Letter of compliance

The Honourable Simon Finn MP
Minister for Government Services, Building Industry
and Information and Communication Technology
Level 7, 80 George Street
Brisbane Qld 4000

28 September 2011

Dear Minister

I am pleased to present the Annual Report 2010–11 for the Department of Public Works.

I certify that this Annual Report complies with:

• the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, and

• the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies.

A checklist outlining the annual reporting requirements can be accessed at www.publicworks.qld.gov.au/resources/publications/Pages/CorpPublications.aspx.

Yours sincerely

Natalie MacDonald
Director-General
Communication objective


The report records the significant achievements against the strategies detailed in the department’s Strategic Plan 2010–14 and the 2010–11 and 2011–12 Service Delivery Statements.

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

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.
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### Part B

Department of Public Works financial statements 97
From the Director-General

The Department of Public Works delivered some significant outcomes in 2010–11 while confronting enormous challenges presented by the severe weather events affecting Queensland in early 2011.

During this time, the department’s role of delivering building infrastructure and supporting government agencies to deliver their services to the people of Queensland was particularly critical.

The Department of Public Works strives to provide these services to client agencies as efficiently and effectively as possible, while producing benefits from whole-of-Government service reform.

In 2010–11, the department managed a large capital works program of approximately $2.1 billion on behalf of other government agencies, delivering important infrastructure and crucial jobs.

One such major infrastructure project delivered by the department was the 25 000-seat AFL Metricon Stadium at Carrara on the Gold Coast. This world-class venue which has the capacity to host international standard sporting events will have a positive impact on the Gold Coast’s economy.

The department also delivered approximately $309 million in construction and upgrade works across Queensland including housing renewals, office fitouts, new construction, heritage restoration, building upgrades and asbestos removal, as well as delivering approximately $487.5 million in building maintenance programs.

During the devastating Queensland floods in December 2010 and January 2011 and Tropical Cyclone Yasi in February 2011, I am proud to say the Department of Public Works played an important role in the state disaster response and recovery effort.

The department’s contribution included providing building and engineering services, emergency supply services and communications services to support other Queensland Government departments and the community during this difficult time.

During 2010–11 the department also continued to coordinate the implementation of the Australian Government’s Nation Building—Economic Stimulus Plan for state-wide education, social housing, roads and safety projects.

In July 2010, the government commissioned an independent review of the shared service model within the Queensland Government. The review, undertaken by PricewaterhouseCoopers validated the continued need for shared services, and the recommendations were accepted by government in November 2011. The Department of Public Works will play a role in implementing a new shared services model over the next two years.

Some of the highlights of the diverse services delivered by the Department of Public Works during 2010–11 are listed below.

Green capital works

The department continues to drive the government’s Toward Q2: Tomorrow’s Queensland strategy through innovative building initiatives. Demonstrating this commitment is the achievement of three 6 Star Green Star ratings awarded by the Green Building Council of Australia for the department’s last three government office building projects.

In a first for Queensland, William McCormack Place Stage 2 in Cairns, completed in August 2010, was the first building in Australia to receive the 6 Star Green Star rating in a tropical climate. The other office buildings awarded the prestigious ranking were the Dandiiri Contact Centre at Zillmere and the Mike Ahern Centre in Maroochydore.

The Ecosciences Precinct at Boggo Road, Brisbane, officially opened in April 2011, was project managed by the Department of Public Works for the Department of Employment, Economic Development and Innovation. Of major importance to Queensland’s reputation as a scientific capital, this is Australia’s first science centre of excellence supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources.
ICT
In 2010–11 the department continued to progress the government’s Toward Q2 through ICT (2009–14) strategy which sets the direction for improving the management and use of ICT investment throughout government.

The department continued to implement the government’s ICT consolidation, including network and data centre consolidation, and commenced the migration of the Department of Public Works to the Identity, Directory and Email Services program.

I am also pleased to note that CITEC was ranked among the leading data storage service providers globally by the independent benchmarking organisation, Corporate Executive Board, which placed CITEC in the top 25 per cent for cost and quality.

Serving the community
Smart Service Queensland is the front door to the Queensland Government—allowing customers to conduct a range of transactions or access information through one phone number, one website, or one integrated service counter.

The opening of the Government Service Centre in Cairns and the expansion of the regional Queensland Government Agent Program has provided more one-stop options to Queenslanders throughout the state.

During 2010–11, Smart Service Queensland staff handled more than 3.5 million telephone interactions, 12 million online interactions and more than 350 000 face-to-face contacts.

Greening the government fleet
QFleet continued to achieve above target results by exceeding the QFleet ClimateSmart Action Plan 2007–2010 target of reducing carbon emissions by 15 per cent by the end of 2010. By December 2010, the 2012 target of 25 per cent reduction in carbon emissions had been achieved two years ahead of schedule. QFleet has also implemented the second phase of the strategic procurement plan which will strengthen ClimateSmart emissions reductions, enhance general fleet safety and lower total cost of ownership to government. QFleet also introduced the Fleet Efficiency and Utilisation Policy in July 2010 to improve vehicle use and strategic management.

Disaster and management response
The department assumed a key role in the disaster response and recovery after the floods and Cyclone Yasi. A primary role was to undertake damage assessment, recovery and repair of approximately 2500 government assets including schools, police stations, health facilities, and government infrastructure across Queensland while re-instating government buildings in Brisbane’s Central Business District to full operation.

Further to this, during the immediate response across all parts of the state, approximately 850 QBuild staff and around 360 contractors were involved in the assessment, clean-up and recovery effort.

Despite the state-wide flooding, only three state schools remained closed at the beginning of the school year on 24 January 2011.

The department also provided a 24-hour, seven-day a week service supplying and providing logistical support, including the supply of more than 270 vehicles. The department’s information and communication activities supported the response by taking more than 200 000 calls by the end of February 2011.

I would like to thank the staff of the Department of Public Works for their professional expertise, dedication and willingness to commit to getting the job done, not only in the normal course of delivering the department’s core business, but particularly during the disaster events of earlier this year when departmental staff willingly performed beyond their normal duties.

Natalie MacDonald
Director-General
Through **Toward Q2: Tomorrow’s Queensland**, the government has committed to protecting our lifestyle and environment through increased solar power initiatives.

The $144.2 million redevelopment of Carrara Stadium at the Gold Coast into Metricon Stadium has resulted in a world class, energy-efficient sporting facility that is home for the new Gold Coast AFL team, the Suns.

The stadium was project managed by the Department of Public Works and was completed in May 2011. It can cater for crowds of 25 000, with seating capacity able to increase to 40 000 for special events such as the Commonwealth Games.

A unique feature of the stadium is the solar roof edge which is connected to Energex’s power grid. The solar panelling will generate approximately 275 000 kilowatt hours (kWh) of electricity per annum, around 20 per cent of the stadium’s total electricity needs.

This solar installation is the largest Building Integrated Photovoltaic System in Australia, making Metricon Stadium not only our newest iconic sporting facility, but also a registered power station.
Toward Q2: Tomorrow’s Queensland
2010–11 snapshot

**Strong**
The department continues to help create a diverse economy powered by bright ideas through built infrastructure supporting the building industry, ICT and services that support growth in Queensland.

