, and assisted with the Shen Neng 1 Great Barrier Reef spill incident, tropical Cyclone Ului and the Charleville floods
- attained 9.5 per cent sales growth across SDS’s three business divisions
- attained 40 per cent growth in furniture sales as a result of participation in the Building the Education Revolution roll-out and delivering interactive whiteboards to state schools across Queensland
- improved technology and shift management throughout the peak delivery period to reduce warehouse agency staff costs
- contained freight costs to a 1.7 per cent increase despite a 6 per cent increase in cost of goods sold, ensuring efficient management of its 200 000 annual deliveries
- achieved $2.1 million in total savings to the public sector market following the introduction of the highly competitive Government Preferred Product List in General Merchandise
- conducted extensive business re-engineering to ensure streamlined supply chain management including:
  - developing a new pricing model for the Publication Distribution Centre
  - deleting duplicated functions
  - developing a new, transparent model for furniture acquisition, consolidation and delivery.

Performance table

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Brendale warehouse asset utilisation</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>85.1%</td>
</tr>
<tr>
<td>Inventory turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• general merchandise</td>
<td>1</td>
<td>7.5</td>
<td>8</td>
</tr>
<tr>
<td>• furniture</td>
<td>2</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Variance reporting

1. The increase in the 2009–10 actual from the 2009–10 target/estimate is primarily due to the clearance of aged preparatory year stock in 2009–10.
2. The increase in the 2009–10 actual from the 2009–10 target/estimate is due to the increase in direct ship initiatives with suppliers where orders were directly filled from the manufacturer, or a third party, to the clients.

Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>31.7%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Net profit as a % of sales (before tax)</td>
<td>1 (1.54)%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Improvement in sales %</td>
<td>2</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The increase in the 2009–10 actual from the 2009–10 target/estimate primarily relates to a number of direct supplier to customer shipment initiatives undertaken at lower than average gross profit margins, which reduces direct costs associated with warehousing and despatch of inventory.
2. The increase in the 2009–10 actual from the 2009–10 target/estimate primarily relates to the distribution of interactive whiteboards and other promotional products to various client agencies.
Performance review

During 2009–10, SDS continued to provide supply management services and advice to support Queensland Government agency operations and service delivery.

As expected, revenue from the Queensland Government Vacancies Gazette was significantly reduced and SDS bore the impact in the form of a $1.5 million reduction in profitability. A subsequent review of its publications supply and publishing services has illustrated that services provided by SDS are substantially more competitive than the private sector in some areas. Volume throughout is forecast to increase as agencies continue to streamline their publications fulfilment. SDS’s competitive position will be further enhanced through the successful transition of its publications division from Woolloongabba to Zillmere.

SDS Distribution continued to improve its service with significant cost reductions in SDS’s operations facilities and increased sales, especially in furniture. The service stream delivered a break-even result and is well-placed to sustain this into 2010–11 with the recent reorganisation of the furniture warehouse. This was particularly pleasing given the release of the whole-of-Government arrangement for the supply of furniture, including school furniture currently being set up by the Queensland Government Chief Procurement Office, which SDS has supported through the delivery of a range of enhanced services in this sector.

SDS Logistics continued to perform well, maintaining strong relationships with agencies including Queensland Health, the Department of Community Safety, the Department of Transport and Main Roads and the Queensland Police Service.

Overall, SDS is well-positioned to continue to deliver enhanced services in coming years.

Our future

In the future, SDS will:

- launch a communications campaign to enhance agency awareness of the significance of supply chain management in delivering improved outcomes
- implement a targeted business development campaign to engage major community service agencies to utilise SDS’s full spectrum of supply management solutions
- play a significant role in framing the forthcoming review of warehousing and logistics across Government, which should provide opportunities to generate economies of scale in infrastructure and systems use
- re-engineer the Zillmere and Brendale warehouses to enhance the overall efficiency of SDS’s warehouse operations
- roll out the proposed supply model for furniture to the education sector
- roll out the new pricing model for SDS Publications
- develop a new supply model for SDS’s General Merchandise division, within SDS Distribution
- re-engineer the Regional Warehouse Model (formerly the Regional Trader program) to offer more products through local distributors in regional Queensland.
Shared Service Providers

Shared Service Agency

The Shared Service Agency (SSA) is a 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 approximately 80,000 customers.

**Highlights**

During 2009–10, SSA:

- continued to provide services to approximately 80,000 staff including processing 170,000 pays, 8,700 job applications, 4,200 appointments, 1,400 separations, payment of 330,000 invoice lines and raising 35,000 invoice lines and processing 480,000 mail items on average per month
- ensured around 3,500 carers of 6,700 children receive regular payments
- provided an easier and more accessible process for the payment of higher duties for staff in five versions of the human resource system
- seamlessly migrated 2,300 staff into human resource systems for three different agencies and finalised the transfer to one finance system for one of the more complex agencies to give effect to machinery-of-Government changes
- improved the internal controls supporting services to safeguard client agencies from potential theft, fraud or errors and ensure greater administrative efficiency
- merged six mail rooms throughout Brisbane into one modern mail sorting facility serving nine agencies more efficiently and cost effectively
- designed a comprehensive technical training program to build the capability of SSA staff as well as providing training for 57 staff in the PRINCE2 project management methodology, 43 staff with supervisory training, 158 with leadership skills training and change management, which has significantly increased the confidence of managers in these areas as demonstrated in the staff survey results.

**Performance table**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with service delivery</td>
<td>≥70%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Targeted business reform projects delivered within agreed budget</td>
<td>Within 10% of budget</td>
<td>Within 10% of budget</td>
<td>17% under budget</td>
</tr>
</tbody>
</table>

**Variance reporting**

1. SSA did not conduct a major customer survey during 2009–10 due to the impact of machinery-of-Government changes on client agencies.
2. Overall, projects were delivered under budget and funding will be carried forward into 2010–11.

**Financial performance**

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs as a percentage of total expenses</td>
<td>58%</td>
<td>60%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.4:1</td>
<td>2.52:1</td>
</tr>
</tbody>
</table>

**Variance reporting**

1. The increase in the 2009–10 estimated actual from the 2009–10 target/estimate is due to a reduction in actual and forecast levels of unearned revenue following the return of advance payments to clients.
Performance review

During 2009–10, the SSA delivered a range of services to support agencies and statutory authorities. Work to refine and standardise service delivery through the consolidation of systems and business process reforms also continued.

A rolling program of pulse surveys, designed to seek more timely customer feedback on major services, was delayed due to the impact of machinery-of-Government changes on agencies. This program of pulse surveys will now commence in 2011.

Internal control improvements were introduced to safeguard agencies and to ensure greater administrative efficiency. This includes process improvements for the validation of information, access to systems and reconciliations.

A comprehensive technical training program was developed to build the capability of staff and consequently improve customer service. This program covers the relevant processes, systems, internal controls and legislative requirements. Staff training was provided on the PRINCE2 project methodology, supervisory skills, leadership and change management.

Our future

In the future, the SSA will:

- continue to work in collaboration with client agencies to progressively implement standard human resource and finance systems to reduce complexity and infrastructure costs
- consolidate and standardise processes and systems to provide more streamlined, cost-effective and timely services to clients
- continue to refine the business model to better enable statewide service delivery improvement and to reduce the cost of services for client agencies
- design and implement strategies to foster a stronger performance-focused culture
- implement robust performance measures to identify process improvement opportunities, increase productivity and provide better performance information to clients.
CorpTech

CorpTech provides high-quality, cost-effective business solutions including finance, human resources and other corporate information systems to shared service providers and agencies. CorpTech manages systems that support human resources, finance and facilities management and provides supporting services including help desk, call centres and infrastructure management solutions.

In its role as a technology centre of skill, CorpTech is implementing standardised corporate service business solutions, 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 2009–10, CorpTech:

- delivered payroll services for approximately 220,000 public servants each fortnight (including casual, temporary and part-time employees)
- implemented significant finance and human resource systems supporting agencies and shared service providers across the Queensland Government, including:
  - refining the corporate service business solutions approach from a single, standard environment to ongoing implementations of the new human resource and finance business solutions in multi-systems environments
  - migrated seven agencies onto a consolidated human resource and payroll environment
  - completed a technical upgrade to the Department of Education and Training payroll environment
  - implemented the finance system into the Department of Community Safety
  - migrated over 900 Department of Communities staff into the new human resources solution
  - completed a technical upgrade of the whole-of-Government recruitment system
  - completed a technical upgrade of the Queensland Health finance system
  - performed machinery-of-Government projects for the Department of Communities and the Department of Employment, Economic Development and Innovation to migrate employee records onto whole-of-Government finance and human resource systems.

