Public availability of the Report

This annual report is available on our website at:

Enquiries and further information
For enquiries and further information about this report, contact Planning and Performance Management, Department of Housing and Public Works on 13 QGOV (13 74 68).

Feedback
Readers are also welcome to provide feedback on this Annual Report, online at www.qld.gov.au/annualreportfeedback

Other languages and formats
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 13 QGOV (13 74 68) and we will arrange an interpreter to communicate the report to you.

www.qld.gov.au/languages

Online reporting
A number of annual reporting requirements can be accessed on the department’s website in lieu of inclusion in the annual report. Our performance on the following items can be found online at www.hpw.qld.gov.au

• Information systems and recordkeeping
• Consultancies
• Overseas travel

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In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Department of Housing and Public Works).

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ISSN 2201-140
Dear Minister

I am pleased to present the Annual Report 2012–13 for the Department of Housing and Public Works. This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2012–13 financial year.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at www.hpw.qld.gov.au/aboutus/ReportsPublications/AnnualReports/Pages/default.aspx

Yours sincerely

Neil Castles
Director-General
Department of Housing and Public Works
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Message from the Director-General

During the past year, the department’s focus has been on implementing the Queensland Government’s priorities and commitments, including reviewing the services we deliver and the way we deliver them.

This Annual Report highlights the department’s achievements and progress made in addressing the Government’s objectives.

Housing Services

In 2012–13, the department developed the Housing 2020 Strategy, a strategic plan to shape the future delivery of social and affordable housing in Queensland. The Strategy is underpinned by five guiding principles:

- renewing and reconfiguring social housing
- growing and innovating through partnerships
- facilitating housing pathways to the private market
- better use of social housing and support services
- improving the housing outcomes for Queenslanders most in need.

The department also launched the Homelessness-to-Housing Strategy 2020, which by 2020 aims to halve the rate of homelessness in Queensland, provide real and sustainable pathways out of homelessness and assist people develop independence rather than ongoing dependence on government-funded welfare services.

During the year, the department provided more than 72,032 Queensland households with social housing assistance. In addition, $378.3 million was invested to deliver new social housing dwellings, including 287 dwellings under the Australian Government’s Nation Building and Jobs Plan. A further 5,201 affordable private rental dwellings were completed across Queensland as part of the National Rental Affordability Scheme. The number of households assisted under this program during 2012–13 was 5,566.

Through initiatives including RentConnect, bond loans, rental grants, home loans and Home Assist Secure, the department also assisted 196,383 low to moderate income earners to either enter or continue living in the private market.

To improve the standards and supply of housing in Indigenous communities, $210.6 million was spent on Indigenous housing programs which included funding through the National Partnership Agreement on Remote Indigenous Housing. This included providing 152 new and 332 upgraded dwellings.

An Indigenous Home Ownership Team was also established in Cairns to coordinate home ownership activities and further assist land management trustees in developing processes to support expressions of interest for home ownership.

We introduced fixed-term tenancies to clarify that tenancy is not for life, reduced under-occupancy, reviewed the rent policy and ongoing eligibility policy, managed an amnesty for undeclared household members, and introduced an anti-social (three-strikes) behaviour policy to penalise inappropriate behaviour.

Building Services

As part of the Government’s reform program, QBuild and Project Services were amalgamated into a single integrated division – Building and Asset Services, which commenced operations on 1 July 2013 to deliver coordinated procurement and contract management of building, construction and maintenance services.

In 2012–13, the department continued to progress an extensive capital works program including major projects such as the Gold Coast University Hospital, Queensland Children’s Hospital, and the Cairns, Townsville, Mackay and Rockhampton Base Hospitals. Eight multi-purpose public cyclone shelters were also designed and delivered in North Queensland. A further $273.2 million of construction and upgrade works were delivered through QBuild, as well as an estimated $546.8 million of maintenance on government assets across the State. Approximately 84 per cent of this work was outsourced to the private sector.
Legislative reform

As part of a major reform to the regulation of the building and construction industries in Queensland, the recommendations arising out of the Transport, Housing and Local Government Committee’s review of the Queensland Building Service Authority (QBSA) were reviewed with the Government adopting a 10-point Action Plan to reform the QBSA. This Action Plan is being progressed.

To further reduce red tape for industry and lower the cost of living for families, the department repealed laws mandating rain water tanks and energy efficient hot water systems for new domestic buildings, repealed the requirement for sustainability declarations by property owners when selling a property, and commenced a review of solar panels installation. New plumbing and drainage laws were also introduced, which reduce the amount of routine work undertaken by licensed plumbers and drainers that require Government approvals or inspections, and reduce application fees for Queenslanders.

Procurement savings

In 2012–13, procurement was identified as a key area of focus for public sector renewal. The Government Strategic Sourcing and Procurement Review highlighted opportunities to achieve significantly improved outcomes across the government’s approximate $11 billion procurement spend.

Implementation of Wave 1 of the Government’s Procurement Transformation Program (which targets $60–$120 million in annualised savings in its first 120 days across the government’s five main categories of spending) commenced, to be finalised by 31 October 2013.

A new Queensland Procurement Policy was also developed and introduced on 1 July 2013. It sets the procurement framework for Government and has shifted from a compliance-based policy to a principles-based, outcome-focused approach which encourages innovation and accountability.

The year ahead

The 2013–14 year will see a continuation of the reform agenda within the department, including streamlining business models to ensure our policies, programs and initiatives support the Government’s priorities.

The year ahead presents us with a number of opportunities and challenges. This will involve changing the way we work and a continued focus on delivering improved value to our customers. I look forward to continuing to deliver high quality services with my department, and our key stakeholders and partners, to benefit our customers.

In addition we expect to progress and finalise legislation reform with respect to the Queensland Building Services Authority Act 1991, the Retirement Villages Act 1999, the Manufactured Homes Act (Residential Parks) Act 2003 and the Residential Services Act (Accreditation) Act 2002.

Finally, I would like to acknowledge the dedication and professionalism of the department’s staff for their ongoing hard work and the valuable services they have delivered to the people of Queensland.

Neil Castles
Director-General
Alignment to Government priorities

The Government is committed to getting the state’s economy back on track and making its public service the best public service in Australia.

To achieve this vision, the Government is delivering on its five pledges to the community:

• growing a four-pillar economy through agriculture, tourism, resources and construction
• lowering the cost of living for families by cutting waste
• delivering better infrastructure and better planning
• revitalising front-line services for families
• restoring accountability in Government.

Our priorities

The department’s strategic objectives focus on achieving better outcomes for the community, by delivering efficient and effective services through reducing red tape, reviewing service delivery, eliminating waste and unproductive services, and improving housing outcomes for the most disadvantaged Queenslanders.

In this regard, the department’s key objectives are:

• supporting Government priorities and reforms to assist implementation of the Government’s vision for the future of Queensland
• facilitating effective, efficient and economical delivery of valued services to customers
• delivering policy, programs and initiatives that support the government’s priorities
• stopping services that deliver no value
• improving organisational capability through a skilled and capable workforce, which embeds a culture that places the delivery of value at the centre of business performance and success.

The department also has responsibility for significant legislation, codes and regulations around the building and construction industry. These are being reviewed, with a view to reducing red tape and making it easier to contract with the department by better balancing the needs of both parties to a contract.

Operating environment

Factors that are critical to the department’s ability to deliver services, continue these significant reforms, and change the way services will be delivered, include:

• developing new and growing existing relationships with agencies, suppliers and other stakeholders with a view to delivering more effective outcomes and making it easier to do business with Government
• reviewing service delivery to ensure superior value-for-money and cutting out those services which offer limited or no value
• implementing effective systems, processes and governance structures to support the new business model and service delivery arrangements
• developing the right skills and capabilities to effectively support the department’s role now and into the future.

Renewal

The Department of Housing and Public Works was one of the initial participants in the Public Sector Renewal Program.

This Program is delivering a renewed, refocused and more efficient public service and is driving cultural change. It complements other Queensland Government processes currently underway, including the Commission of Audit work program, the review of Government-owned corporations, the Public Service Commission’s review of human resource issues, and the Government’s examination of agency budgets.

Overseen by the Public Sector Renewal Board, the renewal program has included operational reviews across many areas of the department to provide expert input into how services should be reformed to deliver more effective outcomes.

In 2012–13, the program provided the strategic direction to assist in moving the department from being a service deliverer to an informed and aggregated purchaser and contract manager. This has resulted in delivering fewer services in-house but maintaining the expertise, capacity and continuity necessary to improve outcomes through efficient and effective service delivery by private providers.
As at 30 June 2013, the program:

- amalgamated the former commercialised business units of QBuild and Project Services into a single division from 1 July 2013, to improve the delivery of building and asset procurement and contract management services to Government agencies.
- discontinued the commercialised business units of Goprint and Sales and Distribution Services.
- rationalised QFleet by outsourcing auctioneering and its garage, as well as reducing the fleet by 14.7% as at 30 June 2013.
- initiated an expanded service delivery role for non-Government housing providers, with the objectives of improving the efficiency and effectiveness of service delivery and of increasing the supply of social and affordable housing.
- delivered a whole-of-Government strategic sourcing review, new Queensland Procurement Policy and commenced a procurement transformation program to leverage spend across Government, identify cash savings and promote innovation and efficiency in procurement, with the aim of achieving $60 million to $120 million in annualised savings by the end of the first stage (31 October 2013).
- reviewed the utilisation of Government buildings and land with a view to optimising their value.
About the department

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 which still stands on the campus of the Queensland University of Technology – was completed, and the Department of Land and Works was created. In 1866, the Department of Public Works became a department.

Over nearly 150 years, the department has evolved to lead the delivery of building capital works and core support services across the Queensland public sector.

The provision of housing assistance to Queenslanders in need has also been a priority of the Queensland Government for over 100 years. From the establishment of the Workers’ Dwelling Branch in 1910 through to the Queensland Housing Commission in 1945, to the Housing Act 2003 and the major reforms to the social housing system we are now undertaking, providing people with safe and appropriate housing has been integral to building a strong and productive state.

Structural changes

During 2012–13, the department undertook significant changes to its operating structure with the aim of reforming service delivery and delivering only those services which offer value-for-money, including:

- amalgamating the former Project Services and QBuild into a new division, Building and Asset Services, with an operational commencement date of 1 July 2013
- closing Sales and Distribution Services, and the commercial printing operation of Goprint
- making substantial changes to the way QFleet operates
- establishing the role of Assistant Director-General, Strategic Asset Management to oversee QFleet, Portfolio Management and Operations, Government Employee Housing, State Government Security and the Queensland Government Accommodation Office
- establishing the role of Assistant Director-General, Building Industry and Policy, to come into effect on 1 July 2013 to oversee Building Codes Queensland, Technical Services, the Building Policy Unit, the Queensland Government Architect and work on the legislation and other reforms of the Queensland Building Services Authority
- redesigning the role of Chief Finance Officer to provide strategic leadership of financial management across the department and amalgamation of finance functions into a consolidated group within Corporate Services
- reforming the Queensland Government Chief Procurement Office which was renamed the Procurement Transformation Division effective from 1 July 2013, and which is responsible for transforming procurement across the public sector.

Machinery-of-Government changes

The Department of Housing and Public Works is established under the authority of the Public Service Act 2008 section 14(1).

On 28 June 2013, Administrative Arrangements Orders (No. 1) 2013 provided the transfer of responsibility of homelessness services from the Department of Communities, Child Safety and Disability Services to the Department of Housing and Public Works with an effective operational date of 1 July 2013.

As part of this transfer of ministerial responsibility, joint administration of the Community Services Act 2007 with the Minister for Communities, Child Safety and Disability Services was established.

Operations

The department’s services are delivered through regional and district offices across Queensland, which are supported by a central corporate office in Brisbane. Full details of the department’s offices and contact numbers are on pages 44–49.

A strong legislative framework supports the department’s work and is administered to fulfil its statutory obligations (more details are contained on pages 40–41).
Our purpose and role

The Department of Housing and Public Works implements the Government’s objectives and priorities aligned to the Government’s five pledges by:

- ensuring that our most in need Queenslanders have access to housing and homelessness assistance
- providing policy, advice and delivery of services to Government agencies in the areas of construction, asset and facilities management, procurement and fleet management.

We support the Queensland Government and its agencies in delivering improved services and facilities across the state, and are Queensland’s lead agency in:

- managing and/or maintaining Government buildings
- procuring and contract managing building services and maintenance
- providing support services through fleet management and accommodation services
- leading disaster management and recovery of Government buildings.