**The Department of Public Works has:**
- begun implementing the government’s agenda to expand the government’s office accommodation footprint to Ipswich, Bowen Hills and Carseldine
- managed approximately $2.1 billion in value of design and construction projects such as the new Bremer State High School in Ipswich, part of the State Schools of Tomorrow program; and the international standard AFL stadium at Carrara on the Gold Coast
- opened another Queensland Government Service Centre in Cairns
- opened Dandiri Contact Centre at Zillmere in December 2010 providing Queenslanders with fast and easy access to government information
- worked with Australian Government and Queensland Government agencies in relation to the NBN to prioritise roll-out principles and objectives, and identifying Queensland broadband assets and capabilities to influence the timing and extent of broadband roll-out in Queensland.

**Green**
The department continues to help protect our lifestyle and environment through building initiatives and sustainable fleet management.

**The Department of Public Works has:**
- completed government office buildings at Cairns, Maroochydore and Zillmere which were all awarded 6 Star Green Star—Office Design v2 Certified Ratings by the Green Building Council of Australia
- delivered the first year of a four-year $8 million ClimateQ Improving the Energy Efficiency in Existing Government Buildings initiative (2010–14)
- continued development of methods for procuring sustainable building construction and operating practices through Green Leasing and other arrangements
- completed the state-of-the-art Ecosciences Precinct at Boggo Road, Brisbane, which opened in April 2011
- project managed the unique ‘green power’ AFL stadium at Carrara on the Gold Coast with its innovative solar roof
- exceeded QFleet vehicle emissions reduction targets by reaching the December 2012 target of 25 per cent two years ahead of schedule
- implemented QFleet’s improved vehicle procurement model enabling savings to government while delivering on priorities of greener and safer vehicles
- consolidated 15 agency data sites through CITEC to realise government savings, improve information security and reduce carbon dioxide emissions.

**Smart**
The department continues to help deliver world class education and training by providing graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT, building related areas and procurement and traineeships.

**The Department of Public Works has:**
- delivered 100 new QBuild apprentices and trainees each year since 1998
- employed 51 new graduates under specific whole-of-Government graduate employment programs within areas as diverse as accountancy, procurement, ICT, project management, engineering, architecture and quantity surveying. As at 30 June 2011, there were 21 graduate employees working within the department
- provided training opportunities to 489 new trainees under Queensland Government-funded employment initiatives such as Skilling Queenslanders, Breaking the Unemployment Cycle, and other equivalent initiatives. As at 30 June 2011, there were 23 administration trainees working within the department
- delivered governance education sessions to over 350 sector senior executives and senior officers on effective governance for projects and programs
- implemented the Paid Parental Leave Scheme, a priority Australian Government legislative initiative, which required changes to all payroll systems across the sector.
**Objective:** To demonstrate how the Department of Public Works is supporting the Queensland Government’s ambitions outlined in *Toward Q2: Tomorrow’s Queensland* through a series of 2010–11 highlights.

### Healthy

The department continues to help make Queenslanders Australia’s healthiest people through implementing a whole-of-department health program to assist staff manage their health, wellbeing and safety.

**The Department of Public Works has:**
- delivered asbestos awareness sessions to approximately 3000 contractors at metropolitan and regional centres
- delivered operational asbestos awareness training to over 1000 QBuild staff
- initiated and delivered Practical Asbestos Training (PAT) resulting in 1150 QBuild employees now holding a B Class Certificate for the safe removal of asbestos material
- through its award winning Pathways to Better Health and Safety Program conducted a total of:
  - 760 health assessments on staff
  - 534 skin cancer checks to employees across South East Queensland
  - provided a total of 2896 free seasonal vaccinations to employees including remote and regional locations
- opened fire stairs and promoted health benefits of using stairs to staff
- encouraged staff to cycle to work by refurbishing end-of-trip facilities at Neville Bonner Building, Brisbane, after flood damage; completed new shower areas at 61 Mary Street, Brisbane; and included bike racks, lockers and showers at the Mike Ahern Centre in Maroochydore.

### Fair

The department continues to help support safe and caring communities through volunteer programs at Roma Street Parkland and Queensland State Archives, and by supporting reconciliation through the department’s *Reconciliation Management Plan, Working towards Reconciliation.*

**The Department of Public Works has:**
- provided Smart Service Queensland (Smart Service) and other departmental volunteers to work at the call centres in Zillmere and Mt Gravatt in the Channel Nine Flood Relief Appeal—Australia Unites, during the Queensland floods. At the end of February, Smart Service responded to more than 200 000 calls through the State Emergency Services (SES), Community Recovery, Flood and Storm Line and the Premier’s Disaster Relief Line
- managed Roma Street Parkland which attracts over 660 000 visitors each year with the aid of community volunteers who act as gardeners, guides and events support staff
- achieved the highest participation by Aboriginal and Torres Strait islander people engaged in training in the QBuild Apprenticeship and Traineeship intake. In 2010–11, Indigenous apprentices comprised 29 of the 100 positions on offer
- supported career development for women through several internal mentoring strategies
- QBuild:
  - employed 11 new female apprentices in the annual apprenticeship program
  - partnered with the Office for Women in Women in Hard Hats
  - partnered with Department of Communities in running Indigenous Women in Hard Hats program
- Smart Service Queensland:
  - ensured all government service delivery channels such as phone, online and counter are available for culturally and linguistically diverse (CALD) communities to easily access government services
  - provided interpreter services, when necessary, for CALD clients using Smart Service’s service delivery channels
  - used a dynamic scripting tool (for both phone and counter services) which allows scripts to link in with the interpreter service.
1. Our organisation

QBuild apprentices work in the clean-up of the Queensland Tennis Centre after the floods.
About the department

Our history
The Department of Public Works (DPW) has been an integral part of Queensland’s history since the state was formed in 1859. In 1862, the first major public building—the Governor’s residence—was completed and the Department of Land and Works was created. In 1866, the Department of Public Works became an individual department.

Over nearly 150 years, the department has evolved to lead the delivery of building capital works, information and communication technology and core support services across Queensland’s public sector. The Department of Public Works operates under the Public Service Act 2008.

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

A significant number of the department’s services are delivered through its commercialised business units: QBuild; Project Services; QFleet; CITEC; Goprint; and SDS; and through CorpTech, the Shared Service Agency (now QSS) and Smart Service Queensland.

Our priorities
The devastating impact of widespread flooding on central, southern and South East Queensland between December 2010 and January 2011, and Tropical Cyclone Yasi in February 2011, brought new challenges for the state in 2010–11. The flood surge inundated thousands of homes, schools and public infrastructure, while Category 5 Yasi left a trail of destruction across Far North Queensland. By March 2011, more than 99 per cent of Queensland had been declared as disaster affected.

In the immediate aftermath of the disasters, the department provided building and engineering, emergency supply and communications services to help restore Queensland Government services and assist the community in clean-up and recovery efforts.

While the department plays a key role in rebuilding state assets and supporting the community, it continues to focus on the delivery of good quality, value-for-money services to clients.

The objectives identified in the department’s strategic plan for 2010–14 reinforce our intention to focus on the delivery of core services. These include:

- deliver quality services to client agencies—measured through client satisfaction and the delivery of services within agreed standards
- lead whole-of-Government service reform—measured through the implementation of whole-of-Government programs and benefits to government
- lead whole-of-Government service policy—measured by stakeholder satisfaction with policy effectiveness
- support the government’s priorities—measured through regional and target group representation in the QBuild Apprenticeship Program and leading by example in supporting the Tomorrow’s Queensland ambitions
- improve organisational capability—measured through staff satisfaction and compliance with legislative, policy and administrative requirements.

Our future
The department will strive to continue to deliver value-for-money services for the Queensland Government, and lead whole-of-Government service reform and service policy in building, and government support services.