### Performance table

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of operating level agreements signed</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of incidents and service requests completed on time</td>
<td>80%</td>
<td>93%</td>
<td>92%</td>
</tr>
<tr>
<td>Percentage of system availability</td>
<td>98%</td>
<td>99%</td>
<td>99.7%</td>
</tr>
<tr>
<td>Projects completed on time, within budget and in accordance with agreed project outcomes</td>
<td>1 completed and met</td>
<td>7 of 8 completed and met</td>
<td>6 of 8 completed and met</td>
</tr>
</tbody>
</table>

### Variance reporting

1. This measure refers to eight priority projects in the Corporate Solutions Program (CSP). Some post go-live issues with the Queensland Health rostering and payroll technology solutions have delayed project closure. Implementation of a human resources system and some machinery-of-Government activities were also placed on hold pending a review of shared services across Government.

### Financial performance

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>2009–10 target/estimate</th>
<th>2009–10 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs as a percentage of total expenses</td>
<td>28%</td>
<td>30%</td>
</tr>
</tbody>
</table>

### Variance reporting

1. The increase in the 2009–10 actual from the 2009–10 target/estimate is due to the engagement of additional staff for the CSP and the conversion of contract staff to departmental employees.
Performance review

During 2009–10, CorpTech continued to progress the whole-of-Government ICT agenda and deliver services at, or above, Service Level Agreement targets in a tight fiscal environment.

A strong focus on service delivery has resulted in a sound performance in resolving incidents and service requests on time (above target) and in providing reliable system availability (99 per cent).

In 2009–10, CorpTech progressively replaced contractor positions with public servant appointments to ensure ongoing, cost-effective systems support services. However, the additional resources required to deliver a significant program of system implementations and upgrades has contributed to a slight increase in the target labour costs as a percentage of total expenses.

CorpTech delivered six priority projects from the Corporate Solutions Program, all of which were achieved on schedule and on or under budget.

The joint Queensland Health, IBM and CorpTech implementation of the Queensland Health Human Resource payroll system resulted in significant payroll issues. This was the catalyst for the Queensland Health Payroll Stabilisation Project in which CorpTech participates. CorpTech is working with Queensland Health to improve system performance and usability of the technology solution. The Auditor-General’s Report No. 7 for 2010 entitled Information systems governance and control, including the Queensland Health Implementation of Continuity Project was released on 29 June 2010.

In response to the recommendations in this report, CorpTech is implementing improvements to:

- enhance governance through the improved implementation of the Queensland Government Portfolio Management Frameworks to increase transparency in decision making
- improve the visibility of program level risks to a governance board with key stakeholder representation, including user agency representation, by addressing lessons learned and enhancing test strategies, contingency planning and risk reporting
- improve the benefits realisation process to document the benefits achieved
- increase the frequency of project reviews, and reporting to a governance board
- improve the documentation and the level of detail and quality of business requirements with business users and implementing a more rigorous review process throughout the project
- ensure the adequate change management and business process validation of system functions are thoroughly tested prior to implementation of system functions in a production-like environment.

An external review of the shared service model including CorpTech has been initiated by the Queensland Government as part of its response to the Auditor-General’s Report No. 7 for 2010. This review will also address the future of the Corporate Solutions Program.

Our future

In the future, CorpTech will:

- undertake the implementation of finance and payroll information systems as approved by Executive Government
- implement robust, consistent end-to-end ICT industry-standard practices that deliver fast, effective and excellent service to its clients
- deliver finance and human resource systems support and payroll service delivery in accordance with the Government’s direction on shared services.
3 Our corporate governance

(L–R) Bettina Raschke, Ron Eldridge, Emmanuel Jesi and Lysa Fung at SSA’s North Quay offices.
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 regularly 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 and prescribed requirements.

The core elements of the department’s governance arrangements include:
1. effective organisational structures, delegations and accountability mechanisms
2. strategic planning, performance monitoring and reporting
3. risk management mitigation strategies
4. compliance and systems assurance reviews.

Effective governance and accountability

The department’s Corporate Governance Board (CGB) and seven governance sub-committees effectively support strategic management and the achievement of departmental objectives. The CGB is the department’s principal policy-setting and decision-making authority and supports the Director-General in his role as the department’s accountable officer.

The membership of the CGB comprises the department’s most senior executive leaders. The CGB provides an effective stewardship and forum for decision-making to oversee the implementation of programs and policies, monitor performance and reporting requirements, review risk mitigation strategies and the implementation of recommendations from audit reports to improve business processes and work practices. The CGB and each sub-committee have approved terms of reference and undertake an annual self-assessment on the overall performance of the committee and its membership.

All CGB members are committed to openness, accountability and transparency.

The seven governance sub-committees include:
- Audit Committee
- Contracts Committee
- Finance Committee
- Information Steering Committee
- Workplace Health and Safety Peak Committee
- Procurement Committee
- Human Resource Committee.

Strategic planning, performance monitoring and reporting

In response to the whole-of-Government focus on improving performance management, the department undertakes 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 and Performance Management Framework provides a systematic approach through which the department achieves its and the Government’s strategic objectives and meets government accountability requirements for the delivery of outputs and key services.

The framework aligns strategic objectives with divisional 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.

The department’s CGB acts as the risk committee and provides governance and oversight of the department’s risk management framework and mitigation strategies. The Audit Committee reviews the adequacy of internal controls to mitigate risks in relation to audit findings reported by the Internal Audit Unit and the Queensland Audit Office (QAO).

Responsibility for managing strategic and business risks has been assigned to executive management who undertake regular monitoring and reviews of risk mitigation strategies.
Corporate Governance Board

From 1 July 2009–30 June 2010, the members of the department’s Corporate Governance Board were:

Mal Grierson
BEdon, MPubAdmin, 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).

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.

Max Smith
Btech, 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.
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 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, strategic procurement coordination 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 has performed this role since March 2007.

He has 19 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.
Our corporate governance

Executive Committee

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

Director, Human Resources

Stephen Long
BA

Stephen has performed this role since October 2002.

He has more than 25 years experience in human resource management and has held senior positions in the Australian and Queensland public sectors.

Stephen is responsible for ensuring the effective management of strategic human resource management issues across the department including workforce planning, organisational development, training and development, succession management and development, recruitment and retention, industrial relations, and workplace health and safety.

Chief Information Officer

Tim Dunn
BBus (Computing), MIPAA

Tim has been acting in the position of Chief Information Officer since February 2010.

He has close to 30 years public sector experience in ICT.

Tim 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.

Tony Woodward, BBus (Accountancy), MFinPlan, FCPA was a member of the Board between July 2009 and January 2010.
Governance committees

Governance committees report directly to the Corporate Governance Board. Unless otherwise stated, members of governance committees are public servants from the Department of Public Works and they are not remunerated in accordance with the Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities.

Audit Committee

Chair: Director-General

The Audit Committee’s role is to ensure processes are in place to provide reasonable assurance to the Accountable Officer that the department’s core business goals and objectives are being achieved in an efficient and economical manner, within an appropriate framework of governance, internal controls and risk management. The Audit Committee has observed the terms of its charter and has shown due regard to Queensland Treasury’s Audit Committee Guidelines.

As at 30 June 2010, the members of the committee comprised:

- Mal Grierson (Chair), Director-General, Department of Public Works
- Natalie MacDonald, Associate Director-General
- Max Smith, Deputy Director-General Works
- Mike Burnheim, Assistant Director-General Services
- Robyn Turbit, Assistant Director-General Corporate and Executive Services
- Jenny Parker, Managing Partner, Queensland (Ernst & Young).

Achievements

In 2009–10 the Audit Committee reviewed and where necessary endorsed:

- the departmental financial statements
- the Internal Audit Annual Plan 2010–2011 and the Internal Audit Strategic Plan 2010–2013 and monitored Internal Audit performance against the plans. The Audit Committee participated in meetings with departmental stakeholders, which contributed to the preparation of the Internal Audit Strategic Plan 2010–2013
- the implementation and resolution of Queensland Audit Office issues (including those of direct relevance to the department and those issues identified in Auditor-General reports to Parliament)
- all internal audit reports
- the implementation by management of internal audit recommendations
- the Audit Committee Charter to ensure compliance against legislative and policy requirements
- the Internal Audit Charter
- responses to the Queensland Audit Office review of audit committees.

The Audit Committee met on four occasions in 2009–10 and during that period remuneration was paid to the independent member, Ms Jenny Parker, Partner of Ernst & Young. (Total remuneration paid to Ms Parker during this period was $8167.50).
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 2009–10, 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:
  - Translational Research Institute at the Princess Alexandra Hospital
  - Maroochydore Government Office Building
  - Expanded Rockhampton Hospital redevelopment
  - Wynnum State High School redevelopment
  - Brisbane School of Distance Education/Coorparoo Secondary College
  - Bremer State High School
  - Cairns Base Hospital Redevelopment—Main Redevelopment Works
  - Wynnum State School/Moreton Bay Environmental Education Centre
  - Federal State School
  - Roma TAFE
  - Prince Charles Hospital New Paediatric Emergency Department
  - Cairns Trades Training Precinct—Tropical North Queensland TAFE
  - Springfield State School and State High School
  - Brisbane Supportive Housing Initiative
  - Ormeau Woods State High School Stage 2
  - Queensland Children’s Hospital—Central Energy Facility
  - Rural Enhancement Program for Queensland Health at Baralaba, Biggenden, Mt Morgan and Winton
  - Townsville Hospital Expansion—Operating Theatres and Acute Area refurbishment.