The department’s portfolio benefits Queenslanders by:

- providing housing and support services to Queenslanders most in need, including crisis support, remote Indigenous housing, assistance to enter into or maintain private housing, and social housing
- delivering the Queensland Government’s office accommodation and employee housing programs
- managing significant building and property initiatives
- managing whole-of-Government supply arrangements used by departments, Government-owned corporations, statutory bodies, local authorities and approved non-Government organisations
- maintaining the Government’s procurement policy framework
- administering building and plumbing laws for the State of Queensland.

During 2012–13, the following services were delivered to Queensland Government agencies through commercialised business units:

- QBuild delivered building maintenance and construction services and provided a whole-of-Government response to protect and maintain Government building assets in the event of natural disasters and major incidents
- Project Services provided building, design, project management and property consultancy services
- QFleet provided vehicle leasing and fleet management services and managed the Government’s vehicle fleet
- Goprint had a role in printing and distributing documents and materials for departments and Parliament until it was closed on 31 January 2013
- Sales and Distribution Services provided office supplies, furniture, logistic support and publication distribution services until it was closed on 28 February 2013.

Vision

To be a trusted partner of our customers and stakeholders by providing smart and simple solutions that deliver real value and positive outcomes.

Values

Our people are engaged in what they do and are committed to:

- **putting customers first**: we will focus on our customers at all levels by understanding them and delivering what matters
- **transforming ideas into action**: we will be responsive and innovative in delivering solutions by encouraging and embracing new ideas, and working across divisions within our department and across departments to make ideas a reality
- **unleashing potential**: we will excel by being clear about our vision and continue to challenge ourselves
- **being courageous**: we will take calculated risks to achieve better outcomes
- **being accountable**: we will act with transparency and be open about our performance and we will own our actions, successes and mistakes
- **empowering people**: we will empower our people to lead by example within an integrated department
- **ensuring a safe work environment**: we will ensure the safety of our workers, customers, contractors, other stakeholders and the public.
Performance

Service areas

Housing Services

Housing Services coordinates and delivers a broad range of integrated housing support and services to Queenslanders most in need, including remote Indigenous communities and low income and high needs families, by:

- delivering housing and tenancy management services to those Queenslanders most in need
- partnering with community housing providers to manage the distribution and increase the supply of cost effective, visually appealing and well-located social and affordable housing properties, and ensure that new stock is aligned with the needs of clients
- enhancing the capacity of community housing providers
- increasing the supply of social and affordable housing
- facilitating pathways to the private market, through indirect housing assistance programs such as bond loans and RentConnect, which help low income households secure and sustain private tenancies
- increasing housing supply and improving housing amenity in Indigenous communities, as well as increasing Indigenous home ownership
- maintaining a single housing register based on need to be used by the department and community housing providers in allocating housing.

Highlights

Improving social housing

During 2012–13, the department:

- delivered public housing more efficiently and effectively through:
  - the review of under-occupancy in public housing
  - reviews of rent policy to identify efficiency options and ongoing eligibility of tenants to ensure continued need
  - the introduction of three-year fixed-term tenancies for new public housing tenants
- developed the Anti-social Behaviour Policy to respond to poor behaviour in public housing through a strike-based process, to be implemented from 1 July 2013
- commenced expansion of the service delivery role for non-Government housing providers by tendering for a suitable organisation to manage social housing in Logan, and work with Government to renew and revitalise older neighbourhoods
- undertook an expression of interest process to transfer three state-owned caravan parks to not-for-profit organisations, in exchange for new social housing in key target areas around the state
- expended $24.3 million to complete the final 287 Nation Building and Jobs Plan social housing dwelling units, bringing the total number of new units under this program to 4,035
- released the Homelessness-to-Housing Strategy to deliver a whole-of-Government strategic direction for reducing homelessness and key reforms to homelessness services by 2020
- provided social rental housing support to 72,032 Queensland households with low-to-moderate incomes, an increase of 1,716 over the previous year
- expended more than $378.3 million to enhance and increase the number of social housing dwellings, with the total number of social housing dwellings owned or funded by the department increased to 72,347 (up from 71,950 as at 30 June 2012).
Improving housing in Indigenous communities

In 2012–13, the department:

- provided $210.6 million for Indigenous housing programs to improve the standard and supply of housing in Indigenous communities.
- through the National Partnership Agreement on Remote Indigenous Housing, the department:
  - completed 152 new constructions
  - completed 332 refurbishments
  - delivered two 16-person workers’ accommodation facilities at Aurukun and Doomadggee and commenced a seven-person facility including a commercial kitchen, caretakers unit and large shed, as part of a larger complex on Palm Island
  - delivered four dwellings (total of 21 over the life of the program) as part of the Employment Related Accommodation Program, providing assistance to over 30 Aboriginal and Torres Strait Islanders to take up employment, education and training opportunities
  - completed construction of AFL Cape York House, a 48-bed boarding facility in Cairns, under the Employment Related Accommodation Program, enabling students from remote Indigenous communities to participate in employment or training opportunities
  - progressed the design and delivery of Indigenous housing in Far North Queensland to better reflect local climate conditions
- continued to offer tenancy management assistance to 2,138 properties, either as landlord under a social housing lease or as agent on behalf of Indigenous councils; provided tenant support through Living Skills Program to 21 tenants; and employed seven local housing officers across five communities to support delivery of standardised tenancy management practices
- completed construction of four new dwellings in Cherbourg, and four transitional houses in Aurukun and completed refurbishment of 153 existing dwellings across 16 communities
- completed construction of 19 new dwellings under the Rural and Remote program
- completed 139 refurbishments and six replacement dwellings for Indigenous community housing organisations.

Support to access and sustain housing in the private market

In 2012–13, the department:

- provided 196,383 instances of support to access or sustain housing in the private market
- operated RentConnect services in 15 locations across the state, providing advice and assistance to 9,054 households to connect to local real estate agencies and community services, and to secure and sustain a tenancy in the private market
- provided $9.1 million as incentives to investors, delivering over 5,201 affordable private rental dwellings across Queensland as part of the National Rental Affordability Scheme. The number of households assisted under the program was 5,566
- provided a total of 22,231 new bond loans to households unable to pay full rental bonds, bringing the total number of bond loans to 62,425
- provided 3,926 rental grants to households experiencing a housing crisis or who were unable to afford some of the immediate costs of moving
- assisted over 61,986 households through Home Assist Secure, a service which assists people over 60 and those who have a disability by providing free information and referral about home maintenance and repairs. Eligible clients also receive limited subsidised assistance to maintain the safety and security of their home.
### Private market assistance

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<tr>
<th>Type of private market assistance provided</th>
<th>No. of households assisted in 2012–13¹</th>
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<tr>
<td>Bond loans</td>
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<tr>
<td>Rental grants</td>
<td>3,926</td>
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<tr>
<td>Home Assist Secure</td>
<td>61,986</td>
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<tr>
<td>Tenant Advice and Advocacy</td>
<td>51,016</td>
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<tr>
<td>RentConnect</td>
<td>9,054</td>
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<td>Housing loans</td>
<td>1,748</td>
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<td>Mortgage relief</td>
<td>222</td>
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<tr>
<td>Caravan Parks Program</td>
<td>288</td>
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<tr>
<td>National Rental Affordability Scheme</td>
<td>5,566</td>
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<tr>
<td>Housing and Employment Program</td>
<td>24</td>
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<tr>
<td>Other²</td>
<td>128</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>196,383</strong></td>
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</tbody>
</table>

**Notes:**

1. Households may be counted more than once based on instances of support.

2. Includes Comptons Subsidy, Sustainable Resource Communities, Home Adapt Loans and Perpetual Town leases.

### Our future

Reforms to the social housing system will continue in 2013–14.

The Housing 2020 Strategy will establish the Government’s approach to achieving a flexible, regionally based, integrated system by 2020 that features a stronger role for non-Government providers and a broader range of options to help low-income families into sustainable accommodation.

The department will take on responsibility for homelessness responses in Queensland from 1 July 2013. Implementation of the Government’s Homelessness-to-Housing Strategy 2020 will be integrated with the delivery of Housing 2020 to improve the overall service system and maximise outcomes for disadvantaged Queenslanders.

In addition to these wide-ranging reforms, the National Regulatory System for Community Housing commences on 1 January 2014 and will:

- establish a platform for the community housing sector to grow and mature into a nationally competitive social housing industry
- support the Queensland Government’s Housing 2020 Strategy concerning transfer of social housing property and tenancy management delivery to capable registered non-Government and local government providers.

Finally, the department will continue to address the needs of those people living in Indigenous communities by tackling overcrowding and increasing the number of dwellings in communities, by providing $237.7 million (including $149.5 million funding through the National Partnership Agreement on Remote Indigenous Housing) to provide new dwellings and upgrade existing homes.
## Performance statement

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of client satisfaction with social rental housing</td>
<td></td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of new households assisted in Government-managed social housing who were in very high or high need</td>
<td></td>
<td>95%</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Percentage of new households assisted in Government-managed social housing who were Indigenous</td>
<td></td>
<td>25%</td>
<td>30%</td>
<td>29%</td>
</tr>
<tr>
<td>Average wait time to allocation for assistance (months) with Government-managed social rental housing for clients in very high or high need</td>
<td></td>
<td>10</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Average tenancy and property management administration cost per households assisted</td>
<td>1</td>
<td>$1,172</td>
<td>$1,137</td>
<td>$1,052</td>
</tr>
<tr>
<td>Total number of households assisted in social housing</td>
<td></td>
<td>72,300</td>
<td>72,200</td>
<td>72,032</td>
</tr>
<tr>
<td>Number of applications on the Housing Register eligible for long-term social housing</td>
<td>2</td>
<td>33,800</td>
<td>23,663</td>
<td>22,397</td>
</tr>
<tr>
<td>Percentage of Indigenous applications on the Housing Register eligible for long-term social housing</td>
<td></td>
<td>15%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Total number of households assisted in private market assistance</td>
<td></td>
<td>152,000</td>
<td>187,000</td>
<td>196,383</td>
</tr>
<tr>
<td>Percentage of department-owned social rental housing dwellings in acceptable condition</td>
<td></td>
<td>97%</td>
<td>97%</td>
<td>98%</td>
</tr>
<tr>
<td>Percentage of home loan offers proceeding to approval</td>
<td>3</td>
<td>30%</td>
<td>51%</td>
<td>56%</td>
</tr>
<tr>
<td>Percentage of department owned Crisis Accommodation Program dwellings in acceptable condition</td>
<td></td>
<td>98%</td>
<td>96%</td>
<td>98%</td>
</tr>
</tbody>
</table>

Notes:

1. Variance between the 2012–13 Estimated actual and the 2012–13 Actual is due to savings in employee expenses and supplies and services.
2. Variance between the 2012–13 Estimated actual and the 2012–13 Actual was expected, due to the announcement and implementation of policy reform aimed at reducing the growing pressure on the social housing system including: under-occupancy and eligibility reform, and regular application review and cancellation processes. In addition, an increase in allocations due to Nation Building and Jobs Plan completions and assistance to divert applicants into the private sector will likely have impacted on the Housing Register numbers.
3. Variance between the 2012–13 Estimated actual and the 2012–13 Actual is due to higher number of public housing tenants taking up an opportunity of home ownership, and other clients who were unable to access private lender finance, primarily as a result of high deposit requirement and mortgage insurance costs.
Building Services

Building Services delivers the Queensland Government’s office accommodation and employee housing, manages significant building and property initiatives, coordinates provision of functional assistance in response to disasters and other incidents, and coordinates building and plumbing laws in Queensland through:

- maintaining stewardship of Government office and employee accommodation assets through effective policy development and efficient management of assets
- delivering and maintaining Government employee housing
- providing building policy and advice, and improving Government and industry relationships
- administering building procurement and asset management frameworks
- administering and reviewing building and plumbing laws with a focus on cutting red tape and delivering an efficient system for approving building and plumbing work
- encouraging innovative design for Government buildings and assistance to architects undertaking Government work
- providing security services to Government buildings and Government agencies
- managing asbestos in Government buildings
- maintaining an all-hazards approach to providing assistance to disasters and other incidents including development of plans and arrangements, as well as maintenance of a prepared workforce.