In 2011–12, the department will:

- progress an extensive capital works program comprising major construction projects, such as:
  - the 19-floor Supreme Court and District Court complex in Brisbane’s Central Business District
  - the procurement management of new major state hospital projects including the Gold Coast University Hospital and Queensland Children’s Hospital, and the redevelopment of hospitals in Cairns, Townsville, Mackay, Rockhampton and Ipswich
  - the Queensland Police Academy, which includes the design and construction of a Command and Learning Precinct, a Policing Skill Programs Precinct, a Residential Precinct and the adaptive reuse of existing heritage buildings on the site for support services
  - the program management of 10 new Category 5 multi-purpose cyclone shelters to be constructed along the Queensland coastline.
- deliver annual building maintenance programs.
1. Our organisation

- manage government accommodation across a portfolio of more than one million square metres of office space
- provide asset management services for approximately 1000 units of government employee housing across the state
- maintain the government vehicle fleet comprising approximately 13,200 vehicles
- provide government information, referrals and payment services with 14.5 million customer interactions through telephone, online and face-to-face delivery channels
- meet the office supply and furniture needs of more than 12,000 government buyers
- provide payroll, mail and financial services to approximately 78,000 Queensland public servants
- manage applications in support of payroll and financial services delivered to approximately 159,000 Queensland public servants.

The department will play a leadership role in public sector reform agendas in 2011–12, including:

- implementing phase two of the Climate Smart Action Plan 2010–2012 to meet targets to reduce carbon emissions of the fleet by 30 per cent by 2012 (revised target) and 50 per cent by 2017
- implementing a new environmentally sustainable vehicle fleet model for government
- introducing further cost-effective whole-of-Government purchasing arrangements for common use items and monitoring procurement benefits targets for all Queensland Government agencies
- providing new office accommodation in Ipswich, Bowen Hills and Carseldine
- contributing to initiatives in the built environment, particularly in relation to innovative new sustainability and energy efficiency practices, such as energy-efficient lighting retrofits and air-conditioning system upgrades
- continuing to implement recommendations of the PricewaterhouseCoopers Review of the Shared Services Model for Queensland Government
- improving recordkeeping standards in more than 600 public authorities
- developing a measured and coordinated strategic approach to ensuring the optimal implementation and use of the NBN in Queensland
- continue to implement ICT consolidation transition of agencies to Identity, Directory and Email Services and the Polaris data centre.

The department will deliver a number of significant policy initiatives in 2011–12, including:

- managing a range of core policies and frameworks, such as the Queensland Government Capital Works Management Framework, Maintenance Management Framework, the Building Asset Performance Framework, and the Strategic Asset Management Framework
- managing the whole-of-Government Prequalification System for approximately 1000 building contractors and 600 building consultants, including the integration of the National Prequalification System for Non-residential Building
- managing the State Procurement Policy with a continuing focus on sustainability and the use of local suppliers, and stronger contract transparency requirements.

Our vision
Value-for-money services, respected by clients and peers.

Our values
We have seven values that REFLECT the attitude and behaviour sought from employees at all levels.

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

Efficiency in the way business is conducted and in dealing with clients

Flexibility in working arrangements, dealing with clients and dealing with problems

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

Encouragement in career progression, in personal development and in thinking of innovative ways of doing business

Communication that is open, consistent and two-way

Trust between management and employees, and between the department and its clients.
Our organisation

Toward Q2: Tomorrow’s Queensland

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

A Strong Queensland—Creating a diverse economy powered by bright ideas through built infrastructure, ICT and services that support growth in Queensland

A Green Queensland—Protecting our lifestyle and environment through sustainable fleet management, ICT and building initiatives

A Smart Queensland—Delivering world class education and training by providing graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT, building-related areas and procurement, and traineeships

A Healthy Queensland—Making Queenslanders Australia’s healthiest people through continuing the whole-of-department health program to assist staff manage their health, wellbeing and safety (Better Pathways to Health Program)

A Fair Queensland—Supporting safe and caring communities through volunteer programs at Roma Street Parkland and Queensland State Archives, and supporting reconciliation through the department’s Reconciliation Management Plan Working Towards Reconciliation.

The department’s lead role in coordinating built infrastructure projects under the Australian Government’s Nation Building—Economic Stimulus Plan for state-wide education, social housing, roads and safety projects also supports a Strong Queensland.

Operating environment

The department’s operating environment will be impacted by a number of factors, including:

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

Our locations

The department’s headquarters is 80 George Street, Brisbane. Our major commercialised business units, QBuild and Project Services, operate regional and district offices across Queensland. Queensland Shared Services also maintains a presence in major regional centres including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba.

Smart Service Queensland’s Queensland Government Service Centres, located in Brisbane CBD and Cairns CBD, provide face-to-face cross-government integrated service counters. Other integrated service centres are located in Zillmere and Mount Gravatt. These services are complemented by the existing Queensland Government Agency Program (QGAP) which supports multi-agency service delivery in rural and remote areas. A full list of contact details can be found at the end of this report.
1. Our organisation

Legislation administered by the department

The department administers the following Acts:

Architects Act 2002, which protects the public by ensuring architectural services of an architect are provided in a professional and competent way; public confidence in the standard of services provided by architects is maintained; and the standards of practice of architects are upheld.

Professional Engineers Act 2002, which 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.

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

State Buildings Protective Security Act 1983, which expands and enhances the provision of security by the State Government Protective Security Service to all State Government 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. The Act is administered through QBUILD.

Building and Construction Industry Payments Act 2004, which 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.

Domestic Building Contracts Act 2000, which 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.

Queensland Building Services Authority Act 1991, which establishes a licensing and regulatory system for the carrying out 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.

Subcontractors’ Charges Act 1974, which establishes a statutory mechanism by which a subcontractor in prescribed circumstances can secure payment of monies owed under their contract with a principal builder.

External reviews

In 2010–11, the operations of the department were subject to the following external audits which incorporated recommendations for improved performance.

Auditor-General reports to Parliament that made comment on or recommendations in relation to:

- Financial Management
- Governance
- Information systems governance and security including:
  - Information technology (IT) management
  - IT program and project management
  - Information security governance
  - Information technology disaster recovery planning
- Expenditure under the Nation Building—Economic Stimulus Plan at 31 August 2010.

Any recommendations made in external audits are being addressed by the department.

In 2010–11, the following external reviews were completed that impacted the department:

- In July 2010, the government commissioned an independent review of the shared service model within the Queensland Government. The review, undertaken by PricewaterhouseCoopers validated the continued need for shared services, and the recommendations were accepted by government in November 2010. This department will play a role in implementing a new shared services model over the next two years.
- The Public Accounts and Public Works Committee in November 2010 released its report on the Brisbane Supreme Court and District Court Complex. The department, in conjunction with the Department of Justice and Attorney-General had provided a submission to the Committee. No recommendations were addressed to the department as a consequence.
The Building the Education Revolution (BER) Implementation Taskforce released the following reports in 2010–11: Interim Report—6 August 2010 and First Report—15 December 2010 (the Final Report was not issued until 8 July 2011). The First Report made comment that: ‘The Queensland Government was especially strategic in the engagement of the construction industry as a whole and effectively leveraged its internal public works capacity’.