- reviewed and endorsed preliminary tendering strategies for significant programs of work for the National Partnership Agreement on Remote Indigenous Housing including capital, maintenance and minor works.
Finance Committee
Chair: Chief Finance Officer

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

Achievements
During 2009–10, 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

Information Steering Committee
Chair: Director-General

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 2009–10, the Information Steering Committee:
- provided strategic governance and direction over significant ICT-related projects for the department
- reviewed the status of the department's ICT risk management
- approved the department's ICT Strategic Plan
- endorsed the department's Information Management Framework and approved the establishment of an information management group within the Information Services Directorate
- endorsed a new process for the classification and approval of ICT projects using the PRINCE2 project management methodology
- endorsed an updated strategy for information security compliance
- monitored the department's progress on Right to Information
- endorsed the consolidation of the department's intranet and internet sites
- monitored 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 2009–10, the Workplace Health and Safety Peak Committee:

- was instrumental in the department receiving the 2009 QComp Return to Work Award in the large employer category for 'Rehabilitation and Return to Work Achievement' recognising applied best practice within the department's Workplace Health and Safety Program
- continued to develop the Safety, Health and Environment (SHE) software system. The system now comprises the electronic lodgement and management of workplace hazards, incidents, Worker Rehabilitation and Claims Management modules
- continued to manage the Early Intervention Centre to support injured or ill workers. As at 30 June, 238 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
- endorsed the provision of free seasonal and H1N1 influenza (swine flu) vaccinations to employees as part of the department's Workplace Health and Safety Program. A total of 2459 seasonal and 1577 H1N1 influenza vaccinations were administered across the department
- reviewed the workplace health and safety performance of the department’s business areas
- continued to provide employees with the opportunity to undertake health assessments and skin cancer screenings and to address personal health risks through the Pathways to Better Health and Safety Program. A total of 883 health assessments and 592 skin cancer checks were delivered, the majority of which were conducted in regional and remote areas in 2009–10
- noted the development and delivery of the Practical Asbestos Training (PAT) program through the QBuild business unit. As at 30 June, a total of 1137 employees had completed practical training and 1069 employees across the Works Division had completed awareness training
- endorsed the provision of Driver Safety Training to employees. As at 30 June, 436 employees had participated in the program.

Procurement Committee

Chair: Assistant Director-General, 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 2009–10, the Procurement Committee:

- championed the completion of three corporate procurement plans covering Works, ICT and Supply and Services
- monitored and oversaw progress on procurement-related activities and issues, reporting monthly to the Corporate Governance Board
- commenced the development of a procurement capability-based framework
- established an ICT procurement working party
- developed a procurement intranet site.
Human Resources Committee

Chair: Executive 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 2009–10, the Human Resources Committee:

- monitored implementation of the department’s Strategic Workforce Management 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.
Leading the way: Public Works brokered an agreement with WATPAC to boost Indigenous employment at Carrara Stadium.
## Staff numbers

<table>
<thead>
<tr>
<th>Services</th>
<th>*MOHRI FTE as at 30 June 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building procurement and asset management</td>
<td>192</td>
</tr>
<tr>
<td>Procurement services</td>
<td>102</td>
</tr>
<tr>
<td>Information and Communication Technology (ICT) strategies</td>
<td>81</td>
</tr>
<tr>
<td>Public records management and advisory services</td>
<td>53</td>
</tr>
<tr>
<td>Access to government services and information</td>
<td>398</td>
</tr>
<tr>
<td><strong>Total services</strong></td>
<td><strong>826</strong></td>
</tr>
</tbody>
</table>

| Business units                                |                               |
| QBuild                                        | 2773                          |
| Project Services                              | 762                           |
| QFleet                                        | 116                           |
| CITEC                                         | 680                           |
| Goprint                                       | 64                            |
| SDS (Sales and Distribution Services)         | 121                           |
| **Total business units**                      | **4516**                      |

| Shared service providers                      |                               |
| Shared Service Agency                         | 1407                          |
| CorpTech                                      | 394                           |
| **Total shared service providers**            | **1801**                      |

| Corporate services (recovered from business units, Department of Communities and outputs) | 283 |
| **Total**                                     | **7426**                      |

*Note: MOHRI FTE stands for Minimum Obligatory Human Resources Information Full Time Equivalent*
Workforce planning, attraction and retention

The Department of Public Works’ workforce capability continues to face pressures from a wide range of factors, including ongoing skills shortages in key professions and occupations, shifting economic conditions and demographic change. As a consequence, the inability to attract and retain sufficient skilled labour to ensure delivery of core programs remains the key human resource risk facing the department.

During 2009–10, activities were undertaken to ensure the department retains the skills and knowledge necessary for future delivery of government outcomes. These activities include the:

- co-ordination of workforce planning initiatives through the department’s Workforce Planning Network
- implementation of the Queensland Public Service Capability and Leadership Framework (CLF)
- development and implementation of a Strategic Learning and Development Framework, which incorporates a Leadership Development component
- implementation of a range of attraction and retention strategies
- attraction of new talent through the following employment programs: apprenticeships; traineeships (full-time and school-based); graduate programs; cadetships; scholarships and formal work experience programs
- investment in learning and development strategies to provide ongoing learning/career development opportunities for all staff
- encouragement of flexible work practices
- recognition of staff performance through a robust rewards and recognition program.

Also during 2009–10, the department revised its strategic workforce plans and developed the Department of Public Works Strategic Workforce Management Plan 2010–2012. This plan outlines the strategic human resource management steps that will be taken to ensure workforce capability into the future. The objectives of the plan are:

- a strategic approach to workforce management
- increased talent attraction and retention
- improved workforce capability
- a supportive and rewarding workplace
- effective industrial relations
- a more diverse and inclusive workplace
- a safer and healthier workplace.

With a separation rate of 10.1 per cent and a retention rate of 88.2 per cent during 2009–10 for its permanent employees, taking a strategic approach to workforce planning has ensured the Department of Public Works’ effectiveness at attracting, developing and retaining its workforce.
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 2009–10 year. These include the:

- Cultural Leave Policy
- Employee Assistance Program Policy
- Employee Exit Management Policy and Procedure
- Employee Induction Policy
- Recreation Leave Policy
- Scholarships Policy and Procedure
- Telecommuting Policy.

Employment initiatives

During 2009–10, the department employed 20 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 2010, there were 59 graduate employees working within the department.

Administration trainees

During the period from 1 July 1998 to 30 June 2010, the department provided training opportunities to 466 new trainees, under Queensland Government-funded employment initiatives such as Skilling Queenslander, Breaking the Unemployment Cycle, and other equivalent initiatives. The department employed 42 administration trainees as at the end of the 2009–10 financial year.

Apprentices and field trainees

As at 30 June, the department employed 351 apprentices and field trainees, comprising 345 apprentices employed within QBuild, four construction worker trainees and two horticulture trainees within QBuild, and four apprentices within Goprint.

As part of the department’s commitment to providing ongoing training and employment opportunities to the Queensland community, in early 2010 QBuild employed 100 new apprentices and field trainees. These comprised 79 new full-time apprentices; 15 new school-based apprentices; and four new construction worker trainees and two horticulture trainees.

Smart: QBuild apprentices

The Queensland Government is committed to delivering world class education and training. Through Toward Q2: Tomorrow’s Queensland, the Government has set a target that by 2020, three out of four Queenslanders will hold trade, training or tertiary qualifications.

The Department of Public Works has a long and proud tradition of supporting the long-term growth of skilled trades in Queensland through QBuild. The department continues to be one of Queensland’s largest employers of apprentices.

In 2009, 27 of the department’s apprentices and trainees were Indigenous, while 73 of the 100 apprenticeships were located outside the Brisbane metropolitan area.

This year’s intake was particularly special for the Thurlow family. As QBuild’s newest stonemason apprentice, Mitchell Thurlow, 17, will carry on the tradition of his great grandfather Arthur, his grandfather Harold, and his father Dave who is currently a QBuild foreperson located at Parliament House.

Mitchell is proud of his family’s impressive record—together the Thurlow family has clocked up around 100 years as stonemasons and has worked on some of Brisbane’s most important heritage buildings, including Parliament House and the Treasury Building.