Highlights

Delivering capital works

In 2012–13, Building Services:

- provided initial building procurement and project management services to various Commonwealth Games coordination working groups for each of the sporting venues, in consultation with key Games stakeholders
- completed the Carseldine Government Office Precinct, providing 14,000 square metres of office space to accommodate approximately 1,000 staff as part of managing the Government Office Accommodation Management Framework across a portfolio of more than one million square metres of office space
- completed eight new cyclone shelters and provided funding for two other completed cyclone shelters, designed as multi-purpose sports facilities including netball and basketball courts, a classroom and teaching facilities
- undertook an amenity audit of general purpose and operational employee accommodation across the Queensland Government
- commenced a review of the Building and Construction Industry Payments Act 2004 to identify legislative amendments required to improve the security of payments to contractors, subcontractors, suppliers and consultants in the building and construction industry
- reduced the Government’s rental footprint in Brisbane’s central business district by 38,816 square metres.

Promoting public safety

In 2012–13, the department:

- completed a database of state and local Government-owned buildings which in the absence of sufficient space within cyclone shelters, can be used as places of refuge for at risk members of the community
- implemented the Government’s agreed actions resulting from the Queensland Floods Commission of Inquiry and introduced new standards for buildings in flood hazard areas
- provided training on the use and operation of the cyclone shelters.

Coordinating disaster response

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

The department through Housing Services, and in collaboration with other agencies, also facilitates short-term and long-term temporary housing assistance to disaster-affected individuals, including affected social housing tenants and those who would otherwise be ineligible for social housing assistance. During 2012–13, the department coordinated responses to 737 requests for housing assistance received through the Housing Hotline or local disaster recovery centres.
During the year, the department provided support in response to a number of localised storm and minor flood events. In January 2013, as a result of flooding in Bundaberg, the department coordinated temporary accommodation solutions for evacuated members of the community, including:

- a fully managed accommodation facility at the Bundaberg Showgrounds for up to 300 people
- deployment and establishment of a mining camp, provided by Santos, also located at the Bundaberg Showgrounds
- demountable accommodation units in various locations including Bundaberg, Mundubbera and Gayndah.

**Reducing red tape**

In 2012–13, the department contributed to the Government’s commitment to red tape reduction through a range of legislative and regulatory amendments and other initiatives.

Amendments to the *Building Act 1975* and *Plumbing and Drainage Act 2002* reduced red tape for consumers, homeowners, local governments and the building and plumbing industries by:

- improving the building approval process for buildings that are demolished, removed or rebuilt after removal, by increasing the time allowed to complete the work from 6 to 12 months, and permitting local governments to extend the time by a further period of up to six months
- reducing unnecessary approval times and costs through the introduction of a new category of plumbing and drainage work called notifiable works which is expected to provide significant financial savings to householders and a saving of up to 20 business days for home renovation projects
- amending swimming pool safety laws to remove the need for an approval for building work for certain pool fences.

Amendments to the *Building Act 1975* and *Queensland Plumbing and Wastewater Code* also contributed to reduced red tape and costs for builders and home owners by:

- repealing the requirement for sustainability declarations
- repealing laws mandating rain water tanks on new buildings and energy efficient hot water systems in new houses (saving up to $5,000) and at time of replacement of a hot water system in existing houses in gas reticulated areas.

Other red tape reduction initiatives undertaken by the department in 2012–13 included:

- doubling the dollar threshold for Government building projects applying to building industry contractors under the whole-of-Government pre-qualification system from $250,000 and $500,000
- reducing the frequency of routine performance reporting on pre-qualified consultants and contractors engaged to provide services on Government building projects.
Our future

The department will deliver a number of significant initiatives during 2013–14, including:

- continuing to manage a total capital expenditure of $331.7 million
- completing the delivery of property solutions commenced under the Accommodation Initiative in Ipswich
- completing the delivery of fitout in a new building in Nelson Street, Mackay to provide approximately 7,000 square metres of office space
- completing the review of the Building and Construction Industry Payments Act 2004 to identify legislative amendments required to improve the security of payments to contractors, subcontractors, suppliers and consultants in the building and construction industry
- centralising the management of Government employee housing and acquiring dwellings for employees to support the delivery of Government services in rural and remote communities
- progressing implementation of the Government’s response to recommendations made by the Transport, Housing and Local Government Parliamentary Committee’s Report no. 14 Inquiry into the Operation and Performance of the Queensland Building Services Authority 2012
- providing an independent review process for complaints made against the Queensland Building Services Authority through the Building Industry Complaints Review Unit
- managing the reduction in Government office space as a result of downsizing and the allocation of space per person in line with contemporary practice
- reviewing and enhancing building procurement and asset management frameworks and the prequalification system
- reviewing the overarching strategy and whole-of-Government policy for asbestos management in Government buildings, including developing long-term economic options and undertaking a major review of the way asbestos information for Government buildings is administered.

In addition, the department will continue to undertake reviews and implement initiatives to reduce red tape including:

- reviewing the current standards for siting and design of housing, with the aim of developing a single State Housing Code
- streamlining the approval process for building over or near water, stormwater or sewer mains
- further reviewing Queensland’s plumbing and drainage legislation, codes and standards to reduce regulatory burden
- continuing to implement notifiable works reforms
- reviewing the Queensland Development Code regarding building compliance in transport noise corridors
- clarifying the building approval process for the installation of solar hot water systems and photovoltaic systems.
## Performance statement

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<tr>
<th></th>
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<tbody>
<tr>
<td>Return on investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- commercial properties included in the office portfolio</td>
<td>1, 2</td>
<td>≥6.5%</td>
<td>8.0%</td>
<td>8.75%</td>
</tr>
<tr>
<td>- Government employee housing</td>
<td>1, 3</td>
<td>≥2.2%</td>
<td>4.1%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Vacancy rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- office portfolio</td>
<td></td>
<td>2.5%</td>
<td>2.4%</td>
<td>3.51%</td>
</tr>
<tr>
<td>- Government employee housing</td>
<td>4</td>
<td>≤3.0%</td>
<td>3.4%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Energy consumption per employee occupying office space (in the owned office portfolio)</td>
<td>5</td>
<td>≤3,300 kwh per annum</td>
<td>3,027 kwh per annum</td>
<td>2,803 kwh per annum</td>
</tr>
<tr>
<td>Strategic projects facilitated efficiently and effectively:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- on time</td>
<td>6</td>
<td>≥90%</td>
<td>81.25%</td>
<td>81.25%</td>
</tr>
<tr>
<td>- on budget</td>
<td></td>
<td>≥90%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors on Government building projects</td>
<td></td>
<td>2.0%</td>
<td>0.87%</td>
<td>0.74%</td>
</tr>
<tr>
<td>Work point density</td>
<td></td>
<td>≤14.5m² per person</td>
<td>13.6 m² per person</td>
<td>13.6m² per person</td>
</tr>
<tr>
<td>Value of lease incentives for new leases with the private sector</td>
<td></td>
<td>≥$2 million</td>
<td>$2.8 million</td>
<td>$2.8 million</td>
</tr>
<tr>
<td>Procure green leases over 2,000m²</td>
<td></td>
<td>≥90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Whole-of-Government built environment information system availability</td>
<td></td>
<td>≥95%</td>
<td>99.49%</td>
<td>99.61%</td>
</tr>
<tr>
<td>Whole-of-department emergency/disaster and continuity management plans are reviewed and evaluated annually</td>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Notes:
1. The 2012–13 Target/estimate is reflective of industry benchmarks.
2. Variance between the 2012–13 Target/estimate, 2012–13 Estimated actual and 2012–13 Actual is due to a reduction in asset values (particularly in Brisbane City) rather than an increase in net income.
3. Variance between the 2012–13 Target/estimate, 2012–13 Estimated actual and 2012–13 Actual is primarily due to higher than expected rental revenue growth, as well as lower than expected property expenditure related to maintenance; both of these factors contributed to a larger than expected net profit.
5. Variance between the 2012–13 Target/estimate, 2012–13 Estimated actual and 2012-13 Actual is a result of energy efficiency gains achieved through increased work point density and an overall reduction in energy usage as a result of whole-of-Government efficiencies.
6. Variance between the 2012–13 Target/estimate and the 2012–13 Estimated actual is primarily due to a number of the cyclone shelters being delayed as a result of extended inclement weather in early 2012, over and above allowances that had been made for the usual northern wet season.
Procurement Services

Procurement Services secures greater value-for-money outcomes by implementing smarter sourcing strategies and practices, building capability, and better leveraging Government spend.

Procurement Services also provides a policy framework aimed at driving improved procurement performance and efficiency across Government to deliver best procurement outcomes across the public sector.

Highlights

In 2012–13, the department:

- reviewed the operation of the Queensland Government Chief Procurement Office which resulted in the creation of the Procurement Transformation division on 1 July 2013, with a renewal focus on transforming the approach of procurement across the sector, including:
  - driving and providing support for the overarching procurement framework
  - assisting in identifying procurement priorities
  - providing specialist resources to work with agencies to enable delivery of these priorities
- participated in a review of strategic sourcing and procurement to identify Government’s spend, identify cash savings and promote innovation and efficiency in procurement
- developed a new Queensland Procurement Policy that is outcome focused and based on simple, clear principles aimed at driving better procurement behaviours.

Our future

Procurement Services will deliver a number of significant initiatives to help achieve the whole-of-Government direction and priorities in 2013–14, including:

- progressing delivery of Wave 1 of the Procurement Transformation Program, targeted to deliver $60 to $120 million in benefits in 90 to 120 days
- building on Wave 1 outcomes to lead a whole-of-Government procurement transformation program to deliver significantly greater value from the Government’s procurement spend of approximately $11 billion
- making the Queensland Procurement Policy actionable, thereby reducing requirements for compliance reporting and providing greater flexibility to deliver value-for-money outcomes and making it easier to do business with Government
- growing procurement capability across Government.

Performance statement

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<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>$57 million</td>
<td>$48 million</td>
<td>$51 million</td>
</tr>
<tr>
<td>Achievement of benefit target – Travel Management System</td>
<td>2</td>
<td>$4.1 million</td>
<td>$2.1 million</td>
<td>$2.2 million</td>
</tr>
<tr>
<td>Achievement of benefit target – Print Management Unit</td>
<td>3</td>
<td>$4.5 million</td>
<td>$1.9 million</td>
<td>$2.1 million</td>
</tr>
</tbody>
</table>

Notes:

1. Variance between the 2012–13 Target/estimate, 2012–13 Estimated and 2012–13 Actual is due to discontinuation of the Print Management Solution and a general reduction in expenditure by Government agencies on whole-of-Government common-use supply arrangements which consequently reduced the level of procurement savings and benefits able to be achieved from these arrangements.
2. Variance between the 2012–13 Target/estimate and the 2012–13 Actual is due to reduced spend by agencies on travel.
3. Variance between the 2012–13 Target/estimate and the 2012–13 Actual is due to closure of the Print Management Unit in February 2013 which resulted in a reduction in expenditure and reduced the level of procurement savings and benefits.
Commercialised business units

Building and Asset Services

On 9 August 2012, the Queensland Government approved the amalgamation of QBuild and Project Services into a single integrated division, delivering coordinated procurement and contract management of building services.

As Building and Asset Services commenced operations on 1 July 2013, performance statements in the following pages relate to QBuild and Project Services.

Building and Asset Services assists Government agencies to manage risks associated with the ownership, maintenance and operation of their asset portfolios, as well as the risks associated with the planning, procurement and delivery of new building infrastructure.

Building and Asset Services is implementing a streamlined business model and places a stronger focus on safely delivering services to achieve valuable outcomes for customers.

Our future

Building and Asset Services will deliver a number of significant initiatives that will help achieve the whole-of-Government direction and priorities in 2013–14, including:

• delivering savings by aggregating work to achieve economies of scale prior to contracting with the private sector
• maintaining a rapid response capacity to support disaster recovery, urgent after-hours repairs, asbestos issues and vandalism impacting State Government facilities
• providing procurement management of major hospital projects including the Gold Coast University Hospital and the Queensland Children's Hospital; redevelopment of a number of hospitals across the state including Cairns, Townsville, Rockhampton and Ipswich; rural and remote hospital infrastructure upgrades; and improving fire services in existing residential care buildings for Queensland Health
• providing procurement, project management, quantity surveying and contract management for much of the Department of Education, Training and Employment’s ongoing transition of Year 7 into high school under the Queensland Government’s Flying Start Initiative. This work is expected to involve a range of delivery options including new builds, refurbishments and modular buildings
• delivering procurement savings for the Advancing Our Schools Maintenance Program in Queensland state schools on behalf of the Department of Education, Training and Employment.
QBuild

QBuild provided a diverse range of construction and building maintenance services for more than 20 years, including statutory maintenance of plant and equipment, asset condition assessments, management and removal of hazardous materials, emergency response to natural disasters and vandalism and training of building industry apprentices.