Organisational structure
(as at 30 June 2011)
2. Our performance

The Ecosciences Precinct at Boggo Road, Australia’s first science centre of excellence, was project managed by DPW.
2. Our performance

Our department

As of 30 June 2011, the department comprised four divisions: (Building Services; Information and Communication Technology; Services; and Corporate and Executive Services), which deliver and support Building Procurement and Asset Management; Procurement Services; Information and Communication Technology (ICT) strategies; Public Records Management and Advisory Services; and access to Government Services and Information.

Building Procurement and Asset Management

Building Procurement and Asset Management assists building industry improvement and provides support and advice to the government and its agencies through the cost-effective provision and management of building assets.

This is achieved through:

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

Building Procurement and Asset Management is delivered by the following organisational units: Technical Services, Strategic Projects, Contract Services, the Accommodation Office and Building Policy Unit.

Highlights

During 2010–11, Building Procurement and Asset Management functions:

- planned, procured and managed more than one million square metres of leased and owned office accommodation
- provided asset management services for approximately 1000 units of accommodation for government employee housing across the state
- completed government office buildings at Cairns (William McCormack Place Stage 2), Maroochydore (Mike Ahern Centre) and the Dandiiri Contact Centre at Zillmere. These buildings were all awarded a 6 Star Green Star—Office Design v2 Certified Rating. This rating represents ‘World Leadership’ in sustainable design with the Dandiiri Contact Centre rated as one of the most ecologically sustainable buildings in the country
- continued the development of methods for procuring sustainable building construction and operation practices through Green Leasing and other lease management processes
- launched the Queensland World War II Historic Places website which contains 500 place citations, with images, and records an additional 1000 places in Queensland that had military significance during World War II
- continued to manage the Community Memorials Restoration program, with a further $364 000 committed to complete 67 projects across Queensland
- delivered the first year of a four-year $8 million ClimateQ Improving the Energy Efficiency in Existing Government Buildings initiative (2010–14), which assists Queensland Government departments improve energy efficiency and reduce energy consumption in their buildings. The initiative contributed funding to a range of retrofit projects that together permanently reduced annual energy use in government buildings by more than 3.7 million kilowatt-hours, equating to a reduction of 3334 tonnes of greenhouse gas emissions
- completed a major revision of the Strategic Asset Management Framework, a suite of best practice guidelines for the management of Queensland Government buildings, and relaunched it in January 2011
- participated (as a member of the Australasian Procurement and Construction Council) in the development of the COAG-initiated National Prequalification System for Non-residential Building (NPS) and successfully integrated the NPS into the existing departmental Prequalification System (PQC) from 1 January 2011
- continued to coordinate the implementation of the Australian Government’s Nation Building—Economic Stimulus Plan for state-wide education, social housing, roads and safety projects in partnership with the Department of Communities and the Department of Education and Training
- progressed the selection of sites for 10 new cyclone shelters in North Queensland
- worked closely with Arts Queensland to ensure the recovery and reconstruction of the Queensland Cultural Precinct.
## 2. Our performance

### Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Manage government funded programs that focus on the built environment</td>
<td>Program of completed works on time, within budget and in accordance with agreed program outcomes</td>
<td>100% completed</td>
<td>100%</td>
</tr>
<tr>
<td>Whole-of-Government built environment information system availability</td>
<td>&gt;95%</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Whole-of-department emergency/disaster and continuity management plans are reviewed and evaluated for their accuracy, operational adequacy and alignment to departmental policy relevant state-wide strategy and policy</td>
<td>1 Review of whole-of-department emergency/disaster and continuity management plans annually</td>
<td>Amended measure</td>
<td>100%</td>
</tr>
<tr>
<td>Strategic projects facilitated within preset parameters focusing on time and budget</td>
<td>≥90%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Electricity consumption for office buildings greater than 9000m² (Net lettable area) in the owned office portfolio</td>
<td>≤250</td>
<td>235</td>
<td>212</td>
</tr>
<tr>
<td>Water use for owned office buildings between 9000m² and 18 000m² (Net lettable area)</td>
<td>≤15</td>
<td>13.5</td>
<td>14.7</td>
</tr>
<tr>
<td>Water use for owned office accommodation &gt; 18 000m² (Net lettable area)</td>
<td>≤15</td>
<td>14.2</td>
<td>15.46</td>
</tr>
<tr>
<td>Reduction in CO₂ emissions due to waste not going to landfill</td>
<td>≤425 tonnes</td>
<td>430</td>
<td>428</td>
</tr>
<tr>
<td>Return on investment for the commercial properties included in the office portfolio (inclusive of maintenance)</td>
<td>6.5%</td>
<td>6.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Return on investment for the government employee housing portfolio (inclusive of maintenance)</td>
<td>2.2%</td>
<td>2.9%</td>
<td>2%</td>
</tr>
<tr>
<td>Vacancy rate for the portfolio</td>
<td>≤2.5%</td>
<td>≤3.0%</td>
<td>1.06%</td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors on government building projects</td>
<td>≤2%</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Average number of prequalified contractors registered on the Prequalification System available for selection by agencies</td>
<td>Not less than 500</td>
<td>1000</td>
<td>1030</td>
</tr>
<tr>
<td>Average number of prequalified consultants registered on the Prequalification System available for selection by agencies</td>
<td>Not less than 350</td>
<td>610</td>
<td>607</td>
</tr>
</tbody>
</table>
Our performance

Variance reporting

1. This measure has been amended to better reflect the broader nature of the emergency review process which provides a linkage across all service areas of the department involved in the disaster recovery and business continuity activities.
2. The positive performance was a result of electricity-saving initiatives, reducing energy consumption.
3. The positive result was due to rent reviews that have increased income, while expenses have remained stable for 2010–11.
4. The greater return on investment reflects the benefits of whole-of-Government and centralised strategic management undertaken by the department and an increase in agency demand for accommodation.
5. The average number of prequalified contractors and consultants registered on the Prequalification System remains high following the increases in response to the Australian Government’s Nation Building—Economic Stimulus Plan.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget ($000)</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>(17 547)</td>
</tr>
<tr>
<td>Other revenue</td>
<td>2</td>
<td>490 798</td>
</tr>
<tr>
<td>Total cost</td>
<td>3</td>
<td>473 251</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the requirement for state contribution was mainly due to additional rent revenue.
2. The increase in revenue is mainly due to an increase in office space required by agencies.
3. The increase in total cost was mainly due to additional building outgoings associated with new government owned office buildings and a rise in depreciation.

During 2010–11, the return on investment for the commercial properties included in the office portfolio met the department’s target. Private sector Brisbane office property investment returns for the 2010–11 financial year were reported in a range from 7.5 per cent to 9.1 per cent (BIS Shrapnel 2011). The investment return on the department’s portfolio was 8.9 per cent for 2010–11. The increase against target was due to the value of the portfolio decreasing while rents have remained stable. The diversity and geographic spread of the department’s property portfolio across Queensland means it generates a marginally lower return than that achieved by private sector owned buildings in Brisbane. The return on investment for the Government Employee Housing Portfolio was 2 per cent. The target of 2.2 per cent reflects a reasonable level of return considering the high costs involved in managing and maintaining a portfolio of assets predominantly located in rural and remote areas. The actual return on investment may vary from year to year but is expected to achieve the 2.2 per cent target in the long term.

The office portfolio is being used efficiently with planning management issues minimised. This is evidenced by the vacancy rate of 1.13 per cent in the portfolio being within acceptable benchmarks as a result of the Department of Public Works’ coordinated whole-of-Government occupancy and demand management role.