With Mitchell now ready to take up the mallet and chisel in his own right, he will have the opportunity to become the fourth generation of his family to work on Parliament House by being involved in its restoration.
Informing the community

Communication about government services is essential to keep the community informed on matters such as employment opportunities, responses to storms and other natural disasters, and progress on important infrastructure. The department also produces communications to facilitate access to government services.

As at 30 June 2010, the department employed four full-time equivalent staff whose functions relate to media and public relations.

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 developed through the department’s Strategic Succession Management and Development Capability Framework. Additionally, the department is participating in two Public Service Commission endorsed programs: The University of Queensland Inspiring Executive Leadership Program and the Queensland University of Technology Emerging Leaders Program.

Individual business units continue to have a strong focus on leadership and management development with a range of programs being delivered.

The department continued its involvement in the Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program and Executive Masters of Public Administration 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.

The department is also actively involved in implementing the Queensland Public Service Capability and Leadership Framework (CLF) into its leadership and management development programs.

Work–life balance

The department has a number of policies which encourage employees to undertake flexible work arrangements to assist in improving their work–life balance. These policies promote telecommuting, flexible working hours, part-time and job share arrangements and a range of leave options including purchased leave. The department has a strong focus on promoting flexible work practices and has conducted work–life balance information sessions in Brisbane and regional offices. Information from those sessions is placed on the department’s intranet, enabling all employees to easily access current information.

The department participated in a whole-of-Government Flexible Workplace Program—Supported Implementation, coordinated by the Public Service Commission. Employees were encouraged to maximise the use of flexible work arrangements and seven areas of the department participated in the 16 week program. Participants reported a decrease in travelling time each day, financial savings on petrol, parking and public transport, an increase in productivity and an improvement in work–life balance.

A fully-equipped Carer’s Room is available in 80 George Street, Brisbane which provides employees with more flexible options in caring for dependants at the workplace.

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

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

Supporting diversity

During 2009–10, the department continued to support diversity through the implementation of the following plans:

- *Equity and Diversity Plan 2009–2010*
- *Disability Service Plan 2009–2010*
- *Multicultural Action Plan 2009–2010*
As part of the Aboriginal and Torres Strait Islander Employment and Development Strategy, the department sponsored:

- 10 students on the Education-to-Employment Scheme
- four cadets on the Indigenous Cadetship Support project
- three employees on the Indigenous Advancement Program
- one graduate on the Indigenous Graduate Program.

The department now has 179 Indigenous staff working throughout Queensland as apprentices, tradespeople, professional, technical and administrative officers, 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.

Multiculturalism was supported with celebrations for Harmony Day and the promotion of the Multilingual Staff Network.

**Equity statistics as at 30 June 2010**

<table>
<thead>
<tr>
<th>Employment and Equal Opportunity Group</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management (SES/SO positions)</td>
<td>25%</td>
<td>25.1%</td>
</tr>
<tr>
<td>Women in management (AO6 level positions and above)</td>
<td>30%</td>
<td>35.9%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islanders</td>
<td>3%</td>
<td>2.3%</td>
</tr>
<tr>
<td>People from a non-English-speaking background</td>
<td>13.5%</td>
<td>10.6%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>8.5%</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

**Early retirements, redundancies and retrenchments**

During 2009–10, the department approved 14 early retirements, 45 redundancies and one retrenchment, for employees who had been identified as surplus to operational requirements.

The total cost of severance payments, including incentive payments, was $4 548 286.

**Initiatives for women**

The department is committed to contributing to the Queensland Government’s vision for women in Queensland. A number of strategies have been implemented to increase the representation of women employed within the department, particularly in non-traditional fields such as trades, construction, engineering and technology.

The Department of Public Works has always been a strong supporter of women in the historically male dominated area of construction.

In 2010, this commitment was demonstrated when QBuild employed eight new female apprentices in the annual intake which doubled the number of female apprentices in its flagship Apprenticeship Program. In support of this program, QBuild is actively engaged in a number of other innovative initiatives that not only support the women employed by QBuild but also help guide them as they develop their careers. Two of the most notable examples are the QBuild Women in Construction Forum which is held annually and which attracts participation from both QBuild and private sector employees. The other is a new Indigenous Women in Hard Hats Program, in which QBuild is partnering with the Office of Women. Initial discussions regarding this new program commenced in March 2010 and interviews were conducted in June 2010, with the six successful candidates commencing work with QBuild in August 2010. These initiatives are designed to increase participation, provide support and raise awareness of women working in non-traditional roles and forging careers in the construction industry.

The department is also a long-term sponsor of the annual National Association of Women in Construction (NAWIC) Crystal Vision Awards program. The Queensland arm of NAWIC highlights the achievements and advancements of women in construction in this state.
The Department of Public Works has been acknowledged as a Major Industry Awards sponsor for the past seven years through the sponsorship and presentation of the Innovation in Product Supply Award in 2003, the Award for Achievement in Construction (General/Building/Civil) from 2004 to 2007 and the Award for Achievement in Construction (General/Building) in 2008 and 2009.

Reflecting the important roles women play in key infrastructure projects, the department has achieved highly successful results in these awards in the last few years. In 2009, Karen O'Brien won the Laing O'Rourke Award for Innovation, and QBuild's Deb Drochmann won the Brisreo Award for Achievement in Product Supply and Application.

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.

The department’s Women in Works Committee and the Human Resources Directorate arranged two Springboard Career Development Programs in 2009–10 aimed at women from AO2 (administration officer) to AO5 levels (or equivalent).

The department runs Building Leaders Programs (AO7 to senior officers (SO)) and Foundational Leaders Programs (AO5 to AO7 or equivalent) aimed at developing the leadership skills of employees who have been identified as potential future leaders. In 2009–10, 10 women at AO5 to SO levels attended these programs.

The department promotes and encourages women to participate in the Public Service Commission’s Inspiring Women mentoring program. During 2009–10, 52.9 per cent of new appointees to the department were women.

As at 30 June, there were 3153 women working in the department. Of these, 608 were at the AO6 to AO8 (or equivalent) levels and there were 44 women in Senior Officer (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.

The department appointed one woman to the Public Records Review Committee during 2009–10. The percentage of women on that committee is 40 per cent.

As at 30 June, one woman was on the Board of CSI Holdings Pty Ltd. The percentage of women on that Board is 20 per cent.

## 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 2009–10, 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.

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 2009–10. 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 2009–10, a total of 883 health assessments and 592 skin cancer checks were delivered, the majority of which were conducted in regional areas. The department endorsed the provision of free seasonal and H1N1 influenza (swine flu) vaccinations to employees as part of the department’s workplace health and safety program. A total of 2459 seasonal and 1577 H1N1 influenza vaccinations were administered across the department.
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 2009–10 the department continued to develop the software system. The system now comprises the electronic lodgement and management of workplace hazards, incidents, Worker Rehabilitation and Claims Management modules.

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 2009–10, 238 referrals had been resolved successfully through this service.

AS/NZS 4801 Accreditation for QBuild

In 2009–10, QBuild maintained its accreditation to the AS/NZS 4801 Occupational Health and Safety Management System.

QBuild also developed and delivered a Practical Asbestos Training program. As at 30 June, 1137 employees had completed practical asbestos training and 1069 employees across Works Division had completed awareness training.

Healthy: Better Pathways to Health program

The Queensland Government, as part of Toward Q2: Tomorrow’s Queensland, is aiming to make Queenslanders Australia’s healthiest people.

The department’s commitment to helping injured or ill staff return to the workplace was recognised in October 2009 at the inaugural Return to Work Awards at the Brisbane Convention and Exhibition Centre. The awards, conducted by Q-COMP, the Workers’ Compensation Regulatory Authority, attracted nearly 600 entries.

The department was the only public sector winner, winning the Large Employer Achievement Award for Rehabilitation and Return to Work.

The department is always looking to provide the highest possible standard of care to its diverse workforce and provides advice and support to employees of all levels, including managers, who are involved in the return-to-work process.

We have developed a number of innovative programs and processes to improve return-to-work outcomes including the Early Intervention Centre. The centre provides support to managers, supervisors, human resource professionals, rehabilitation and return-to-work coordinators and employees to help obtain early notification of injury or illness and to ensure individuals do not get lost in the system. It actively includes individuals, supervisors and managers in consultation before, during and after employees return to work.