QBuild also managed a range of facility services, including security, horticulture, cleaning and manufacturing.

QBuild ceased operations on 30 June 2013.

Highlights

In 2012–13, QBuild:

- delivered an immediate response to the clean-up, recovery and rebuilding of Government infrastructure following the impacts of flooding resulting from ex-Tropical Cyclone Oswald in early 2013
- successfully managed a program of 1,522 asbestos audits and over 884 asbestos removal projects, valued in excess of $24.7 million
- finalised the $50 million refurbishment and fitout works on the new Carseldine Government Office Precinct, using a combination of in-house trade resources and external subcontractors
- delivered approximately $273.2 million in construction and upgrade works on behalf of clients across the state including social housing renewals, office fitouts, new construction, heritage restoration and building upgrades
- delivered approximately $546.8 million in service maintenance and planned and unplanned maintenance services on Government assets including school buildings and Technical and Further Education (TAFE) colleges, social housing properties, police stations, community facilities and correctional centres. As part of this work, an estimated $66.6 million of backlog maintenance was delivered through the Advancing Our Schools Maintenance Program
- undertook specialised and essential services for Government by streamlining and improving asset condition assessments, service maintenance and inspections, auditing, and management and coordination associated with the removal of asbestos and other hazardous materials
- employed 17 Indigenous apprentices or trainees in regional Queensland to generate training and employment opportunities for Indigenous communities
- outsourced an estimated 84 per cent of work to the private sector
- ceased the in-house provision of cleaning, horticulture and manufacturing services with the work outsourced to the private sector.

Performance statement

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</thead>
<tbody>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>1</td>
<td>9.81%</td>
<td>8.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of sales</td>
<td>2</td>
<td>(0.22)%</td>
<td>0.20%</td>
<td>1.43%</td>
</tr>
<tr>
<td>Current ratio</td>
<td></td>
<td>1.60:1</td>
<td>1.63:1</td>
<td>1.35:1</td>
</tr>
<tr>
<td>Percentage of apprentices successfully complete training</td>
<td>80%</td>
<td>69%</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Workplace Health and Safety – Working days lost</td>
<td>1,459</td>
<td>1,350</td>
<td>1,151</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Variance between 2012–13 Target/estimate and the 2012–13 Actual is mainly due to an increase in volume of work outsourced to the private sector.
2. Variance between 2012–13 Estimated actual and 2012–13 Actual is mainly due to increased sales revenue and a reduction in operating expenses.
Project Services

Project Services provided building capital works design and related services to Queensland Government agencies for more than 20 years, including multi-discipline design and documentation services, procurement, program and project management; risk management through tender process administration, consultant commissioning and contract administration; building certification; and expert advice on legislative and policy compliance, town planning, property services and cost management.

Project Services ceased operations on 30 June 2013.

Highlights

In 2012–13 Project Services:

- managed procurement of major hospital projects including the Gold Coast University Hospital, Queensland Children’s Hospital and redevelopment of several hospitals across the state including Cairns Base, Townsville, Mackay Base and Rockhampton Base hospitals
- provided project management, contract administration, quantity surveying, building surveying and design consultancies, in partnership with QBuild as the construction manager, to successfully deliver a pilot project for the transition of Year 7 into high school under the Queensland Government’s Flying Start Initiative at the Cleveland State High School
- provided project management, contract administration and quantity surveying services for the delivery of the Springfield Central State School and the Springfield Central State High School (Stage 2) projects
- provided procurement, project management and contract management for the delivery of the necropsy facility at James Cook University’s Douglas campus
- designed and managed the delivery of eight multi-purpose public cyclone shelters in North Queensland
- provided project management and superintendent’s representative services to deliver 150 new houses committed by the state under the National Partnership Agreement for Remote Indigenous Housing
- outsourced an estimated 39.2% of consultancy work, with a value of approximately $43.8 million transferred to the private sector
- exited in-house design services with work outsourced to the private sector.

Performance statement

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<tbody>
<tr>
<td>Project competency</td>
<td></td>
<td>≥90%</td>
<td>90%</td>
<td>90.2%</td>
</tr>
<tr>
<td>• time</td>
<td></td>
<td>≥90%</td>
<td>94%</td>
<td>91.2%</td>
</tr>
<tr>
<td>• budget</td>
<td></td>
<td>≥90%</td>
<td>94%</td>
<td>91.2%</td>
</tr>
<tr>
<td>Gross profit as a percentage of total sales</td>
<td>1</td>
<td>37.3%</td>
<td>36.1%</td>
<td>33.5%</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of total sales</td>
<td>2</td>
<td>(2.1)%</td>
<td>(6.3)%</td>
<td>(2.0)%</td>
</tr>
<tr>
<td>Current ratio</td>
<td></td>
<td>7.2:1</td>
<td>6.5:1</td>
<td>5.6:1</td>
</tr>
</tbody>
</table>

Notes:

1. The variance between the 2012–13 Estimated actual and 2012–13 Actual is mainly due to an increase in the volume of work outsourced to the private sector.

2. The variance between the 2012–13 Target/estimate and the 2012–13 Estimated actual is mainly due to decreased internal sales revenue, additional costs associated with the implementation of Building and Asset Services, and severance payments to temporary staff. The variance between the 2012–13 Estimated actual and 2012–13 Actual is mainly due to increased sales revenue and decreased operating expenses.
QFleet

QFleet delivers value through effective management of a fleet of approximately 11,000 vehicles throughout the state. QFleet’s services include vehicle procurement and fleet advisory services to public sector departments, and contract management of arrangements for in-service maintenance, accident management, end-of-life repairs and vehicle remarketing. QFleet is also responsible for whole-of-Government fleet policy development and implementation.

Highlights

During 2012–13, QFleet progressed a number of initiatives focused on enhanced savings, efficiency and accountability, including:

- leading a reduction in the Government vehicle fleet, in consultation with agencies, which resulted in a reduction of 14.7% of the operational fleet
- closing the QFleet workshop at Zillmere and commissioning remarketing services from the private sector
- deferring new vehicle deliveries for a 12-month period, thereby avoiding a potential borrowing to the Government of approximately $120 million
- establishing improved Standing Offer Arrangements with manufacturers, resulting in more competitive and flexible new vehicle pricing and supply arrangements for a wide selection of vehicle makes and models
- introducing a Business Intelligence System to provide evidence-based information and data for enhanced decision making, policy formulation, planning and performance management
- achieving a pre-tax profit of $9.59 million compared to budget of $6.11 million
- coordinating and deploying urgently required vehicles in February 2013, to assist with the Queensland Government’s response to weather and flood emergencies in Bundaberg and surrounding areas.

Our future

In 2013–14, QFleet will continue to implement a range of initiatives to enhance its operating model including:

- working with statutory bodies, Government-owned corporations and potentially local Governments to improve procurement outcomes for all levels of Government around the purchasing of vehicles and the servicing and maintenance of vehicles
- with the re-commencement of new vehicle ordering from 1 July 2013, considering four-year or greater lease terms for new vehicles, taking into account utilisation levels, the operating environment, manufacturer warranty terms and the used car market
- investigating the financial viability and practicality of inter-agency vehicle pooling in Brisbane central business district precincts, following improvements made in the utilisation of pooled vehicles.

Performance statement

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</thead>
<tbody>
<tr>
<td>Current ratio</td>
<td>1</td>
<td>1.74:1</td>
<td>1.89:1</td>
<td>3.58:1</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>2</td>
<td>8.0%</td>
<td>9.6%</td>
<td>8.33%</td>
</tr>
<tr>
<td>Gearing level</td>
<td>3</td>
<td>72%</td>
<td>71%</td>
<td>70.6%</td>
</tr>
<tr>
<td>Vehicle stocks on hand awaiting sale as a percentage of the total fleet</td>
<td>≤10</td>
<td>1.9</td>
<td>2.5</td>
<td></td>
</tr>
</tbody>
</table>

Notes:

1. Variance between the 2012–13 Target/estimate and 2012–13 Estimated actual is due to lower payables at the end of 2012–13 due to fewer motor vehicle purchases. The increase in the 2012–13 Actual is due to a higher cash balance at bank.
2. Variance between the 2012–13 Target/estimate and 2012–13 Estimated actual is due to higher profits on sale of motor vehicles.
3. Variance between the 2012–13 Target/estimate and 2012–13 Estimated actual is due to reduced long-term loan value as result of repayment of debt.
Goprint

Goprint was a commercialised business unit within the Department of Housing and Public Works and provided print services for a range of reserved services which supported the workings of Parliament, as well as a range of commercial printing and copying services for Government agencies and Government-funded organisations.

Goprint ceased business operations on 31 January 2013

Performance statement

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit/loss as a percentage of sales</td>
<td>1</td>
<td>(21.5)%</td>
<td>19.59%</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

Note:
1. This measure applied to 31 January 2013, as Goprint ceased trading.

Sales and Distribution Services

Sales and Distribution Services (SDS) was an online retail and distribution business, trading educational, office furniture and other agency specific products to schools and Government agencies throughout the State. In addition, SDS provided warehousing and distribution services to Government agencies and managed electronic and printed publications on behalf of Queensland Government agencies.

SDS ceased business operations on 28 February 2013, with the Gazette function continuing to be provided by the department.

Performance statement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>1</td>
<td>..</td>
<td>22.66%</td>
<td>22.56%</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of sales</td>
<td>1</td>
<td>..</td>
<td>(36.53)%</td>
<td>(36.06)%</td>
</tr>
</tbody>
</table>

Note:
1. These measures apply to 28 February 2013, as SDS ceased trading.
Performance summary

The department’s 2012–16 Strategic Plan sets the strategic business direction in supporting the Government’s objectives for the community. A summary of our performance is reported below against the Strategic Plan’s strategic objectives and indicators progressed during 2012–13.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Progress during 2012–13</th>
</tr>
</thead>
</table>
| 1. Support Government priorities and reform                                | Recommendations from the Public Sector Renewal Program deliver stated benefits in the agreed timeframe: The overall initiative completion rate as at 30 June 2013 was 87.95 per cent for the 27 active renewal initiatives. Implementation performance includes:  
  - establishment of the Agency Renewal Board and governance structure for renewal initiatives  
  - 96.4 per cent of Renewal Program activities on track for delivery in the agreed timeframe and delivering stated benefits, with the remaining 3.6 per cent (one project) not yet commenced due to interdependencies with other initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Government commitments on track for delivery within agreed timeframe      | Of the nine Government and Ministerial commitments relevant to this department, three were delivered on time with the remaining six on track to be delivered within agreed timeframes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Red tape reduction initiatives on track for delivery within agreed timeframes | Of the 26 red tape reduction initiatives related to this department, 17 were delivered on time with the remaining nine initiatives on track to be delivered within agreed timeframes and milestones. An example relates to the implementation of the new Queensland Procurement Policy to substantially reduce requirements for compliance reporting and provides agencies and suppliers greater flexibility in delivering value-for-money outcomes. Other red-tape reductions included removing requirements for mandatory rainwater tanks and energy efficient hot water systems with new houses, and the notifiable works scheme which reduces approval times and costs for plumbers, local governments and consumers.                                                                                                                                                                                                                                                                                                                                                           |
| 2. Facilitate effective, efficient and economical delivery of valued services to our customers | Customer satisfaction with services delivered: Social rental housing achieved the annual 2012–13 target with an 80 per cent level of client satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Delivery of services within agreed standards                              | Services were delivered within agreed standards, including:  
  - Project Services project competency performance measures were met with 90.2 per cent of projects being delivered on time and 91.2 per cent of projects on budget.  
  - Housing Services delivered services within agreed standards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Budget outcomes are met                                                    | Examples of budget outcomes include:  
  - savings from not ordering vehicles for 12 months of $122 million with a consequent debt reduction of $67.6 million.  
  - fleet reduction of 14.7 per cent (1,567 vehicles) and savings to Government of approximately $44.4 million.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Grow the level of social housing stock available to those in need         | Housing Services expended $378.3 million in 2012–13 in capital funds to add 825 dwellings to the social housing portfolio including 769 construction completions and 56 purchases, commenced construction of 383 units of accommodation, completed 8,421 upgrades and delivered 16-person worker’s accommodation facilities in Aurukun and Doomadgee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
### Strategies and Progress during 2012–13