The vacancy rate for housing target of equal or less than 3.0 per cent has been established as a reasonable long-term vacancy rate within the government employee housing portfolio to accommodate variable demand for government services across regional and remote Queensland. The actual vacancy rate for 2010–11 was 1.3 per cent which was due to an increase in agency demand for accommodation. To meet the increased demand for accommodation, the department has been allocated $19.469 million in 2011–12 to provide an additional 35 units of accommodation.

The Australian Government’s Nation Building—Economic Stimulus Plan continues to influence the average number of prequalified building contractors registered on the Prequalification System (PQC). At 30 June 2011, there were 1030 prequalified building contractors and 607 prequalified consultants registered on the PQC. Under the Nation Building—Economic Stimulus Plan, contractors, consultants and suppliers wishing to bid for jobs in Queensland must be prequalified or registered with the department.

While the department’s target for delivery of its strategic projects measure remained high, the impact of widespread flooding on central, southern and South East Queensland between December 2010 and January 2011, and Tropical Cyclone Yasi in February 2011, delayed works. As of 30 June 2011, 95 per cent of projects were completed on time and within budget.
2. Our performance

Doing the bright thing

The $79.5 million William McCormack Place Stage 2 project in Cairns has continued to set new benchmarks in ecologically sustainable office building design.

The project, which reached practical completion in March 2011, uses photovoltaic cells to produce energy. A large photovoltaic (PV) array installed on the roof of the building has 336 panels producing 64 kilowatts (kWh) of solar energy.

The array will reduce greenhouse gas emissions by approximately 115 tonnes of carbon dioxide per annum and produce electricity savings of approximately $22 000 per annum.

The new state-of-the art building will house government departments including Environment and Resource Management, Queensland Health, Community Safety, and Justice and Attorney-General.

Preserving Queensland’s historical markers

The Queensland Government’s Community Memorials Restoration program continued to play an instrumental role in helping to restore and preserve Queensland’s unique and historical community markers in 2010–11.

In August 2010, the department restored the Tom Petrie Memorial at Petrie Place to mark the 100th anniversary of the death of the highly esteemed pioneer, patriot and philanthropist.

Tom Petrie was hugely influential in the establishment of the Pine Rivers area, and the memorial reflects his significant contribution to the rich history of the local community.

The Community Memorials Restoration program started in 2004–05, providing more than $3 million towards restoring and repairing more than 290 memorials or icons, restoring historical grave sites and digitising historical cemetery records.

The program granted councils and local organisations one dollar for every dollar they spent to the value of $25 000 for war memorial and community icon projects and up to $15 000 for cemetery-related projects.

Our future

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

- continue to strategically plan, procure and manage government accommodation across a portfolio of more than one million square metres of office space
- continue to provide new government employee housing to support government services in rural and remote areas of the state
- demonstrate the application of contemporary policy and strategic asset management in providing and managing government accommodation and special estates
- commence the seventh round of grant funding for the Community Memorials Restoration program
- contribute to initiatives in the built environment, particularly in relation to innovative new sustainability and energy efficiency practices, such as energy-efficient lighting retrofits and air-conditioning system upgrades
- progress a comprehensive review of the PQC System for building industry contractors incorporating any future enhancements to the National Prequalification System for Non-residential Building, as required
- develop and implement a methodology for assessing the effectiveness of implementing the Maintenance Management Framework by agencies
- support the delivery of 10 new Category 5 multi-purpose cyclone shelters to be constructed along the Queensland coastline
- support delivery of the final year of the Nation Building—Economic Stimulus Plan.

William McCormack Place Stage 2’s photovoltaic array of 336 panels will reduce greenhouse gas emissions by approximately 115 tonnes per year.
Strong: historic memorials website

Through *Toward Q2: Tomorrow’s Queensland*, the government is aiming to create a diverse economy powered by bright ideas through ICT that supports growth in Queensland.

Supporting this ambition is the Queensland WWII Historic Places website developed by the Department of Public Works in cooperation with the State Library of Queensland, Australian War Memorial, National Archives of Australia, Brisbane City Council and the MacArthur Museum Brisbane.

The website features over 500 citations on places of military significance within Queensland, in addition to mapping a further 1000 locations which relate to WWII.

Some of these include Eagle Farm Airfield, Camp Victoria Park and Rocklea Munitions Works.

In 1942, the US Army requisitioned Victoria Park, a large public reserve spread across two Brisbane suburbs, for a large administrative and accommodation camp. Camp Victoria Park was the nerve centre for the support services that backed up US combat troop operations in the South West Pacific Area.

The Rocklea Munitions Works was Australia’s most northerly ammunition manufacturing plant. By reconditioning ammunition and overhauling aircraft engines for the Americans, it helped reduce Australia’s war debt by providing aid to the USA through Reciprocal Lend Lease. With its purpose-built factory buildings, the Rocklea Munitions Works provided a vital boost to Brisbane’s post-war industrial development.

The website is set to become a very useful historical and educational resource for historians, students, ex-servicemen and women, and history buffs.

Users can search for sites of WWII significance by place names, place types or via a timeline detailing Queensland’s involvement in WWII, and the website’s capabilities is supported by Google Earth mapping. To view the Queensland WWII Historic Places website, visit [www.ww2places.qld.gov.au](http://www.ww2places.qld.gov.au).
2. Our performance

Procurement Services

Procurement Services, delivered by the Queensland Government Chief Procurement Office (QGCPO), focuses on achieving cost savings and benefits through effective procurement policy practice. The QGCPO provides a policy framework for the Queensland Government and is currently leading a series of procurement reforms.

Highlights

During 2010–11, Procurement Services:

- continued to lead improvement of procurement capability through stewardship of the government’s five-year procurement reform initiative
- delivered $68.4 million in procurement savings and other benefits to agencies from sector-wide procurement arrangements for common use items
- completed implementation of the Travel Management System in 13 agencies
- progressed roll-out of the Print Management Solution across the sector
- implemented new amendments to the State Procurement Policy including a stronger focus on sustainability and the use of local suppliers, and stronger contract transparency requirements
- launched a suite of standard terms and conditions to reduce the cost of tendering and contractual processes for both government and business
- continued to support sustainability initiatives by integrating sustainability criteria into all new arrangements

Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings and benefits delivered under existing and new arrangements to government</td>
<td>$75 million of savings and benefits per year by 30 June 2011</td>
<td>$62 million of savings and benefits per year by 30 June 2011</td>
<td>$68.4 million</td>
</tr>
</tbody>
</table>

Variance reporting

1. The actual performance fell short of the target/estimate of $75 million as a result of a reduced whole-of-Government spend on existing arrangements, and longer implementation lead times due to extended industry and agency consultation processes for some new arrangements. The actual of $68.4 million reflects an increased agency spend on arrangements that occurred after the estimated actual was forecast.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget ($000)</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>12 301</td>
<td>12 744</td>
</tr>
<tr>
<td>Other revenue</td>
<td>12 850</td>
<td>7 042</td>
</tr>
<tr>
<td>Total cost</td>
<td>25 151</td>
<td>19 786</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease mainly relates to expected rebates not being generated from new whole-of-Government Standing Offer Arrangements because of extended industry and agency consultation and contract negotiation periods.
2. The decrease is mainly due to deferred expenditure on the Procurement Process Reform Initiative project and savings to offset revenue reduction due to delays in the start-up of new whole-of-Government Standing Offer Arrangements.
In 2010–11, common-use supply arrangements managed by QGCPO enabled agencies to achieve $68.4 million in procurement savings and other benefits. This result is a 50 per cent ($22.9 million) improvement over the 2010–11 result of $45.5 million. While the result was approximately nine per cent ($6.6 million) below the 2010–11 target of $75 million, sector-wide spend on arrangements was down approximately 24 per cent ($155.1 million). The result was also impacted by longer lead times taken to implement new complex arrangements, due to extended industry and agency consultation processes. QGCPO continues to develop a range of new arrangements, and expects to boost savings and other benefits to government to $77 million in 2011–12. The increase in savings and benefits will be realised by implementing new arrangements for both ICT contractors and consultants and non-ICT contractors and consultants, and by facilitating further uptake of the Travel Management System and Print Management Solution in agencies where implementation has been achieved.