The Department of Public Works has a number of unique programs to support employees in managing their health and to reduce the risk of illness or injury. Our Pathways to Better Health and Safety Program offers health assessments, flu vaccinations and activities to minimise health risks to all employees and proactively helps them to manage their own health.
Reconciliation

In 2009–10, the department continued its commitment to reconciliation through the implementation of its Reconciliation Management Plan 2007–2010 Working Towards Reconciliation. In July 2009, the Queensland Government launched its Reconciliation Action Plan 2009–2012 designed to contribute to reconciliation in the four key areas of relationships, respect, opportunities and accountability. Indigenous Relations, External Relations directorate, has overseen the department’s commitment to reconciliation, including meeting key targets identified in both plans, as well as maintaining ongoing support to the Director-General and the Associate Director-General in their roles as Queensland Government Champions for the respective Indigenous communities of Palm Island and Kowanyama.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>National Aboriginal and Torres Strait Islander reforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.</td>
</tr>
<tr>
<td>Department of Public Works’ implementation progress in 2009–10</td>
<td>In 2009–10, the department partnered with the State Library of Queensland to implement the first year action plan of the National Partnership Agreement on Remote Indigenous Public Internet Access. During this period, nine remote Indigenous communities benefited from increased and more sustainable public internet access.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Aboriginal and Torres Strait Islander art in public buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will incorporate the use and display of Aboriginal and Torres Strait Islander art and design in public buildings and public spaces and include an explanation of their significance and meanings.</td>
</tr>
<tr>
<td>Department of Public Works’ implementation progress in 2009–10</td>
<td>In 2009–10, the department partnered with Arts Queensland to identify Queensland Indigenous artists to promote art and business opportunities within the Queensland Government tender process. The department worked with communities and Indigenous groups on a number of projects including the Thursday Island government office building, to ensure local Indigenous art is incorporated into the design and fit-out of the building. The department continues to work with artists to encourage the use of Indigenous themes and knowledge.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Government contracting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will identify government procurement that could lead to significant employment opportunities for Aboriginal and Torres Strait Islander peoples, incorporating a requirement to develop and maintain an Indigenous Employment Participation Plan.</td>
</tr>
<tr>
<td>Department of Public Works’ implementation progress in 2009–10</td>
<td>In 2009–10, the department maintained a key role in the Queensland Government Indigenous Procurement Working Group, led by the Department of Employment, Economic Development and Innovation (DEEDI), aimed at developing strategies to strengthen procurement processes to maximise opportunities for Indigenous people in Queensland. The department also established an internal Indigenous Communities Works Group that is focused on increasing employment and economic development opportunities in Indigenous communities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Annual agency planning and reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the Queensland Government Reconciliation Action Plan 2009–2012 as part of their annual reports.</td>
</tr>
</tbody>
</table>
| Department of Public Works’ implementation progress in 2009–10 | In 2009–10, the department continued to implement its Reconciliation Management Plan. Highlights for this period include:  
  • Indigenous staff representing 2.3 per cent of the total workforce (179 staff) including 27 per cent of the 2010 QBuild apprentice intake  
  • the review and delivery of an internal cultural awareness program  
  • a celebration and promotion of Reconciliation Week and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week through a range of activities in business units across Queensland  
  • sponsorship of the Queensland Government’s Reconciliation Awards for Business 2010. |
**Fair: Woorabinda Housing**

Under *Toward Q2: Tomorrow’s Queensland*, the Government is supporting safe and caring communities.

Over $4 million worth of government employee housing was completed in Woorabinda in 2010, allowing government services to continue and expand in the area. The project supported local jobs during construction and exceeded the 20 per cent Indigenous employment target.

The department worked closely with the Woorabinda Shire Council which was very supportive of the project. The Woorabinda Shire Council cabinet making workshop was used exclusively to make all kitchen, laundry and bathroom cabinetry for the dwellings.

In addition to the housing, a variation to the contract allowed an old shed, ‘the Red Shed’—an important part of Woorabinda’s history linking different generations—to be reused.

The Woorabinda ‘Red Shed’ was built by Indigenous workers as part of a farm unit some time before the Second World War.

Materials from the shed were recycled for the project and were reused to create a new meeting place in the middle of town.

Two of the original builders, now Elders, who constructed the original ‘Red Shed’ still reside in Woorabinda and were able to witness the preservation of the main beams and the reconstruction. Furthermore, one of the workers who recycled the shed was the grandson of one of the original builders.

**Carrara Stadium Indigenous employment**

Through *Toward Q2: Tomorrow’s Queensland*, the government is working to boost employment opportunities for people facing barriers to joining the workforce.

The Department of Public Works joined forces with WATPAC Constructions and other Queensland Government agencies in 2009–10 to boost the employment outcomes for local Indigenous people in the Gold Coast area.

The construction of the AFL stadium at Carrara on the Gold Coast—a 23 000-seat stadium capable of accommodating international standard sporting events—is proving to be a boon for the Gold Coast economy.

A working partnership between Construction Skills Queensland, the Department of Employment, Economic Development and Innovation and the Department of Public Works factored in Indigenous incentive requirements into trade packages offered by WATPAC.

The stakeholder group, led by the Department of Public Works’ Indigenous Relations team, networked with job service providers to collate a pool of potential Indigenous jobseekers with predetermined skill sets and relevant construction qualifications.

The list of potential employees was forwarded to managing contractor WATPAC who endorsed potential jobseekers for employment consideration.

As at 30 June 2010, the recorded work hours clearly outline that the targeted hours of Indigenous employment have been exceeded.
5 Other reporting

Recycled Brisbane “tuff” used in the pathways at Kangaroo Point Park.
Statutory bodies, authorities and instrumentalities

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

<table>
<thead>
<tr>
<th>Name of body as described in the constituting Act</th>
<th>Constituting Act</th>
<th>Annual reporting arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Architects of Queensland</td>
<td>Architects Act 2002</td>
<td>Annual report to Parliament</td>
</tr>
<tr>
<td>Board of Professional Engineers of Queensland</td>
<td>Professional Engineers Act 2002</td>
<td>Annual report to Parliament</td>
</tr>
<tr>
<td>Building Services Authority</td>
<td>Queensland Building Services Authority Act 1991</td>
<td>Annual report to Parliament</td>
</tr>
</tbody>
</table>

Two committee meetings were held in 2009–2010, with advice provided on the:

- initiatives being progressed by Queensland State Archives under the Queensland Government’s Toward Q2 through ICT (2009–2014) strategy and implementation plan, particularly the work to develop an approach to digital preservation and to improve recordkeeping culture across public authorities
- continuing need to address the recordkeeping impacts of machinery-of-Government changes, with a focus now on the recent privatisation of certain government assets
- work under way to improve digital content management, particularly the release of the Statement of Intent with the State Library of Queensland to progress a Queensland Digital Content Strategy, and the development of an Online Services Plan.

Public Records Review Committee Costs 2009–10

<table>
<thead>
<tr>
<th>Type of cost</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting fees</td>
<td>$2350</td>
</tr>
<tr>
<td>Special assignment fees</td>
<td>$325</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>$555</td>
</tr>
<tr>
<td>Catering and venue</td>
<td>$370</td>
</tr>
<tr>
<td>Total</td>
<td>$3600</td>
</tr>
</tbody>
</table>

Consultancies

Consultancies undertaken for the Department of Public Works during 2009–10 were:

<table>
<thead>
<tr>
<th>Type of consultancy</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>$60 044</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>$28 800</td>
</tr>
<tr>
<td>Legal</td>
<td>$0</td>
</tr>
<tr>
<td>Professional technical/non-technical</td>
<td>$0</td>
</tr>
<tr>
<td>Human resources</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$88 844</td>
</tr>
</tbody>
</table>
5 Other reporting

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 2009–10 financial year, 43 public interest disclosures or purported public interest disclosures were received by, or referred to, the Department of Public Works. Each of these disclosures was made by a public officer under section 15 of the Act.

During the 2009–10 financial year, 15 public interest disclosures, each made by a public officer under section 15 of the Act, were substantially verified.

Internal Audit

In accordance with the Internal Audit Charter approved by the Director-General, the Internal Audit Unit provided an independent and objective review and advisory service in 2009–10. The unit is guided by the philosophy of adding value to improve the operations of the Department of Public Works and supports the Director-General and the department by:

- providing assurance to the Director-General that the department’s financial and operational controls, which have been designed to manage the organisation’s risks and achieve departmental objectives, are operating in an efficient, effective and ethical manner
- assisting management to improve the department’s business performance
- assisting the Director-General in the performance or discharge of the functions and duties conferred or imposed on that officer by the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and any other Acts or laws.

During 2009–10, Internal Audit:

- provided an annual report to the Director-General and the Audit Committee on the control environment of the department
- reported quarterly to the Audit Committee on the status of the *Annual Audit Plan 2009–2010*, as approved by the Director-General
- consolidated three internal audit units (of the Shared Service Agency; CorpTech and Department of Public Works) into an integrated Internal Audit Unit
- implemented electronic work papers to support the activities of Internal Audit
- implemented an intranet-based system to track the progress of internal audit recommendations
- implemented an activity to record, monitor and substantiate recommendations of the Auditor-General
- reported monthly to the Director-General and divisional heads on the status of Auditor-General recommendations
- developed a risk-based *Strategic Audit Plan 2010–2013* and an *Annual Audit Plan 2010–2011* with input from divisional heads and their direct reports
- conducted ongoing advisory and consultancy work within the agency to address control weaknesses and perceived risks
- acted as secretariat to the departmental Audit Committee
- drafted revised Audit Committee and Internal Audit Charters for the consideration of the Audit Committee.