#### 3. Delivering value through effective management of policies, programs and procurement

<table>
<thead>
<tr>
<th>Nature of Achievement</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Savings and benefits achieved</strong></td>
<td>$51 million procurement related savings and benefits were delivered for Queensland Government under existing and new arrangements.</td>
</tr>
</tbody>
</table>
| **Program delivery on time and within budget to agreed standard** | Examples of departmental programs delivered on time and within budget to agreed standards include:  
- delivery of a range of housing service reforms targeted to deliver greater efficiency and effectiveness.  
- commencement of the Procurement Transformation Program on 3 June 2013 which aims to deliver $60 to $120 million in annualised procurement benefits in 90 to 120 days.  
- consultation with community housing providers, Local Government Association of Queensland, local government councils and Indigenous leaders in relation to operational guidelines, reporting requirements and implementation of the National Regulatory System for Community Housing. |
| **Delivery targets in relevant Commonwealth National Partnership Agreements are met** |  
- National Partnership Agreement on Remote Indigenous Housing key objectives are to achieve new constructions, upgrades, repairs and maintenance and refurbishment targets, standardise property and tenancy management services, undertake land tenure reforms and maximise employment opportunities for Indigenous people. The National Partnership on Remote Indigenous Housing aims to address overcrowding, homelessness, poor housing condition and severe housing shortage in remote discrete Indigenous communities.  
  The following targets were met or exceeded:  
  - negotiated Deeds of Agreement for Lease and to Construct with all 14 councils  
  - constructed 150 new dwellings  
  - refurbished 311 dwellings.  
- Nation Building and Jobs Plan provided significant funds to stimulate the economy to provide additional social housing in areas of need. This initiative aimed to increase Queensland’s social housing portfolio with an agreed target of 4,034 new dwelling to be completed by 30 June 2012. To finalise the program of works, a small number of projects were scheduled to be completed by 31 December 2012.  
- $24.3 million was expended to complete the final 287 social housing dwellings, bringing the total number of new units under this program to 4,035. This program is now complete.  
- InterGovernmental agreement for the Australian Building Codes Board (ABCB) key objectives are to provide for the operation of the ABCB which maintains the National Construction Code (NCC). The NCC sets building and plumbing standards incorporated into the building law of all jurisdictions. There are no delivery targets under this agreement. During 2012–13, NCC 2013 was finalised, taking effect on 1 May 2013 and delivered within budget. NCC 2013 information seminars were delivered in all Queensland major cities in early 2013. |
| **Percentage of social housing stock managed and owned by the non-Government sector** | As at 30 June 2013, the proportion of non-Government managed social rental housing was 24.8 per cent. |
### 4. Improve organisational capability

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Progress during 2012–13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff are engaged as indicated by absentee rates, staff surveys, days lost and productivity</td>
<td>All staff were invited to participate in the Working for Queensland Employee Opinion Survey and the Public Service Commission Employee Values Pulse Survey. A number of employees were also invited to attend Public Service Commission-led staff forums which were conducted across the state. The department implemented the Workplace Attendance Strategy and Plan 2013, which is designed to achieve a reduction in the levels of unplanned absence. All business areas have been provided with targets for levels of unplanned absenteeism, and progress against the targets will be monitored through the Human Resources Committee and the Board of Management. The department considers all workplace injury as unacceptable. Each business area has established targets for the number of lost time injuries and days lost to workplace injury for 2013–14. Progress against the targets will be monitored through the Peak Work Health and Safety Committee and the Board of Management.</td>
</tr>
<tr>
<td>Performance plans and performance reviews are completed and actively managed</td>
<td>During 2012–13, the department set an implementation completion target for all employees to have an agreed Achievement and Development Plan by the end of August 2013. A monitoring and data collection mechanism was developed and all staff information resources updated. An educational strategy for managers and supervisors was incorporated as part of the roll-out program, with work areas progressively implementing the new plans.</td>
</tr>
</tbody>
</table>
Governance

The corporate governance framework for the Department of Housing and Public Works is based on the principles of:

• strong leadership
• responsible and ethical decision-making
• transparency, accountability and probity
• compliance with legislative and prescribed requirements
• performance improvement.

The core elements of the department’s governance arrangements include:

• effective organisational structures, delegations and accountability mechanisms
• comprehensive governance committee structure
• strategic planning, performance monitoring and reporting
• risk management mitigation strategies
• compliance and systems assurance reviews.

The integrated governance framework is designed to ensure strategic objectives are achieved and resources allocated appropriately to maximise the cost-effective delivery of services.

During 2012–13 as part of the public sector renewal agenda, the department moved toward a new organisational structure and amended corporate governance framework to align with the new priorities for the department.

The most significant changes included:

• the transfer of responsibility for risk management and mitigation from the Board of Management to the Audit Committee, and subsequent renaming to the Audit and Risk Committee to reflect this revised role
• the appointment of an additional external member of the Audit and Risk Committee as recommended by the whole-of-Government Audit Committee Guidelines produced by Queensland Treasury and Trade.

The Board of Management is the department’s principal strategic governing body and is responsible for setting the strategic direction of the department, and overseeing performance, program and project management. The Board supports the Director-General as the accountable officer.

Board members are the senior executive of the department and are committed to openness, accountability and transparency to ensure decision-making for the department as a whole.

The Board is supported by the following committees that advise on matters within their terms of reference, or make decisions on recommendations on matters within their terms of reference:

• Agency Renewal Board
• Audit and Risk Committee
• Executive Finance Committee
• Information Steering Committee
• Contracts Committee
• Human Resources Committee
• Workplace Health and Safety Peak Committee.

Each committee:

• has an approved terms of reference that outlines roles, responsibilities and reporting requirements
• undertakes self-assessment reviews to ensure that activities remain relevant to the strategic and business objectives of the department
• identifies opportunities to improve accountability requirements.

The chair of each committee reports to the Director-General and provides regular updates to the Board of Management as required.
Board of Management members
as at 30 June 2013

Neil Castles
Chair: Director-General
BBus, MCom, MBA

Neil has over 35 years experience in Government, public sector financing, public sector accounting and auditing, capital markets and financial risk management.

Neil was appointed Director-General of the Department of Housing and Public Works in August 2012. Prior to this appointment, Neil served as the Director-General of Department of Local Government and the Deputy Director-General of Finance, Procurement and Legal Services within Queensland Health. Neil also has more than 23 years service with Queensland Treasury Corporation and the Queensland Audit Office.

David Eades
Acting Deputy Director-General, Housing Services
Certified Real Estate Valuer, Graduate Diploma, Urban Estate Management, MBA Life Fellow Australian Property Institute MAICD

David was appointed Acting Deputy Director-General, Housing Services in April 2013. David previously held the position of Deputy Director-General, Department of State Development, Infrastructure and Planning, and also worked for the Public Service Commission supporting the Public Sector Renewal Board.

David has over 35 years experience in the property and infrastructure business, including 15 years experience in the private sector specialising in estate management infrastructure and urban economics and policy.

Graham Atkins
Deputy Director-General, Asset Services and Works
Fellow Australian Institute of Building, BA Science (Quantity Surveying), Associate Dip. of Applied Science (Building)

Graham has more than 30 years experience in the building and construction industry.

Graham was appointed Deputy Director-General, Building Services and Works in July 2011. Graham previously held the position of Deputy and Assistant Directors-General in the former Department of Education and Training, where he was responsible for infrastructure planning and delivery.

Dr Peter Stewart
Assistant Director-General, Strategic Asset Management
PhD (RMIT), M Bldg, GradDip Eng Maint Mgt, Bach Bldg (H2A)

Peter was appointed Assistant Director-General, Strategic Asset Management in October 2012.

Prior to this, Peter held significant roles in Communities Property Portfolio in the former Department of Communities; Infrastructure Division for the Department of Education and Early Childhood Development in Victoria; and Associate Professor and Head of the School of Property, Construction and Project Management at RMIT University.

Peter also undertakes a part-time role as Adjunct Professor at the Queensland University of Technology.

Mary Goodwin
Chief Procurement Officer, Queensland Government Chief Procurement Office
BCom, BLaw

Mary commenced as Chief Procurement Officer in October 2012. She has over 18 years experience working in procurement leadership roles in major companies around the state such as Stanwell Corporation, Tarong Energy, Suncorp, Brisbane City Council and IncitecPivot.

Mary’s most recent role was at Stanwell Corporation where she drove transformational change through delivery of operational savings and efficiencies, while simultaneously building strategic procurement capability. She has a passion for making procurement relevant to business.

Robyn Turbit
Assistant Director-General, Corporate Services
BComm, BEcon

Robyn has led Corporate Services since May 2007. Prior to this appointment, Robyn held the position of Director, Governance and Review from 2004 to 2007 and was the Manager, Internal Audit from 2001 to 2004 within the department.
Deborah McLeod  
*Chief Finance Officer*  
*BCom, CPA*

Deborah commenced in the role of Chief Finance Officer within the department in April 2013. Prior to appointment as Chief Finance Officer, Deborah held the positions of Executive Director, Project Governance in Corporate Services of the current department and Program Director, Project Governance in the former Department of Public Works since February 2008.

Geraldine O’Grady  
*Executive Director, Executive Services, Communications and Performance*  
*B Econ, MBA*

Geraldine performed the role of Executive Director, Executive Services, Communications and Performance, following the machinery-of-Government changes until May 2013. Prior to this appointment, Geraldine was the Assistant Director-General, Corporate Planning and Performance in the Department of Communities.

Stephen Long  
*Executive Director, Human Resources*  
*BA*

Stephen was appointed to Executive Director, Human Resources in October 2002. Stephen is responsible for human resource services including employee and industrial relations, strategic workplace health and safety, workforce capability, human resource reporting and analysis, and human resource consulting services.

Tim Dunn  
*Chief Information Officer*  
*BBus (Computing)*

Tim was appointed to the position of Chief Information Officer in May 2011. Tim is responsible for strategic information management and the provision of information communication technology services across the department.
Governance committees

Board of Management

The Board of Management is the department's principal policy-setting authority and supports the Director-General as the department's accountable officer.

The role of the Board within the department is to:

- advise the Director-General on the department’s strategic direction, goals and performance
- provide effective stewardship to oversee the implementation of programs and policies
- monitor performance and reporting requirements
- monitor the implementation of recommendations from management and other reports to improve business processes and work practices.

**Chair:** Director-General

**Members**

- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Assistant Director-General, Strategic Asset Management
- Chief Procurement Officer, Queensland Government Chief Procurement Office
- Assistant Director-General, Corporate Services
- Chief Finance Officer
- Chief Information Officer
- Executive Director, Executive Services, Communications and Performance
- Executive Director, Human Resources

Agency Renewal Board

The Agency Renewal Board's main role is to guide the portfolio to deliver initiatives to meet the outcomes that:

- Queenslanders are receiving services which match the Government’s priorities
- Government projects and services are delivered efficiently and effectively
- agency structures and workforce capability are in place to deliver the Government’s objectives and priorities
- value is delivered to customers
- overall operating costs are reduced
- revenue is maximised
- maximum benefit is gained through economies of scale (reduction in costs and improvement in technical capacity).

**Chair:** Director-General

**Members**

- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Assistant Director-General, Strategic Asset Management
- Chief Procurement Officer, Queensland Government Chief Procurement Office
- Assistant Director-General, Corporate Services
- External Board Member: Noel Faulkner, Director, NCD Management Services
- External Board Member: Director-General, Department of the Premier and Cabinet
- External Board Member: Assistant Under-Treasurer, Queensland Treasury and Trade
- External Board Member: Executive Director, Renewal, Public Service Commission

During 2012–13, the Agency Renewal Board identified and provided recommendations around concept formation and development for submissions to Government.

During 2012–13, remuneration was paid to one external member, Noel Faulkner ($14,000).
Audit and Risk Committee

The Audit and Risk Committee provides independent advice and assurance to the Director-General that the department's core business goals and objectives are achieved in an efficient and economical manner, within an appropriate framework of governance, internal controls and risk management. Key areas of focus include compliance with legislative requirements and processes relating to internal controls, risk mitigation and the status of implementation of internal and external audit recommendations.