Emergency travel relief
State Disaster Coordination Centre (SDCC) Travel was formed to provide for the travel and accommodation needs of emergency relief workers immediately in the aftermath of Cyclone Yasi. Operating within two hours after its formation, the team initially had to overcome serious logistical challenges to arrange air travel into disaster zones. Yet during the nine days of its operation, the unit arranged air travel, lodgings, laundry and ground transport to and from affected areas for more than 2000 government relief staff. Feedback from clients demonstrated unanimous support for the unit and acknowledged the value SDCC Travel added to the overall relief effort. Importantly, SDCC Travel has provided an important model for responding to declared emergencies in the future.

Our future
QGCPO continues to create opportunities for agencies to realise savings and benefits by making available new and innovative common-use supply arrangements. A further key focus is to finalise the government's procurement reform agenda by:

- continuing work to improve whole-of-Government procurement systems capability
- assisting agencies to improve their procurement functions by facilitating ongoing agency implementation of the Queensland Government Procurement Plan 2010–2013
- continuing to deliver procurement certification training and procurement graduate programs to increase capability across the sector
- promoting ethical and environmentally sustainable procurement practices.

Strong: sustainable supplies and service
Through Toward Q2: Tomorrow’s Queensland the Queensland Government is committed to creating a diverse economy powered by bright ideas.

As the government’s expert in procurement policy, practice and education, the Department of Public Works prides itself on helping government agencies implement cost-effective and environmentally-friendly procurement practices.

Through the department’s Queensland Government Chief Procurement Office (QGCPO), $68.4 million in savings and other benefits were delivered through sector-wide procurement arrangements in 2010–11. The department was pleased to be recognised for excellence in our procurement practices at the Chartered Institute of Purchasing and Supply Australasia Awards held in October 2010 with a top award and a commendation.

QGCPO’s Principal Procurement Officer won the Young Procurement Professional of the Year. The officer managed an arrangement to secure the provision of screened, qualified temporary staff from specific employment agencies for government vacancies, resulting in a $7 million annual saving. The QGCPO was also highly commended in the category Best Example of Socially Responsible Procurement for its ability to directly source furniture for government which has met ‘green star’ rating criteria.

These awards highlight the effectiveness of the department’s strategic and responsible approach to procuring supplies and services, while affirming the expertise of its staff.
Information and Communication Technology

Information and Communication Technology (ICT) strategies are delivered by several service areas within the ICT Division:

- the Telecommunications, Broadband and Digital Economy Coordination Office, which focuses on the strategic direction of radio and telecommunications for the state, the roll-out of broadband and the readiness of the state to participate in the broadband agenda, and the coordination of digital economy activities
- the ICT Policy and Coordination Office, which focuses on high-level, whole-of-Government ICT policy and coordination responsible for the whole-of-Government enterprise architecture, the management of the state's representation on national bodies, specific state-based coordination requirements and for whole-of-Government ICT strategy
- the Public Sector ICT Development Office, which is responsible for coordinated liaison with industry, understanding key agency ICT directions, linking agencies with like agendas and objectives and working with agencies to achieve the implementation of whole-of-Government ICT priorities and to provide the necessary assistance to encourage agencies to adopt the recommended policies and practices.

Highlights

During 2010–11, the offices supporting the Information and Communication Technology (ICT) strategies service:

- promoted the 'one government' approach to ICT investment and management through increased visibility and collaboration on ICT initiatives and reduced duplication of effort across the sector
- progressed agencies' adoption of the government's 'share before buy before build' and early market engagement practices for planned ICT investments
- implemented initiatives under the Queensland Government's five-year ICT strategy Toward Q2 through ICT (2009–2014) to deliver cost-effective and efficient government services, and ensuring:
  - improved professional development and sourcing of ICT professionals
  - improved visibility of Queensland Government investment in ICT
  - agreed standards, behaviours and engagement practices for government and the ICT industry to improve collaboration and service delivery.
- established the ICT Investment Fund to support whole-of-Government ICT projects that directly contribute to realising improved ICT outcomes for the sector—the fund is administering $15 million over three years (2010–13)
- delivered a range of strategic evidence-based analysis products and services to improve the visibility, alignment and value of the government's ICT investments, including:
  - assessing the condition and alignment of the government's existing ICT investments
  - assessing and forecasting the ICT and business impacts of planned ICT investments
  - providing independent specialist advice on opportunities to optimise proposed ICT investments
  - providing in-depth analyses and business impact assessments of contemporary ICT trends, challenges and opportunities.
- addressed a range of initiatives in relation to Auditor-General of Queensland reports into information security, including:
  - the completion of a 31 point action plan to improve information security
  - improving the effectiveness of current governance arrangements
  - assessing ICT disaster recovery maturity.
- progressed sector adoption of ICT policies, methodologies and frameworks to enable the maximisation of government ICT investment for delivery of business outcomes
- delivered governance education sessions to over 350 sector senior executives and senior officers to address concerns over effective governance for projects and programs
- managed the whole-of-Government panel arrangement for the training of a significant number of project managers and other officers in the project, program and portfolio methods
- provided benefits management facilitation services to the sector to understand the value of investments.
Our performance

- delivered, in collaboration with ICT industry representatives, twelve $2 million reviews and six project feasibility assessments
- facilitated three Early Market Engagements with ICT vendors for agencies
- implemented the eight findings from the jointly developed ICT Industry Workgroup review, which relate to governance of the workgroup
- implemented the 10 recommendations of the Small to Medium Enterprise (SME) participation scheme review including:
  - expanding information in the Government ICT Terms and Conditions (GITC) register
  - simplifying the scheme for all ICT tenders
  - developing a mandatory online procurement assessment tool for staff chairing selection committees for ICT procurements with a value of more than $250 000
  - introducing a two-stage tender process for ICT tenders.
- enhanced reporting to government on the use of the new SME participation scheme
- worked with the Australian Government and Queensland Government agencies to prioritise roll-out principles and objectives, and identify Queensland broadband assets and capabilities to influence the timing and extent of the broadband roll-out in Queensland
- continued to work with the Australian Government, NBN Co., Queensland Government agencies and local government to facilitate and coordinate Queensland’s participation in the NBN roll-out
- released a discussion paper entitled ‘Queensland’s approach to the National Broadband Network’ in April 2011, which sought input from the community, industry and key stakeholders to assist to frame priorities relating to the roll-out of the NBN in Queensland
- established four whole-of-Government telecommunications panel arrangements in July 2010 that will remain in operation until June 2015 and will deliver significant savings to government by ensuring reduced costs of products and services, simplifying procurement processes and reducing administrative costs.

Strong: Ecosciences Precinct

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

The Knowledge Based Research and Business Project—the Ecosciences Precinct (Boggo Road Urban village, Dutton Park) and Health and Food Sciences Precinct (Coopers Plains)—is a key component of the Queensland Government’s commitment to develop the state’s innovative research culture.