The Internal Audit conducts all audits in accordance with International Standards for the Professional Practice of Internal Auditing and aligned methodology is embedded in business practices.

The department supports the professionalism of Internal Audit through its *Reimbursement of Professional Fees Policy* and all staff of Internal Audit who perform auditing functions are members of professional organisations including the Institute of Internal Auditors; Information Systems Audit and Control Association (ISACA); CPA Australia; and the Institute of Chartered Accountants Australia (ICAA).
5 Other reporting

Industrial relations

During 2009–10, 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 and no days lost to industrial action.

Recordkeeping

The department is committed to the sound recordkeeping practices that underpin good corporate governance. Records management within the department is governed by the requirements of the Public Records Act 2002.

To achieve compliance with Information Standard 40 of the Public Records Act 2002 the department has in place:

- an approved Strategic Recordkeeping Implementation Plan
- an approved Operational Recordkeeping Implementation Plan
- a Business Classification Scheme
- a whole-of-department Recordkeeping Policy
- assigned recordkeeping roles and responsibilities
- an induction program in strategic recordkeeping
- a formal recordkeeping register for hard copy records
- an electronic document and records management system (eDRMS) implemented into one business area (Queensland State Archives)
- training for advanced and basic recordkeeping knowledge and awareness
- an internal monitoring regime (via Internal Audit)
- continuous improvement through established network user groups
- documented recordkeeping procedures.

During 2009–10, the department:

- continued to undertake the formal process with the Queensland State Archives to gain approval for a consolidated Core Business Retention and Disposal Schedule
- continued a department-wide roll-out of the identifiable recordkeeping program including:
  - formal documented processes
  - formal documented business area recordkeeping structures.
Overseas travel

<table>
<thead>
<tr>
<th>Name of officer/member 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>Wellington, New Zealand</td>
<td>To attend the Australian and New Zealand School of Government Executive Fellows Program</td>
<td>$2548</td>
<td>Nil</td>
</tr>
<tr>
<td>Thomas Fussell, Executive Director and Chief Architect, Project Services</td>
<td>Auckland, New Zealand</td>
<td>In his capacity as Chairman of NATSPEC, to establish a closer working relationship and common strategies with the Board of Masterspec in New Zealand and to attend face-to-face meetings with Richard Choy, CEO of NATSPEC, together with the Chairman and Board of Masterspec in Auckland</td>
<td>Nil</td>
<td>$956 Paid by NATSPEC</td>
</tr>
<tr>
<td>Rob Williams, Assistant Director Health Projects, Project Services</td>
<td>Papua New Guinea</td>
<td>To provide assistance to the Papua New Guinea Government in procurement of architects/principal consultants for the Angau Memorial General Hospital redevelopment at Lae</td>
<td>$533</td>
<td>$2524 Paid by Papua New Guinea Department of Health</td>
</tr>
<tr>
<td>John Alexiuc, Manager (Internal Controls) CorpTech</td>
<td>Florida, U.S.A.</td>
<td>To attend a four day Governance, Risk, Compliance (GRC) 2010 Conference</td>
<td>$2740</td>
<td>$1900 (Covered by traveller)</td>
</tr>
<tr>
<td>Mal Grierson, Director-General; Natalie MacDonald, Associate Director-General</td>
<td>Singapore and Germany</td>
<td>To accompany the Minister to the CeBIT Hannover, personally meeting with senior private sector representatives, attending briefing sessions and participating in site visits at different locations</td>
<td>$17 670</td>
<td>$16 509</td>
</tr>
<tr>
<td>Rob Williams, Assistant Director Health Projects, Project Services</td>
<td>Papua New Guinea</td>
<td>To undertake professional consultancy services on behalf of Project Services, to manage the process of proposals submitted by architects/principal consultants for the redevelopment of Angau Memorial General Hospital, Lae, Papua New Guinea</td>
<td>Nil</td>
<td>$2493 Paid by Papua New Guinea Department of Health</td>
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<tr>
<td>Stephen Bournes, Program Manager Specialist Engineering, Project Services</td>
<td>United Kingdom and Poland</td>
<td>To attend International Fire and Security Conference. Site inspections of Closed Circuit Television installations and factory acceptance testing</td>
<td>$7552</td>
<td>Nil</td>
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Right to information and information privacy

During 2009–10, the department’s Manager, Right to Information and Privacy was responsible for processing access and amendment applications, and for providing advice, assistance and training about the Right to Information Act 2009 and the Information Privacy Act 2009.

From 1 July 2009 when the Right to Information Act 2009 came into effect, the department’s publication scheme and disclosure log were made available on the department’s website. The publication scheme provides online resources and direct links to documents freely available to the public. The disclosure log provides details of documents released in response to non-personal applications made under the Right to Information Act 2009.
Waste management

In accordance with the Queensland Government’s Environmental Protection (Waste Management) Policy, 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 land fill 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. For example, around 90 per cent of materials from demolition works were recycled in the construction of the new public park at the top of the Kangaroo Point Cliffs, well above the policy target.

A number of waste management activities occurred in the department in 2009–10 including:

- 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 33 offices owned by the department at an estimated capital outlay of $20 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, at a cost saving of more than $2 million a year. By recycling, the Accommodation Office was able to divert a total of 421 tonnes of office paper, cardboard and other recyclable materials such as cans, glass and plastic bottles from land fill in 2009–10. In addition, the Accommodation Office specified the use of environmentally-friendly replacement carpet for use in offices, which has seen the carpet manufacturer:
  - reduce the amount of gas, electricity and water required to manufacture its modular carpet by over 40 per cent
  - reduce its waste to land fill by over 25 per cent
  - increase its recycled content by over 50 per cent.

- In 2009–10 Project Services contributed to better waste management by:
  - implementing the use of co-mingle recycling bins throughout its Brisbane office
  - continuing to provide awareness training in sustainable initiatives to key project staff and client agency representatives
  - maintaining its commitment to the use of electronic systems for its core business processes to reduce the use of paper. These systems cover internal document processes as well as external document publication functions
  - initiating the implementation of recycling facilities throughout its Brisbane and regional offices for mobile telephones and all types of batteries
  - further investigating sustainability initiatives including electronic waste and ‘green stationery’ throughout Brisbane and regional offices.
5 Other reporting

- During 2009–10, QBuild:
  - raised awareness of ‘green building’ benefits through education and training including the ‘Reduce, Reuse, Recycle your waste’ campaign
  - required the purchase of environmentally-certified timber and timber products, with chain of custody requirements introduced into the Standing Offer Arrangements (SOA)
  - increased the use of sustainable timbers and recyclable material into the manufacture of office furniture
  - managed the building waste contractual services for the majority of government assets, with a focus on recycling materials and minimising landfill
  - commenced the recycling of building and demolition materials in conjunction with its service provider in accordance with the Government Recycling Policy for Buildings and Civil infrastructure.

Green: Kangaroo Point Park

Through *Toward Q2: Tomorrow’s Queensland*, the Government has committed to protecting 50 per cent more land for nature conservation and public recreation by 2020.

With the urban development of our cities and towns continuing at a rapid pace, it is critical that the State holds onto land for natural habitat and green space.

In January 2010, the Premier officially opened a new public park at the top of the Kangaroo Point cliffs which boasts almost 10 000 square metres of spectacular views of the Brisbane CBD.

Four existing structures and supporting infrastructure from the former Southbank Institute of TAFE were removed to make way for the new park.

The long history of the Kangaroo Point site was considered throughout the project and influenced the design, construction and even the materials used.

Wherever possible materials were recycled in the park’s construction, such as the beautiful Brisbane ‘Tuff’ stone, which was incorporated into the walkways and feature walls. Around 90 per cent of materials from the demolition works were recycled in the construction of the park.

There are a series of viewing platforms along the cliff-side boundary, an accessible pedestrian loop around the park, BBQs, tables, play spaces and a modern café.

Kangaroo Point Park will also include five public artworks, which will enhance the overall experience of the public space.

The opening day with stilt walkers, roving entertainers and an Indigenous dance troupe was attended by several thousand people.
Greenhouse gas emissions

The Department of Public Works is committed to supporting the Queensland Government’s *Toward Q2: Tomorrow’s Queensland* target to cut Queenslanders’ greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government’s environmental and climate change 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 has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to (i) vehicle use, (ii) electricity consumption and (iii) air travel. These activities are sources of both direct and indirect greenhouse gas emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries 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 had to be reported due to the limitation of data collection processes or 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 may be apportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure that all the relevant parameters are exactly the same and have not been affected by changes such as: differences in the configuration and make-up of the department’s building portfolio; changes to building functionality and/or occupancy levels; or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government’s *National Greenhouse Accounts Factors Workbook*).