**Current chair:** Eric Muir FCPA

**Members**

- Neil Castles, Director-General
- Mary Goodwin, Chief Procurement Officer, Queensland Government Chief Procurement Office
- Robyn Turbit, Assistant Director-General, Corporate Services
- Geraldine O'Grady, Executive Director, Executive Services, Communications and Performance
- External member: Neil Jackson FCPA

**Past chair:** Director-General

**Past members**

- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Corporate Services
- External member: Jenny Parker, Partner, Ernst & Young

The Audit and Risk Committee met on four occasions during 2012–13 and the composition of the committee changed halfway through the year.

During 2012–13, remuneration was paid to the three external members, Eric Muir ($4,175), Neil Jackson ($2,775), and Jenny Parker, ($1,980).

In 2012–13, the Audit and Risk Committee:

- provided advice on and reviewed the departmental financial statements
- reviewed and monitored the Internal Audit Strategic Plan, the 2013–14 Annual Plan and Assurance Map
- monitored and reviewed the implementation and resolution of internal audit and Queensland Audit Office issues, including those of direct relevance to the department and those issues identified in Auditor-General Reports to Parliament
- reviewed the Audit Committee Charter to ensure compliance with legislative and policy requirements

Executive Finance Committee

The Executive Finance Committee provides strategic advice to the Director-General on the financial strategies and financial performance requirements within the department, to achieve strategic and business objectives.

**Chair:** Director-General

**Members**

- Assistant Director-General, Corporate Services
- Chief Finance Officer

During 2012–13, the Executive 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 financial statements and the management of the annual and mid-year budget reviews
- reviewed the financial performance of the department's business areas and provided advice to the Board of Management, the Director-General and the Agency Renewal Board
- reviewed the net debtors position of the department
- monitored the department's savings submissions as determined by Government.
Information Steering Committee

The Information Steering Committee ensures the department maximises the value of its business investments that have an information communication technology-enabled component, and supports the efficient operation of the department’s business areas while also aligning with whole-of-Government and departmental information communication technology strategies and objectives.

Chair: Director-General

Members
- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Assistant Director-General, Strategic Asset Management
- Chief Procurement Officer, Queensland Government Chief Procurement Office
- Assistant Director-General, Corporate Services
- Chief Information Officer
- Queensland Government Chief Information Office representative

During 2012-13, the Information Steering Committee
- assisted in progressing the Future of Property and Tenancy Management Systems project
- noted the summary and impact of the Queensland Government Strategy and the Information Communication Technology Audit will have on the department.

Contracts Committee

The Contracts Committee provides strategic oversight of the department’s role in the review, development and application of building procurement strategies and practices. This 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 Queensland Procurement Policy.

Chair: Deputy Director-General, Asset Services and Works

Members
- General Manager, Project Services
- General Manager, QBuild
- General Manager, Building Industry and Services
- Director, Building Policy Unit

During 2012–13, the Contracts Committee reviewed procurement strategies for capital works projects. The review looked at compliance of capital works policy requirements and best value-for-money outcomes. Projects included:
- Year 7 Program Delivery Strategy
- Arthur Gorrie Correctional Centre Upgrade
- Indigenous Social Housing Two-Year Delivery Strategy.
Human Resources Committee

The Human Resources Committee provides strategic and operational advice on human resources and workforce management policy, strategies and practices to ensure compliance with relevant legislation, directives and strategic objectives.

**Chair:** Director-General

**Members**

- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Assistant Director-General, Strategic Asset Management
- Chief Procurement Officer, Queensland Government Chief Procurement Office
- Assistant Director-General, Corporate Services
- Executive Director, Human Resources

During 2012–13, the Human Resources Committee:

- endorsed the Workplace Attendance Strategy and Action Plan 2013, and support tools to address incidences of unplanned absence in the department
- endorsed the Human Resources Framework and Human Resources Strategy 2013-2017, as the integrated future direction for human resources service delivery and the organisational capability development
- endorsed the department’s Culture and Values Renewal Strategy, to align the department’s cultural change agenda with the whole-of-Government initiative focussed on renewing the way we work together to support the Queensland Government’s objective of being the most responsive and respected public service in the nation.

Workplace Health and Safety Peak Committee

The Workplace Health and Safety Peak Committee is responsible for providing strategic direction to the department with regard to its safety management systems, critically reviewing performance and driving change to improve the department’s safety performance.

**Chair:** Director-General

**Members**

- Deputy Director-General, Housing Services
- Deputy Director-General, Asset Services and Works
- Deputy Director-General, Strategic Asset Management
- Chief Procurement Officer, Queensland Government Chief Procurement Office
- Assistant Director-General, Corporate Services
- Executive Director, Human Resources
- Director, Human Resources

During 2012–13, the Workplace Health and Safety Peak Committee:

- reported a reduction in workplace health and safety key performance indicators of workplace lost time injuries/illnesses and days lost to a workplace injury or illness
- endorsed the continuation of the Early Intervention Centre to support injured or ill workers
- endorsed the delivery of workplace health and safety training and information sessions
- maintained accreditation to the AS/NZS 4801 Occupational Health and Safety Management system for the Building and Asset Services division
- endorsed the provision of free seasonal vaccinations to employees, providing 1,808 seasonal influenza vaccinations across the department
- endorsed the Zero Harm at Work program to be implemented in 2013–14.
Strategic planning, performance monitoring and reporting

The department has an integrated approach to strategic and operational planning, risk management, performance management and reporting processes and practices. The implementation of the department’s Performance Management Framework provides a systematic approach through which the department achieves its strategic objectives and meets Government accountability requirements for the delivery of outputs and key services.

The framework 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 is committed to being a risk capable organisation where the management of risk is embedded within the department’s business processes, and integrated with governance and accountability arrangements, performance management, planning and reporting processes.

The department’s Risk Management Framework is based on an enterprise risk management approach with a focus on delivering an integrated risk management program with consistent departmental wide processes, reporting and systems.

The department’s Board of Management is responsible for:

- setting the organisation’s culture and appetite for risk
- providing direction for risk management
- regularly reviewing and monitoring risks that present the most significant threat to achieving the department’s purpose and objectives.

Executive management is responsible for ensuring risks are identified and managed in accordance with the risk management framework, and governance committees are responsible for monitoring the risks and associated treatments that relate to the committees’ governance charter.

The Audit and Risk Committee oversees the risk management framework and ensures key risks to the department are understood, documented and regularly reviewed.

The department has adopted the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines, which requires the identification, assessment, prioritisation and continual monitoring of risks that arise in conducting departmental business.

During 2012–13, the department undertook significant work to strengthen its risk management approach through the implementation of a revised risk management framework.

The department also revised its Business Continuity and Disruption Management Policy, Plan and Guidelines.

Internal Audit

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

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

In 2012–2013, key achievements included:

- reporting to Audit and Risk Committee meetings on activities, significant audit findings and status of implementation of internal and external audit recommendations
- facilitating discussions between the Queensland Audit Office and departmental business units
- providing ongoing advisory services within the department to address risks and control weaknesses.
External reviews

During 2012–13, the department was involved in the Inquiry into the Operation and Performance of the Queensland Building Services Authority 2012 undertaken by the Parliamentary Transport, Housing and Local Government Committee.

Concurrently, the department established an Implementation Committee, chaired by the Director-General, to oversee the implementation of all recommendations in the Government response to the Parliamentary Inquiry.

To assist the Implementation Committee, four sub-committees were established to further investigate and make recommendations relating to insurance, dispute resolution, licensing and certification.

During 2012–13, the department was also subject to the following external audits by the Auditor-General:

- State Public Sector entities for 2011–12 (Report 5) and Queensland State Government Financial Statements 2011–12 (Report 7). The key finding was an unqualified audit opinion on the department’s financial statements, which met the legislative timeframes and satisfactory quality of processes.

- Fraud risk management, Report to Parliament 9: 2012–13. In response to public sector recommendations, during 2012–13 the department assessed the fraud control program against the Auditor-General’s better practice principles and implemented a plan to address deficiencies. The department has developed new fraud control documentation and will conduct annual fraud risk assessments. A three-year road-map has been developed to progress data maturity analytics.
People

Workforce profile

<table>
<thead>
<tr>
<th>Service areas</th>
<th>MOHRI FTE1 30 June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Services</td>
<td>918</td>
</tr>
<tr>
<td>Building Services</td>
<td>589</td>
</tr>
<tr>
<td>Procurement Services</td>
<td>51</td>
</tr>
<tr>
<td>QBuild</td>
<td>1,316</td>
</tr>
<tr>
<td>Project Services</td>
<td>311</td>
</tr>
<tr>
<td>QFleet</td>
<td>44</td>
</tr>
<tr>
<td>Corporate</td>
<td>467</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,696</strong></td>
</tr>
</tbody>
</table>

Notes:
1. Minimum Obligatory Human Resources Information Full-Time Equivalent.

Workforce planning, attraction and retention and performance

Apprentices and field trainees

As at 30 June 2013, the department employed 207 apprentices and field trainees within QBuild.

In 2012–13, QBuild employed 17 new apprentices and field trainees. These comprised six full-time apprentices, including six new school-based apprentices and five new construction worker trainees.

Taking a strategic approach to workforce planning has ensured the department’s effectiveness at attracting, developing and retaining our workforce. During 2012–13, the department’s separation rate was 36.47 per cent and the retention rate 69.15 per cent for our permanent employees.

Capability building

In 2012–13, the department continued to support diversity initiatives and promoted and celebrated NAIDOC Week, a Book Swap to support Indigenous literacy, Reconciliation Week and Disability Awareness Week.

The department now has 162 Indigenous employees working throughout Queensland as apprentices, tradespeople, professional, technical and administrative officers, supervisors and managers.

Equity statistics as at 30 June 2013

<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 (Senior Executive Service and Senior Officer positions)</td>
<td>25.0%</td>
<td>33.0%</td>
</tr>
<tr>
<td>Women in management (classification range of A06–A08)</td>
<td>30.0%</td>
<td>43.8%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander staff</td>
<td>3.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>People from a non-English speaking background</td>
<td>13.5%</td>
<td>8.2%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>8.5%</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

Workforce planning

During 2012–13, the key workforce focus for the department was to provide support, resources and assistance for all employees identified as Employees Requiring Placement as a result of significant workplace change. The following activities were undertaken:

- the development of numerous fact sheets and written materials for managers and employees which were made available on the department’s intranet
- the facilitation of workshops for all employees across the state to explain their options if identified as an Employee Requiring Placement
• the facilitation of group workshops in conjunction with one-on-one sessions for employees to provide resume writing, job application and interview skills
• the promotion and encouragement of employees to access the Employee Assistance Program
• the provision of interpreters for all staff information sessions to support employees with a hearing impairment
• the provision of additional support services for Employees Requiring Placement as required, in accordance with the Employee Assistance Program.

To assist in the effective management of workplace attendance within the department and reduce unplanned absenteeism, workplace attendance guidelines and reference tools were developed for employees and managers/supervisors.

Employee Performance Management Framework

The departmental induction policy, procedures and resources were reviewed and updated to reflect the significant organisational and structural changes during 2012–13.

The Employee Performance Management Framework which consists of strategies, systems and processes for managing the performance of employees, was reviewed.

New templates and guidelines were developed to assist managers and employees to participate in effective performance management processes, and to demonstrate the links with strategic and operational planning. Workshops were undertaken with regional human resource business partners to enable them to better support customers in undertaking performance management activities. Performance targets were set to ensure all staff completed an Achievement and Development Plan.

Leadership and management development

The department implemented the Managing for Results Program to reduce duplication, achieve cost effectiveness and increase management capabilities. The program also incorporates the Public Service Commission’s Practical People Management Matters program and provides supervisors and managers with practical skills to supervise staff.

In June 2013, 17 departmental employees in the A06-A08 cohort commenced the Managing for Results Program. Four employees also participated in the Public Sector Management program.

Flexible working arrangements

The department offers flexible working arrangements and encourages employees to undertake flexible working arrangements to assist in improving their work-life balance.

The department’s Flexible Work Arrangements Policy promotes telecommuting, part-time and job share arrangements, flexible working hours and a range of leave options including purchased leave.

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

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

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

Additionally, the department offers employees and their immediate family access to confidential, professional counselling to assist with the resolution of work or personal-related concerns that may be impacting on their work or quality of life.
Workplace health and safety

The department continued to focus on the implementation of its workplace health and safety management systems, as well as the implementation of a number of initiatives that focus on employee health and safety. In particular, the department achieved an overall reduction in the number of days lost to injury of 8 per cent less than expected, and the number of lost time injuries sustained of 16 per cent less than expected, with both results being below the established departmental targets.