The Department of Public Works delivered the Ecosciences Precinct while working closely with client agencies, both state and commonwealth. Construction of the Precinct commenced in 2008 and reached Practical Completion five months ahead of schedule, in September 2010.

The Precinct provides vital new research infrastructure that is positioning Queensland as a global leader in finding the balance between enhancing our quality of life, reducing impacts on our environment and developing strong and sustainable industries.

The Precinct’s state-of-the art research facilities include high-tech laboratories, insectaries, controlled environment rooms, quarantine containment glasshouses, specimen collections, workshops, offices and a science education centre.
2. Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

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<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of targeted QGCIO products and services adopted by agencies</td>
<td>85% adoption averaged</td>
<td>&gt;90% adoption</td>
<td>85%</td>
</tr>
<tr>
<td>ICT Industry Associations’ satisfaction rating with QGCIO services and collaboration</td>
<td>&gt;90%</td>
<td>85.7%</td>
<td>86%</td>
</tr>
<tr>
<td>Effective coordination of ICT government initiative activities across government</td>
<td>Inter-program dependencies agreed, aligned and managed</td>
<td>Inter-program dependencies agreed, aligned and managed</td>
<td>Inter-program dependencies agreed, aligned and managed</td>
</tr>
</tbody>
</table>

Variance reporting

1. Satisfaction rating is based on an annual survey conducted with executive members of the ICT Industry Workgroup.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget ($000)</th>
<th>2010–11 Actual</th>
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</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>37 500</td>
<td>30 002</td>
</tr>
<tr>
<td>Other revenue</td>
<td>213</td>
<td>1 575</td>
</tr>
<tr>
<td>Total cost</td>
<td>37 713</td>
<td>31 577</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in both the state contribution and total costs was primarily due to disaster recovery activities being given priority of effort which caused delays in other areas.

2. The increase in Other revenue is due to recovery from the whole-of-Government ICT Innovation Fund for the IT Architecture and Planning project and the whole-of-Government Workforce Capability In-demand Roles program.

Our future

In 2011–12, a stand-alone Queensland Government Chief Information Officer role will be created, supported by the ICT Policy and Coordination Office, the Public Sector ICT Development Office, the Telecommunications, Broadband and Digital Economy Coordination Office and a new Shared Service Policy Office.

The Queensland Government Chief Information Officer will:

- continue to drive implementation of Toward Q2 through ICT, including a refreshed version of the Toward Q2 through ICT strategy and the Toward Q2 through ICT Implementation Plan
- continue to populate and maintain the Queensland Government Enterprise Architecture (QGEA), the policy framework that underlies ICT investments and business decision-making, including a review of the QGEA framework and associated artefacts that will examine:
  - self-assessment
  - prioritise and rationalise policies
  - implementation of revised review process.
- apply a portfolio approach to improve the visibility and decision-making around strategic ICT investments on behalf of the Queensland Government
  - continue to improve accountability in strategic ICT investment decision making by increasing maturity in portfolio, program and project management including ongoing work with agency Governance Boards to improve effectiveness of governance frameworks
  - continue to develop and implement independent program and project assurance over key initiatives
continue to analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, reduce complexity and risk and drive efficiency and productivity gains through improved levels of agency-to-agency collaboration
progress the evaluation of appropriate policies, frameworks and strategies to manage the impact of spectrum management changes undertaken by the Australian Communication and Media Authority (ACMA) to ensure the needs of Queensland public safety agencies are met

develop a strategic policy and framework for the ongoing management of radio spectrum allocated by ACMA for Queensland Government use
continue to engage with the Department of Local Government and Planning, NBN Co., and the Australian Government on planning regulations pertaining to telecommunications
respond to the Australian Government on regulatory changes to support the roll-out of the NBN
continue to work with the Department of Employment, Economic Development and Innovation to identify the economic impact of the National Broadband Network.

Smart: ICT graduates

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

During 2010–11, the Department of Public Works helped to promote a smart Queensland by providing graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT and procurement and traineeships.

For more than five years, the Department of Public Works has been running the Queensland Government ICT Career Graduate Development program with great success.

The initiative takes the form of a work-based learning and development program and includes a range of professional development and networking opportunities.

In addition, through mentoring and coaching, graduates are provided with career planning support throughout their two-year program.

To date, 165 graduates have begun ICT careers in the Queensland Government and the Brisbane City and Logan City Councils. Between 75 and 85 per cent of each intake of graduates has remained employed with the government.

These new graduates join the workforce at an important time as the need for skilled ICT workers has never been greater as we rely on technology to deliver all facets of our services as well as to help us to operate efficiently.
Public Records Management and Advisory Services

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

**Highlights**

During 2010–11, Queensland State Archives:

- provided recordkeeping advice to public authorities and monitored compliance with the *Public Records Act 2002* and Information Standard 40: Recordkeeping
- supported the implementation of Right to Information reforms through the delivery of recordkeeping training and awareness programs and further developed the recordkeeping assessment framework
- released the *Digital continuity ensuring the continued accessibility of the Queensland Government’s digital records* report summarising the state of digital archiving practices across government and outlining future directions
- continued to expand online access to Queensland’s archival public records
- took custody of the 1859 Proclamation of Queensland
- launched *The British Royals: a Queensland story* exhibition, which was officially opened by the Governor of Queensland, Ms Penelope Wensley AC
- in conjunction with Queensland State Library, developed and implemented the *State Library and Queensland State Archives Digital Content Plan 2010–2012* which showcased the benefits that can be achieved through a collaborative approach to the publication of digital content
- received 77 transfers of records from public authorities, measuring over 2078 linear metres.

**Performance review**

The service standards in the following table are recorded in the Department of Public Works’ *Service Delivery Statement 2010–11* and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of public clients</td>
<td>1</td>
<td>440 000</td>
<td>498 092</td>
</tr>
<tr>
<td>• Online</td>
<td>6800</td>
<td>7022</td>
<td></td>
</tr>
<tr>
<td>• Walk-in</td>
<td>440 000</td>
<td>440 000</td>
<td>6300</td>
</tr>
<tr>
<td>Level of client satisfaction with QSA services</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

**Variance reporting**

1. The improved actual performance reflects a greater than expected number of public clients accessing government records.

**Financial performance**

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget ($)</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>18 462</td>
<td>12 900</td>
</tr>
<tr>
<td>Other revenue</td>
<td>100</td>
<td>219</td>
</tr>
<tr>
<td>Total cost</td>
<td>18 562</td>
<td>13 119</td>
</tr>
</tbody>
</table>

**Variance reporting**

1. The variance in state contribution and total reflects lower than expected expenditure due to the deferral of planned programs including the Right to Information program and the Digital Archive program.
Demand for Queensland State Archives’ services, in particular, access to items from the vast archival collection of records and images, continued to grow throughout 2010–11.

To advance the implementation of the Queensland digital content strategy, published in 2010, Queensland State Archives jointly published Towards a Queensland Digital Content Strategy Action Plan with the State Library of Queensland. The action plan supports the core business aims of both organisations, showcases the benefits that can be achieved through a collaborative approach and contributes to the strategic outcomes sought from a Queensland digital content strategy.

During 2010–11, Queensland State Archives conducted a whole-of-Government recordkeeping survey to assess the compliance of public authorities with the Public Records Act 2002. Using the findings of the survey, Queensland State Archives will develop additional recordkeeping policies and tools to assist public authorities to achieve and maintain compliance with the Public Records Act 2002 and the recordkeeping Information Standards.