The following table outlines the emissions relating to the Department of Public Works:

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<tr>
<th>Activity</th>
<th>Gross greenhouse gas emissions (tonnes of CO₂)</th>
<th>Less emission offsets (tonnes of CO₂)</th>
<th>Net greenhouse gas emissions (tonnes of CO₂)</th>
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Notes:

1. The emissions figure has been aggregated using National Greenhouse Emissions Reporting (NGER) guidelines and represents emissions for four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. Emissions shown are estimates based on actual kilometres travelled and available fuel consumption records. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets for vehicles that did not comply with the minimum Greenhouse Vehicle Guide (GVG) ratings.

2. The hire car vehicle emissions attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office have been calculated by Avis Australia. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.

3. This emissions figure is based on available building-related electricity consumption records for the period 1 April 2009 to 31 March 2010. For these records, the emissions reported are limited to those linked to electricity purchased directly from an energy retailer for this department’s own buildings and any space it leases. Incomplete electricity consumption records have been extrapolated where necessary. The electricity consumption has then been converted to carbon emissions using the combined Scope 2 and Scope 3 conversion factor of 1.01 kg CO2-e/kWh as published in the Australian Government’s National Greenhouse Accounts Factors Workbook (June 2009).

   The emission offsets figure includes GreenPower accredited renewable energy procured through Ecofund Queensland by the Department of Public Works on behalf of each department.

4. This emissions figure is based on emissions associated with electricity use in leased spaces where the electricity is not directly purchased by the tenant department from an energy retailer, for example, where 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. For example, in those major government office buildings owned by the Department of Public Works which do not have separate electricity sub-metering for tenants, the electricity consumption and associated emissions have been apportioned 45 per cent to the landlord, and 55 per cent to the tenants—in line with industry practice and historical benchmarking.

The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.

5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPO) during the period 1 April 2009 to 31 March 2010, specifically:
   - international air travel on commercial airlines
   - domestic air travel on commercial airlines.

For all air travel, the following methodology is used. QGCPO calculates the kilometres flown from data provided. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burnt per passenger per 100 kilometres. A factor of five has been used for all air travel (sourced from the International Civil Aviation Organisation).

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).

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.
Green: Joint Contact Centre, Zillmere

Through *Toward Q2: Tomorrow’s Queensland*, the Government has committed to cutting by one-third of the carbon footprint of Queenslanders with reduced car and electricity use.

The department is committed to building and designing infrastructure to meet the highest possible environmentally-sustainable benchmarks.

In September 2009, the new Joint Contact Centre at Zillmere achieved a 6 Star Green Star—Office Design v2 rating from the Green Building Council in Australia, representing ‘world leading’ green building design. At the time of certification (25 September 2009), the Joint Contact Centre achieved the highest number of points (92/100) to date for any Office Design v2 project in Australia.

There are numerous eco-friendly features in the building design, such as the air conditioning system which includes thermal storage and off-peak cooling; user-controlled airflow at the workstations; chilled beam technology; and fresh air supply 150 per cent above Australian Standards. The array of photovoltaic panels on the roof and car park shelter will have the capacity to generate around 450 kW of solar power, with any surplus power returned to the main grid.

The building will accommodate 417 work points for Smart Service Queensland and the Queensland Police Service.
6 Our locations

The 13-metre-high timber windmill at the Southern Queensland Institute of TAFE, reconstructed by QBuild for the Q150 celebrations.
Our locations

Map of our QBuild and Project Services locations.  
See from page 81 for the complete list.

Key
- QBuild offices and depots
- Project Services offices

Not to scale
Map of our ICT and Services divisions locations (regional only).
See from page 81 for the complete list.
## Our locations—general enquiries 13 7468 (QGOV) website www.qld.gov.au

<table>
<thead>
<tr>
<th>Location</th>
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<tr>
<td>Head Office</td>
<td>80 George Street GPO Box 2457</td>
<td>(07) 3227 7111</td>
<td>(07) 3224 5710</td>
<td><a href="mailto:dpw@publicworks.qld.gov.au">dpw@publicworks.qld.gov.au</a></td>
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<td>CITEC</td>
<td>Brisbane headquarters 317 Edward Street GPO Box 279</td>
<td>(07) 3222 2164</td>
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<td>Sydney</td>
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<td>(07) 3008 6804</td>
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Brisbane Qld 4000 | (07) 3224 7796 | (07) 3224 2472  |                              |                                               |
|                |                                                                         |                |                 |                              |                                               |
| ICT Policy and Coordination Office | Level 17, Mineral House  
41 George Street  
GPO Box 2457  
Brisbane Qld 4001 | (07) 3405 6222 | (07) 3406 2134  | ictpolicy@qld.gov.au  | www.qgcio.qld.gov.au  |
| Public Sector ICT Development Office | Level 17, Mineral House  
41 George Street  
GPO Box 2457  
Brisbane Qld 4001 | (07) 3224 4782 | (07) 3406 2134  | ictdevelopment@qld.gov.au  | www.qgcio.qld.gov.au  |
| Telecommunications Broadband and Digital Economy Coordination Office | Level 18, Mineral House  
41 George Street  
GPO Box 2457  
Brisbane Qld 4001 | (07) 3898 0335 | (07) 3224 6743  | telecoms@qld.gov.au  | www.qgcio.qld.gov.au  |
| Project Services | Levels 4 and 5, 80 George Street  
GPO Box 2906  
Brisbane Qld 4001 | (07) 3224 4991 | (07) 3224 6185  |  |  |
|                |                                                                         |                |                 |                              |                                               |
| Gold Coast     | Level 3, Eastside Robina  
232 Robina Town Centre Drive  
PO Box 5017  
Robina Post Shop  
Robina Town Centre Qld 4226 | (07) 5583 1260 | (07) 5583 1272  |                              |                                               |
| Sunshine Coast | Level 6, 26 Duporth Avenue  
PO Box 491  
Maroochydore Qld 4558 | (07) 5470 8000 | (07) 5470 8020  |                              |                                               |
| Toowoomba      | 120–124 Mort Street  
PO Box 1409  
Toowoomba Qld 4350 | (07) 4615 3573 | (07) 4615 3602  |                              |                                               |
| Townsville     | 9–15 Langton Street  
Garbutt  
PO Box 561  
Townsville Qld 4810 | (07) 4799 5503 | (07) 4779 2003  |                              |                                               |
| Cairns         | Level 11, Cairns Corporate Tower  
15 Lake Street  
PO Box 7230  
Cairns Qld 4870 | (07) 4039 8411 | (07) 4039 8331  |                              |                                               |
| QBuild         | Head Office  
Levels 12, 13 and 14, 295 Ann Street  
GPO Box 2937  
Brisbane Qld 4001 | (07) 3224 6077 | (07) 3224 6316  |                              |                                               |
|                |                                                                         |                |                 |                              |                                               |
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Brisbane City
30 Cribb Street
PO Box 1423
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Phone: (07) 3235 9830
Fax: (07) 3235 9820

Brisbane Metropolitan Group
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Cannon Hill Qld 4170
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Contract Management Services
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Fax: (07) 3224 6245

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Fax: (07) 3224 4288

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Fax: (07) 3006 4546

Burdekin
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Fax: (07) 4031 2560

Capricornia
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Fax: (07) 4615 3509

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Fax: (07) 5583 1943

Sunshine Coast
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PO Box 1680
Caboolture Qld 4510
Phone: (07) 5420 2000
Fax: (07) 5420 2050

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36 Tennyson Street
PO Box 86
Mackay Qld 4740
Phone: (07) 4967 1050
Fax: (07) 4957 2718

Wide Bay/Burnett
44 Ariadne Street
PO Box 299
Maryborough Qld 4650
Phone: (07) 4121 1999
Fax: (07) 4121 1948

District Offices
Barcaldine
Bundaberg
Charleville
Emerald
Gladstone
Hemmant – QBuild Industries
Palm Island
Roma
Thursday Island
Toowoomba

Depots
Atherton
Ayr
Bamaga
Barcaldine
Beaudesert
Beenleigh
Biloela
Borallon
Bowen
Bundaberg
Caboolture
Camp Hill
Charleville
Charters Towers
Chinchilla
Cloncurry
Cunnamulla
Doomadgee
Emerald
Gayndah
Gladstone
Gumdale
Gympie
Hervey Bay
Inala
Ingham
Innisfail

QFleet
Head Office
Level 16, Mineral House
41 George Street
GPO Box 293
Brisbane Qld 4001
Phone: (07) 3224 4292
Fax: (07) 3224 6242
Email: mail@qfleet.qld.gov.au
Internet: www.qfleet.qld.gov.au