Early retirement, redundancy and retrenchment

A program of redundancies was implemented during 2012–13. During the period, 1,148 employees received redundancy packages at a cost of $59,021,021. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

During 2012–13, no employees were retrenched.

Voluntary Separation Program

A Voluntary Separation Program was implemented during 2011–12. The program ceased during 2011–12, however, two employees received a voluntary separation package during 2012–13 at a total cost of $202,009.

Code of Conduct

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

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

The department updated its online public sector ethics training program during 2012–13. This program provides education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters. The training also provides information on the rights and obligations of employees in relation to contraventions of the code.
Legislation administered by the department

Architects Act 2002
This Act regulates the registration of architects and the practice of architecture in Queensland. The main objects of the Act are to protect the public by ensuring architectural services are provided professionally and competently, to maintain public confidence in the standard of services provided by architects and to uphold the standards of practice of architects. The Act is administered through the Board of Architects of Queensland.

Building Act 1975
This Act regulates building development approvals, building work, building classification, building certifiers and pool safety inspectors, and provides for swimming pool safety and sustainable buildings.

Building and Construction Industry Payments Act 2004
This Act establishes a statutory based system of adjudication to enable the prompt resolution of construction related payment disputes on an interim basis. Under the Act, adjudication is available to persons who enter into a written or oral contract to carry out construction work or supply related goods and services. The Act is administered through the Queensland Building Services Authority.

Domestic Building Contracts Act 2000
This Act regulates domestic building contracts to achieve a reasonable balance between the interests of building contractors and building owners, and to maintain appropriate standards of conduct in the building industry. The Act is administered through the Queensland Building Services Authority.

Housing Act 2003
This Act seeks to improve access of Queenslanders to safe, secure, appropriate and affordable housing and helps to build sustainable communities.

Housing (Freeholding of Land) Act 1957
This Act provides for the freeholding of certain land to which the Housing Act 2003 applies.

Inala Shopping Centre Freeholding Act 2006
The objective of this Act is to provide for the freeholding and divestment of perpetual leases under the Housing Act 2003 in the Inala Shopping Centre.

Manufactured Homes (Residential Parks) Act 2003
The main objective of this Act is to regulate and promote fair trading practices in the operation of residential parks, to protect home owners from unfair business practices and to enable home owners and prospective home owners to make informed choices by being fully aware of their rights and responsibilities in their relationship with park owners.

Plumbing and Drainage Act 2002
This Act regulates the licensing of plumbers and drainers and onsite sewerage facilities. It also outlines the establishment and functions of the Plumbing Industry Council.

Professional Engineers Act 2002
This Act regulates the registration of professional engineers and protects the public by ensuring professional engineering services are provided by a registered professional engineer in a professional and competent way, public confidence in the standard of services provided by registered professional engineers is maintained, and the standards of practice of registered professional engineers are upheld. The Act is administered through the Board of Professional Engineers of Queensland.
Queensland Building Services Authority Act 1991

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

Residential Services (Accreditation) Act 2002

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

Residential Tenancies and Rooming Accommodation Act 2008

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

The Act requires the use of written tenancy or rooming accommodation agreements with standard terms, provides a process for parties to resolve tenancy disputes, and requires rental bonds to be lodged with the Residential Tenancies Authority.

Retirement Villages Act 1999

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

State Buildings Protective Security Act 1983

This Act provides for the security of State Government buildings and other buildings, permits the engagement of licensed security providers under the supervision of the State Government Protective Security Service, and enhances the enforcement powers under the Act.

Subcontractors’ Charges Act 1974

This Act establishes a statutory mechanism by which a subcontractor in prescribed circumstances can secure payment of monies owed under their contact with a principal builder. The Act is administered through the Queensland Building Services Authority.

Other reporting

Statutory bodies, authorities and instrumentalities

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

<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>Queensland Building Services Authority</td>
<td>Queensland Building Services Authority Act 1991</td>
<td>Annual Report to Parliament</td>
</tr>
<tr>
<td>Residential Tenancies Authority</td>
<td>Residential Tenancies and Rooming Accommodation Act 2008</td>
<td>Annual Report to Parliament</td>
</tr>
</tbody>
</table>

Related entities

The controlled entities of the department are Monte Carlo Caravan Park, Lazy Acres Caravan Park and Woombye Gardens Caravan Park.

The Public Trustee operates the caravan parks on behalf of the department.

Each of the controlled entities prepares its own annual financial statements that are audited by the Auditor-General of Queensland.
## Government boards and committees

<table>
<thead>
<tr>
<th>Government Body</th>
<th>Description</th>
<th>Total on-costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool Safety Council</td>
<td>The Pool Safety Council was established to oversee the pool safety inspector licensing system. As at 30 June 2013, 306 new and 510 renewed pool safety licences were issued for 2012–13. There were 143 written complaints received during 2012–13. Of these, 97 were finalised in the period. Ten Pool Safety Council meetings were held in 2012–13.</td>
<td>2012–13 expenditure totalled $1.1 million. This included $9,200 of total remuneration for members’ fees.</td>
</tr>
<tr>
<td>Plumbing Industry Council</td>
<td>Queensland’s plumbing and drainage system – comprising 16,299 licensees holding 31,458 licences to practice throughout Queensland (plumbers, drainers and fire protection workers) is managed through the Plumbing Industry Council which operates as an independent industry body. The work of the council includes granting licenses, investigating complaints and enforcing disciplinary decisions to assist in protecting public health and safety. There were 78 complaints received during 2012–13. Of these, 50 were finalised in the period. In 2012–13, the council issued 185 Penalty Infringement Notices, and as at 30 June 2013 is assessing 31 investigations. The introduction of notifiable work commenced on 1 November 2012 which aligned Queensland more closely with other jurisdictions.</td>
<td>2012–13 expenditure totalled $742,943.30. This included $1,814 total remuneration costs for the members, including on-costs.</td>
</tr>
<tr>
<td>BHC Ltd</td>
<td>BHC Ltd, formerly known as Brisbane Housing Company Limited, is a not-for-profit organisation that delivers affordable housing and mixed tenure developments which incorporate elements of social housing, the National Rental Affordability Scheme market for sale product, retail and commercial space. BHC has developed a portfolio in excess of 1,500 homes across more than 35 developments Brisbane-wide. Almost 1,200 of these properties are managed as social housing.</td>
<td>Nil</td>
</tr>
</tbody>
</table>
Locations

Map of service centre locations

The department has offices throughout Queensland in four regions:
Northern Region; Central Region; Southern Region; Brisbane and North Coast Region.

Key
- Building and Asset Services – Service Centres
- Housing Service Centres
- Department central office

Not to scale
Contacts

Department Housing and Public Works

Central office
80 George Street, Brisbane Qld 4000
Post
GPO Box 2457, Brisbane Qld 4001
Website
www.hpw.qld.gov.au

Housing Service Centres

For more detailed contact information, go to our website at:
www.qld.gov.au/housing

Housing Service Centres are open 8.30 am to 4.30 pm Monday to Friday, unless stated otherwise.

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

Northern Region

**Herberton Queensland Government Agent Program**
Open 9 am to 4 pm Thursday only
56 Grace Street
Herberton Qld 4887
PO Box 43
Ravenshoe Qld 4888
Phone: 07 4097 6660

**Mount Isa Housing Service Centre**
19 West Street
PO Box 1866
Mount Isa Qld 4825
Phone: 07 4747 2137 or
Toll free: 1800 620 466
(within area)

**Mount Garnett Queensland Government Agent Program**
Open 9.30 am to 3.30 pm
Wednesday only
Mount Garnett Street
Mount Garnett Qld 4872
Phone: 07 4097 9005

**Queensland Government Service Centre**
Level 3, 5B Sheridan Street
William McCormack Place 1
PO Box 471
Cairns Qld 4870
Phone: 07 4036 5460 or
Toll free: 1800 623 208
(within area)

**Townsville Housing Service Centre**
Level 2, 143 Walker Street
PO Box 953
Townsville Qld 4810
Phone: 07 4760 7378 or
Toll free: 1800 806 197
(within area)

**Ravenshoe Queensland Government Agent Program**
Open 9 am to 4.30 pm Monday to
Friday
Grigg Street
PO Box 43
Ravenshoe Qld 4888
Phone: 07 4097 6660

**Thursday Island Housing Service Centre**
37-45 Douglas Street
PO Box 514
Thursday Island Qld 4875
Phone: 07 4212 1117
Central Region

Bundaberg Housing Service Centre
16 Quay Street
PO Box 1120
Bundaberg Qld 4670
Phone: 07 4131 5990 or Toll free: 1800 809 835

Collinsville Queensland Government Agent Program
Open 9 am to 12.30 pm and 2 pm to 4.30 pm Monday to Friday
64 Sonoma Street
PO Box 58
Collinsville Qld 4804
Phone: 07 4097 6660

Emerald Housing Service Centre
99 Hospital Road
PO Box 37
Emerald Qld 4720
Phone: 07 4983 7545

Gladstone Housing Service Centre
147 Goondoon Street
PO Box 5082
Gladstone Qld 4680
Phone: 07 4979 6560 or Toll free: 1800 266 807

Mackay Housing Service Centre
22-30 Wood Street
PO Box 978
Mackay Qld 4740
Phone: 07 4967 0888 or Toll free: 1800 069 237

Maryborough Housing Service Centre
116 Lennox Street
PO Box 535
Maryborough Qld 4650
Phone: 07 4121 1918 or Toll free: 1800 623 242

Rockhampton Housing Service Centre
Level 3, 209 Bolsover Street
PO Box 1330
Rockhampton Qld 4700
Phone: 07 4938 4089 or Toll free: 1800 801 176

Southern Region

Capalaba Housing Service Centre
36 Oxl Cleveland Road
PO Box 91
Capalaba Qld 4157
Phone: 07 3362 9100

Ipswich Housing Service Centre
5-7 Wharf Street
PO Box 263
Ipswich Qld 4305
Phone: 07 3280 1420 or Toll free: 1800 636 390

Robina Housing Service Centre
Shop 80, Bazaar Street
Robina Town Centre
PO Box 4059
Robina Town Centre Qld 4230
Phone: 07 5583 2200

Toowoomba Housing Service Centre
Level 2 Condamine Centre
10 Russell Street
PO Box 418
Toowoomba Qld 4350
Phone: 07 4615 3560 or Toll free: 1800 623 435

Woodridge Housing Service Centre
11 Station Road
PO Box 5
Woodridge Qld 4114
Phone: 07 3884 9800

Brisbane and North Coast Region

Buranda Housing Service Centre
Level 1, 221 Logan Road, Buranda
PO Box 230
Stones Corner Qld 4102
Phone: 07 3405 5300

Caboolture Housing Service Centre
Level 5, Caboolture Park Shopping Centre
60-78 King Street
PO Box 588
Caboolture Qld 4510
Phone: 07 5431 2501
Outreach service
Open 9 am to 4 pm

Redcliffe Neighbourhood Centre
Lamington Drive, Redcliffe

Chermside Housing Service Centre
3rd Floor, 18 Banfield Street
PO Box 2352
Chermside Qld 4032
Phone: 07 3896 9900

Fortitude Valley Housing Service Centre
505 St Pauls Terrace
PO Box 445
Fortitude Valley Qld 4006
Phone: 07 3872 0320

Inala Housing Service Centre
14 Wirraway Parade
PO Box 258
Inala Qld 4077
Phone: 07 3362 9200

Queensland Government Service Centre
Ground floor, 12 First Avenue
PO Box 99
Maroochydore Qld 4558
Phone: 07 5352 7333
Building and Asset Services office locations

The reform of the department during 2012–13 changed the way building services are delivered. Regional offices were amalgamated, reducing the total number of regional offices across the state from 17 to 5 as outlined below.