QFleet Vehicle Hire Service
Level 2B, 80 George Street
Brisbane Qld 4000
Phone: (07) 3224 4180
Fax: (07) 3224 4012

QFleet Workshop
72 Pineapple Street
Zillimere Qld 4034
Phone: (07) 3406 6900
Fax: (07) 3406 6946
### Queensland Government Chief Procurement Office

Level 15, Mineral House  
41 George Street  
GPO Box 123  
Brisbane Qld 4001  
Phone: (07) 3235 4333  
Fax: (07) 3224 7921  
Email: betterprocurement@ggcpo.qld.gov.au  
Internet: www.qgm.qld.gov.au

### Queensland State Archives

435 Compton Road  
Runcorn  
PO Box 1397  
Sunnybank Hills Qld 4109  
Phone: (07) 3131 7777  
Fax: (07) 3131 7764  
Email: info@archives.qld.gov.au  
Internet: www.archives.qld.gov.au

### SDS

Furniture, General Merchandise and Publications Warehouse  
Cambewarra Street  
Zillmere Qld 4034  
Phone: (07) 3883 8700  
Fax: (07) 3883 8720  
Email: sdscustomerservice@sds.qld.gov.au  
Internet: www.sds.qld.gov.au

#### Administration and Logistics Warehouse

10 Deakin Street  
Brendale Qld 4500  
Phone: (07) 3883 8700  
Fax: (07) 3883 8720  
Email: sdscustomerservice@sds.qld.gov.au  
Internet: www.sds.qld.gov.au

### Shared Service Agency

Level 5, Forestry House  
160 Mary Street  
GPO Box 1435  
Brisbane Qld 4001  
Phone: 1300 SHARED  
Internet: www.publicworks.qld.gov.au

### Cairns Service Centre

Level 5, Cairns City Central  
63-67 Spence Street  
PO Box 2758  
Cairns Qld 4870

### Townsville Service Centre

Level 1, 143 Walker Street  
PO Box 1408  
Townsville Qld 4810

### Rockhampton Service Centre

Ground Floor, 80 Denham Street  
PO Box 255  
Rockhampton Qld 4700

### Maroochydore Service Centre

Level 3, ANZ Building  
135 Horton Parade  
PO Box 5665  
Maroochydore Qld 4558

### Smart Service Queensland

Level 3, Pipenetworks House  
127 Creek Street  
PO Box 10817  
Adelaide Street  
Brisbane Qld 4001  
Phone: 13 QGOV (13 7468)  
Email: enquiries@smartservice.qld.gov.au  
Internet: www.smartservice.qld.gov.au

### Queensland Government Agent Program Office

<table>
<thead>
<tr>
<th>Location</th>
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## Glossary of terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>ANZSOG</strong></td>
<td>Australia and New Zealand School of Government</td>
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<tr>
<td><strong>AO</strong></td>
<td>Administration Officer</td>
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<tr>
<td><strong>APCC</strong></td>
<td>Australian Procurement and Construction Council</td>
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<tr>
<td><strong>BEMIR</strong></td>
<td>Built Environment Materials Information Register</td>
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<tr>
<td><strong>CBD</strong></td>
<td>Central Business District</td>
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<td><strong>CSP</strong></td>
<td>Corporate Solutions Program</td>
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<td><strong>CITEC</strong></td>
<td>The Queensland Government’s primary technology service provider for Information and Communication Technology (ICT)</td>
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<tr>
<td><strong>CLF</strong></td>
<td>Queensland Public Service Capability and Leadership Framework</td>
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<tr>
<td><strong>CMC</strong></td>
<td>Crime and Misconduct Commission</td>
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<tr>
<td><strong>CO₂</strong></td>
<td>Carbon dioxide</td>
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<tr>
<td><strong>CO₂-e</strong></td>
<td>Carbon dioxide equivalent emissions</td>
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<tr>
<td><strong>COAG</strong></td>
<td>Council of Australian Governments</td>
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<tr>
<td><strong>CorpTech</strong></td>
<td>CorpTech is responsible for the design, build, implementation and support of whole-of-Government information systems that are used by Government agencies and shared service providers to administer the State’s finances and workforce</td>
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<tr>
<td><strong>eDRMS</strong></td>
<td>Electronic document and records management system</td>
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<tr>
<td><strong>FMPM</strong></td>
<td>Financial Management Practice Manual</td>
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<tr>
<td><strong>Goprint</strong></td>
<td>The printing and copying service provider for Government agencies</td>
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<tr>
<td><strong>HR</strong></td>
<td>Human resource</td>
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<tr>
<td><strong>ICT</strong></td>
<td>Information and Communication Technology</td>
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<tr>
<td><strong>ICTC</strong></td>
<td>Information and Communication Technology Consolidation</td>
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<tr>
<td><strong>IDES</strong></td>
<td>Identity, Directory and Email Services</td>
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<tr>
<td><strong>IS40</strong></td>
<td>Information Standard 40</td>
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<tr>
<td><strong>ISO</strong></td>
<td>International Security Standard</td>
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<tr>
<td><strong>ITO</strong></td>
<td>Invitation to Offer</td>
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<tr>
<td><strong>KPI</strong></td>
<td>Key Performance Indicator</td>
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<tr>
<td><strong>KL</strong></td>
<td>Kilolitres</td>
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<td><strong>KWH</strong></td>
<td>Kilowatt hours</td>
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<tr>
<td><strong>MOG</strong></td>
<td>Machinery-of-Government</td>
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<tr>
<td><strong>MOHRI FTE</strong></td>
<td>Minimum Obligatory Human Resources Information Full Time Equivalent</td>
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<tr>
<td><strong>NB–ESP</strong></td>
<td>Nation Building—Economic Stimulus Plan</td>
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<tr>
<td><strong>NBN</strong></td>
<td>National Broadband Network</td>
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<td><strong>OLA</strong></td>
<td>Operating Level Agreement</td>
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<tr>
<td><strong>PAT</strong></td>
<td>Practical Asbestos Training</td>
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<tr>
<td><strong>PCPA</strong></td>
<td>Procurement Capability and Performance Assessment</td>
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<tr>
<td><strong>PQC</strong></td>
<td>Pre-qualification System, a comprehensive central register of prequalified building industry contractors and consultants, which shows the performance requirements and guidelines for selecting building industry service providers for Queensland Government building projects</td>
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<tr>
<td><strong>PRINCE2</strong></td>
<td>A project management method covering the management, control and organisation of a project</td>
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<tr>
<td><strong>Project Services</strong></td>
<td>The Department of Public Works’ building design and management consultancy</td>
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<tr>
<td><strong>Q150</strong></td>
<td>Queensland’s 150th anniversary of statehood</td>
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<tr>
<td><strong>QBuild</strong></td>
<td>Main provider of construction and strategic building maintenance services for the Queensland Government</td>
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<tr>
<td><strong>QFleet</strong></td>
<td>The Queensland Government’s provider of vehicle leasing and fleet management services</td>
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<tr>
<td><strong>QGAP</strong></td>
<td>Queensland Government Agent Program</td>
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<tr>
<td><strong>QGCPO</strong></td>
<td>Queensland Government Chief Procurement Office</td>
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<tr>
<td><strong>QGCIO</strong></td>
<td>Queensland Government Chief Information Office, now the ICT Policy and Coordination Office, the Public Sector ICT Development Office and the Telecommunications, Broadband and Digital Economy Coordination Office</td>
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<tr>
<td><strong>QGCTO</strong></td>
<td>Queensland Government Chief Technology Office</td>
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<td><strong>QGEA</strong></td>
<td>Queensland Government Enterprise Architecture</td>
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<td><strong>GGSC</strong></td>
<td>Queensland Government Service Centre</td>
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<tr>
<td><strong>QSA</strong></td>
<td>Queensland State Archives</td>
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<tr>
<td><strong>RTI</strong></td>
<td>Right to Information</td>
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<tr>
<td><strong>SDS</strong></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><strong>SES</strong></td>
<td>Senior Executive Service</td>
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<tr>
<td><strong>SHE</strong></td>
<td>Safety, Health and Environment software system</td>
</tr>
<tr>
<td><strong>SO</strong></td>
<td>Senior Officer</td>
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<tr>
<td><strong>SMS</strong></td>
<td>Small Message Service</td>
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<tr>
<td><strong>SSA</strong></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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<tr>
<td><strong>Strategic Plan</strong></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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<tr>
<td><strong>TBDECO</strong></td>
<td>Telecommunications, Broadband and Digital Economy Coordination Office</td>
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<tr>
<td><strong>TMS</strong></td>
<td>Travel Management System</td>
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<tr>
<td><strong>TTP</strong></td>
<td>Technology Transformation Program, replaced by Information and Communication Technology Consolidation strategy</td>
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<tr>
<td><strong>Web 2.0</strong></td>
<td>Internet applications that facilitate interactive information sharing</td>
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