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

### Building and Asset Services
- **Level 4, 80 George Street**
  - Brisbane Qld 4000
  - GPO Box 2937
  - Brisbane Qld 4001
  - Phone: 07 3224 4991

### South East Queensland

#### South East Queensland Regional Office
- **45 Barrack Road**
  - PO Box 626
  - Cannon Hill Qld 4170
  - Phone: 07 3906 1700
  - Fax: 07 3906 1722

#### District Offices
- **South Coast District Office**
  - **Level 3, Eastside Robina**
  - **232 Robina Town Centre Drive**
  - **Robina Qld 4226**
  - **PO Box 3156**
  - **Robina Post Shop**
  - **Robina Town Centre Qld 4230**
  - **Phone: 07 5583 1900**
  - **Fax: 07 5583 1943**

- **Sunshine Coast District Office**
  - **14-28 Lee Street**
  - **PO Box 1680**
  - **Cabooyture Qld 4510**
  - **Phone: 07 5420 2000**
  - **Fax: 07 5420 2050**

#### Depots
- **Alexandra Hills Depot**
  - **69 MacArthur Street**
  - **Alexandra Hills Qld 4161**
  - **Phone: 07 3824 7517**
  - **Fax: 07 3820 2893**

- **Beenleigh Depot**
  - **George Street**
  - **Beenleigh Qld 4207**
  - **(back of Beenleigh State High School)**
  - **Phone: 07 3807 6394**
  - **Fax: 3287 5788**

### Maroochydore Depot
- **3/10 Endeavour Court**
  - **Kunda Park Qld 4556**
  - **Phone: 07 5453 5310**
  - **Fax: (07) 5453 5311**

### Northgate Depot
- **36 Fraser Road**
  - **Northgate Qld 4013**
  - **Phone: 07 3406 9106**
  - **Fax: 07 3256 6239**

### Redcliffe Depot
- **6/180 Anzac Avenue**
  - **Redcliffe Qld 4020**
  - **Phone: 07 3283 1802**
  - **Fax: 07 3283 4223**

### Rocklea Depot
- **Albert Street**
  - **Rocklea Qld 4106**
  - **Phone: 07 3848 5382**
  - **Fax: 07 3848 6583**

### Southport Depot
- **Cnr Lionel and Kerr Avenues**
  - **Southport Qld 4215**
  - **(back of Southport State High School)**
  - **Phone: 07 5583 5396**
  - **Fax: 5583 5394**

### Wacol Depot
- **Old Moreton A Building**
  - **Wacol Station Road**
  - **Wacol Qld 4076**
  - **Phone: 07 3271 2918**
  - **Fax: 07 3271 2886**

### District Offices
- **Bundaberg District Office**
  - **85 Dr May’s Road**
  - **PO Box 3065**
  - **Bundaberg Qld 4670**
  - **Phone: 07 4151 9756**
  - **Fax: 07 4131 5760**

- **Charleville District Office**
  - **46 Edward Street**
  - **PO Box 177**
  - **Charleville Qld 4470**
  - **Phone: 07 4656 5066**
  - **Fax: (07) 4656 5069**

- **Maryborough District Office**
  - **44 Ariadne Street**
  - **PO Box 299**
  - **Maryborough Qld 4650**
  - **Phone: 07 4121 1981**
  - **Fax: 07 4121 1948**

- **Roma District Office**
  - **62 Arthur Street**
  - **PO Box 1029**
  - **Roma Qld 4455**
  - **Phone: 07 4624 3000**
  - **Fax: 07 4624 3009**

### Depots
- **Bundaberg Depot**
  - **85 Dr May’s Road**
  - **Bundaberg Qld 4670**
  - **Phone: 07 4151 9756**
  - **Fax: 07 4131 5760**

- **Toowoomba Depot**
  - **120-124 Mort Street**
  - **Toowoomba Qld 4350**
  - **Phone: 07 4615 3591**

- **Charleville Depot**
  - **46 Edward Street**
  - **Charleville Qld 4470**
  - **Phone: 07 4656 5066**

- **Chinchilla Depot**
  - **Leichhardt Street**
  - **Chinchilla Qld 4470**
  - **Phone/Fax: 07 4668 9884**
Cunnamulla Depot  
King Street  
Cunnamulla Qld 4490  
Phone/Fax: 07 4655 2698

Gatton Depot  
William Street  
Gatton Qld 4343  
Phone: 07 5462 3718

Gympie Depot  
8-10 King Street  
Gympie Qld 4570  
Phone: 07 5482 1827  
Fax: 07 5482 7681

Kingaroy Depot  
51 Prince Street  
Kingaroy Qld 4610  
Phone: 07 4162 2129  
Fax: 07 4162 5043

Maryborough Depot  
44 Ariadne Street  
Maryborough Qld 4650  
Phone: 07 4121 1981  
Fax: 07 4121 1948

Noosa Depot  
1 Langura Drive  
Noosa Heads Qld 4567  
Phone: 07 5447 4144  
Fax: 07 5447 4244

Roma Depot  
62 Arthur Street  
Roma Qld 4455  
Phone: 07 4624 3008

St George Depot  
146 Arthur Street  
St George Qld 4487  
Phone/Fax: 07 4625 5571

Central Queensland  

Central Queensland Regional Office  
149 Bolsover Street  
PO Box 247  
Rockhampton Qld 4700  
Phone: 07 4938 4500  
Fax: 07 4938 4974

District Offices  

Barcaldine District Office  
59 Ash Street  
Barcaldine Qld 4725  
Phone: 07 4651 1680  
Fax: 07 4651 1737

Emerald District Office  
14 McKenzie Street  
Emerald Qld 4720  
Phone: 07 4983 7450  
Fax: 07 4983 745

Gladstone District Office  
7 Soppa St  
Gladstone Qld 4680  
Phone: 07 4979 1597  
Fax: 07 4979 2155

Mackay District Office  
36 Tennyson Street  
Mackay Qld 4740  
Phone: 07 4967 1050  
Fax: 07 4957 2718

Depots  

Barcaldine Depot  
59 Ash Street  
Barcaldine Qld 4725  
Phone: 07 4651 1680  
Fax: 07 4651 1737

Biloela Depot  
Research Station  
Biloela Qld 4715  
Phone: 07 4992 1434  
Fax: 07 4992 1612

Bowen Depot  
Beach Ave  
Queens Beach Qld 4805  
Phone: 07 4785 0494  
Fax: 07 4785 1194

Emerald Depot  
14 McKenzie Street  
Emerald Qld 4720  
Phone: 07 4983 7450  
Fax: 07 4983 7451

Longreach Depot  
14-16 Minor Rd  
Longreach Qld 4730  
Phone: 07 4658 3718  
Fax: 07 4658 3718

Mackay Depot  
36 Tennyson Street  
Mackay Qld 4740  
Phone: 07 4967 1050  
Fax: 07 4957 2718

Moranbah Depot  
Forest Drive  
Moranbah Qld 4744  
Phone: 07 4941 5275  
Fax: 07 4941 5275

Rockhampton Depot  
16-18 North Street  
Rockhampton Qld 4700  
Phone: 07 4938 4530  
Fax: 07 4938 4808

North Queensland  

North Queensland Regional Office  
9-15 Langton Street  
Garbutt Qld 4814  
PO Box 561  
Townsville Qld 4810  
Phone: 07 4799 5400  
Fax: 07 4799 5401

District Office  

Mount Isa District Office  
5 Traders Way  
Sunset Qld 4825  
PO Box 1659  
Mount Isa Qld 4825  
Phone: 07 4747 2766  
Fax: 07 4747 2777

Depots  

Ayr Depot  
Edward Street (cnr Churchill St)  
Ayr Qld 4807  
Phone: 07 4783 5367  
Fax: 07 4783 5179

Charters Towers Depot  
Hodgkinson Street  
Charters Towers Qld 4820  
Phone: 07 4787 2367  
Fax: 07 4787 7415
Doomadgee Depot  
Goodeedawa Road  
Doomadgee Qld 4830  
Phone: 07 4745 8086  
Fax: 07 4745 8043

Ingham Depot  
Palm Terrace  
Ingham Qld 4850  
Phone: 07 4776 0972  
Fax: 07 4776 3193

Mornington Island Depot  
Lardil Street  
Mornington Island Qld 4871  
Phone/Fax: 07 4745 7381

Mount Isa Depot  
5 Traders Way  
Sunset Qld 4825  
Phone: 07 4776 0972  
Fax: 07 4776 3193

Normanton Depot  
Simpson Street  
Normanton Qld 4890  
Phone/Fax: 07 4745 1019

Palm Island Depot  
Butler Bay  
Palm Island Qld 4818  
Phone: 07 4770 1426  
Fax: 07 4770 1468

Townsville Depot  
9-15 Langton Street  
Garbutt Qld 4814  
Phone: 07 4799 5503  
Fax: 07 4779 2003

Far North Queensland  
Regional Office  
31 Grove Street  
PO Box 812  
Cairns Qld 4870  
Phone: 07 4039 8699  
Fax: 07 4031 2560

District Office  
Thursday Island District Office  
44 Victoria Parade  
PO Box 397  
Thursday Island Qld 4875  
Phone: 07 4069 1127  
Fax: 07 4069 1778

Depots

Atherton Depot  
20 Albrecht Street  
PO Box 845  
Tolga Qld 4882  
Phone: 07 4095 5901  
Fax: 07 4095 5905

Bamaga Depot  
Lui Street  
PO Box 91  
Bamaga Qld 4876  
Phone/Fax: 07 4069 3272

Cairns Depot  
31 Grove Street  
PO Box 812  
Cairns Qld 4870  
Phone: 07 4039 8699  
Fax: 07 4031 2560

Innisfail Depot  
6 Laurie Street  
Innisfail Qld 4860  
Phone/Fax: 07 4061 2175

Kowanyama Depot  
Kunjun Street  
Kowanyama Qld 4876

Mareeba Depot  
Wallace Drive  
Mareeba Qld 4880  
Phone: 07 4092 4398  
Fax: 07 4092 4298

Thursday Island Depot  
44 Victoria Parade  
PO Box 397  
Thursday Island Qld 4875  
Phone: 07 4069 1127  
Fax: 07 4069 1778

Weipa Depot  
6 Tonkin Drive  
PO Box 509  
Weipa Qld 4874  
Phone: 07 4069 7963  
Fax: 07 4069 9657

Building Industry Complaints Review Unit  
Level 16, 41 George Street  
GPO 2457  
Brisbane Qld 4001  
Email: BSAComplaintsUnit@hpw.qld.gov.au  
Internet: www.hpw.qld.gov.au

Building Policy Unit/Prequalification (PQC) System  
Level 3A, 80 George Street  
GPO Box 690  
Brisbane Qld 4001  
Phone: 13 QGOV (13 74 68)  
Email: buu@hpw.qld.gov.au  
Internet: www.hpw.qld.gov.au

Office of the Registrar—National Regulatory System  
Level 3B, 80 George Street  
GPO Box 123  
Brisbane Qld 4001  
Phone: 13 QGOV (13 74 68)  
Email: RegistrarHousingQld@hpw.qld.gov.au  
Internet: www.hpw.qld.gov.au

Procurement Transformation  
Level 3B, 80 George Street  
GPO Box 123  
Brisbane Qld 4001  
Phone: 13 QGOV (13 74 68)  
Email: PTD-BetterProcurement@hpw.qld.gov.au  
Internet: www.hpw.qld.gov.au

QFleet  
Head Office  
Level 5, 80 George Street  
GPO Box 293  
Brisbane Qld 4001  
Phone: 13 QGOV (13 74 68)  
Fax: 07 3224 6242  
Email: QFleet@hpw.qld.gov.au  
Internet: www.qfleet.qld.gov.au

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Glossary of terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AFL</td>
<td>Australian Football League</td>
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<tr>
<td>AS/NZS 4801</td>
<td>Australia/New Zealand Standard</td>
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<tr>
<td>AO</td>
<td>Administration Officer</td>
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<tr>
<td>CBD</td>
<td>Central Business District</td>
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<tr>
<td>FCPA</td>
<td>Fellow of Certified Practising Accountants Australia</td>
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<tr>
<td>FTE</td>
<td>Full-Time Equivalent</td>
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<tr>
<td>GPO</td>
<td>General Post Office</td>
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<tr>
<td>MOHRI FTE</td>
<td>Minimum Obligatory Human Resources Information Full-Time Equivalent</td>
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<tr>
<td>NAIDOC</td>
<td>National Aborigines and Islanders Day Observance Committee</td>
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<tr>
<td>NCC</td>
<td>National Construction Code</td>
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<tr>
<td>QBSA</td>
<td>Queensland Building Services Authority</td>
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<tr>
<td>QGOV</td>
<td>Queensland Government</td>
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<tr>
<td>RMIT</td>
<td>Royal Melbourne Institute of Technology</td>
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<tr>
<td>SDS</td>
<td>Sales and Distribution Services</td>
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<tr>
<td>TAFE</td>
<td>Technical and Further Education</td>
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