Encouraging Queenslanders to connect with their history

In 2010–11, Queensland State Archives completed extensive research into royal visits, and released rare footage of Queen Elizabeth II’s visit to Brisbane and Coolangatta in 1963 to coincide with her grandson, Prince William’s visit to Queensland, in March. Queensland State Archives’ website www.archives.qld.gov.au contains a timeline of visits, an historical essay and a photo gallery, along with the film footage of the Queen’s visit.

Queensland State Archives encourages Queenslanders to connect with the history of their state and see for themselves the value of archival records. As the custodian of the largest and most significant documentary heritage collection in the state, Queensland State Archives’ collection now measures over 46 kilometres in length.

Our future

In the future, Queensland State Archives will:

- enhance Queensland State Archives’ online presence to provide greater access to digital content and improve the client experience
- continue to support the implementation of Right to Information reforms through the delivery of recordkeeping training and awareness programs, and the ongoing development of the recordkeeping assessment framework.

Fair: QSA displays multicultural heritage

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

Using archival public records such as immigration records, company records, school admission registers, inquests, wills, correspondence files, police reports and even internment registers, archivists at Queensland State Archives (QSA) produced a portable display about the history of the Italian experience in Queensland.

The display ‘La Dolce Vita—Italians in Queensland’ marked the 150 year anniversary of the reunification of Italy, and can be loaned to public libraries and community interest groups free of charge.

The Italian community has had a distinct influence on Queensland society and our multicultural heritage since they first arrived in the colony in the mid-1800s.

QSA records show an influx of Italian workers after the reunification of Italy finished in 1871, culminating in the arrival of 335 indentured Piedmontese workers on the ship Jumna in 1891.

Queensland received its largest influx of Italian migrants after WWII, when migrants left a country devastated by war and unable to support its returning soldiers. Many Italians chose emigration to Australia to avoid poverty.
2. Our performance

Access to Government Services and Information

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

Highlights

During 2010–11, Smart Service Queensland:

- managed more than 3.5 million telephone interactions, approximately 12 million online interactions, and more than 350,000 face-to-face interactions as the front door to the Queensland Government
- opened a second Queensland Government Service Centre (QGSC) in Cairns in March 2011, providing a single point of service delivery for people to conduct a variety of government enquiries and transactions
- opened a third integrated service centre, Dandiiiri Contact Centre, at Zillmere in December 2010, increasing our capacity to provide Queenslanders with fast and easy access to government services and information
- supported 15 information and advisory campaigns on behalf of Queensland Government agencies, including the ownership of Indigenous lands campaign, the Australian consumer laws campaign and the land valuations campaign
- performed a pivotal role providing critical communications and disaster support phone and referral services to Queenslanders affected by disaster events such as the December 2010 and January 2011 Queensland floods and Tropical Cyclone Yasi
- continued to add new services, increasing the total number of services delivered to more than 240
- processed over 45,000 cards and 967,000 concession services for eligible Queenslanders
- continued supporting the phone delivery of key government initiatives including:
  - 13 HEALTH
  - 13 QUIT
  - Homelessness Persons Information Queensland.
- promoted a single general enquiries number for government—13 QGOV (13 74 68)
- delivered improved online information and services through the government website www.qld.gov.au
- pursued the use of Web 2.0 technologies to improve engagement with the Queensland public
- implemented whole-of-Government capability to use SMS to support service delivery across all agencies.

Smart Service Queensland staff were quick to volunteer for the Channel Nine Flood Relief Appeal on Sunday, 9 January 2011.
Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of interactions with Smart Service Queensland service delivery channels</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>3 200 000</td>
<td>3 350 000</td>
<td>3 534 395</td>
</tr>
<tr>
<td>Online</td>
<td>2 000 000</td>
<td>10 300 000</td>
<td>12 102 078</td>
</tr>
<tr>
<td>Face-to-face</td>
<td>300 000</td>
<td>345 000</td>
<td>357 212</td>
</tr>
<tr>
<td>Number of concession services provided for eligible Queenslanders</td>
<td>2,3</td>
<td>1 060 000</td>
<td>1 028 318</td>
</tr>
<tr>
<td>Level of customer satisfaction with the services delivered by Smart Service Queensland</td>
<td></td>
<td>80%</td>
<td>87%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The better than expected result reflects a review of the counting measures for qld.gov.au to include the Smart Service Queensland managed whole-of-Government search engine and provides a holistic capture of interactions with the Queensland public. In addition, online traffic increased significantly as a result of the Queensland floods in January 2011 and Tropical Cyclone Yasi in February 2011.

2. This standard was previously reported in the 2010–11 SDS as two separate measures (number of cards issued to eligible Queenslanders and number of concession services provided to eligible Queenslanders).

3. The actual performance reflects a reduction in concession services following eligibility checks against the customer database, which revealed some customers were no longer eligible to receive a concession but were previously included in recipient numbers indicated by energy retailers.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget ($000)</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>State contribution</td>
<td>1</td>
<td>43 060</td>
</tr>
<tr>
<td>Other revenue</td>
<td>2</td>
<td>13 559</td>
</tr>
<tr>
<td>Total cost</td>
<td>3</td>
<td>56 619</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in the state contribution was mainly due to delays in the finalisation of various 2010–11 projects.

2. The increase is mainly due to an increase in the fee for service and an overall growth in services provided by Smart Service Queensland.

3. Total cost increased due mainly to the additional services provided by Smart Service Queensland.
As part of the Queensland Government’s Toward Q2 through ICT strategy, Smart Service Queensland continues to work with government agencies to consolidate both public-facing websites and phone numbers. Smart Service has introduced one single 24/7 general enquiries number (13 QGOV (13 74 68)) to make it easier for Queenslanders to contact the Queensland Government.

In conjunction with government agencies, Smart Service Queensland is also redeveloping website content, ensuring information is presented in a way that is more customer-centric, relevant and accessible. In addition, Smart Service is ensuring Queenslanders can conduct more transactions online through the Queensland Government website www.qld.gov.au. In 2010–11, two new online sites went live; one for business and industry and one for people with a disability. The sites were developed by engaging with the community in their design and content.

As part of the Toward Q2 through ICT strategy, Smart Service Queensland has established the Queensland Government Service Centres (QGSC) as accessible, Queensland Government-branded venues where customers can complete a range of government information, referral, purchase and payment transactions over the counter, irrespective of which agency owns the service. The sites also offer self-help internet kiosks and ready access to government phone services with staff onsite to assist the public if required. Smart Service Queensland opened its second QGSC counter in Cairns in March 2011, and an integrated service centre, the Dandiiri Contact Centre, at Zillmere in December 2010.

Smart Service Queensland took a lead role in establishing whole-of-Government policies and standards in the use of social media, online community engagement, SMS services and Web 2.0. This will assist to ensure that the public are engaged in a manner that is considered, consistent and customer-centric.

During the December 2010 and January 2011 floods and following Tropical Cyclone Yasi in February 2011, Smart Service Queensland was at the volunteer forefront providing invaluable assistance to Queenslanders across the state.

Between Christmas Eve 2010 and 10 February 2011, calls to the Smart Service Integrated Contact Centre increased by 3000 to 5000 per day. At the peak of the crisis Smart Service responded to more than 200 000 calls through the State Emergency Services (SES), Community Recovery and the Premier’s Disaster Relief Line. The flood website hosted on www.qld.gov.au also received almost two million hits and the Cyclone Yasi website recorded 41 000 hits.

Additionally, Smart Service Queensland receipted over 233 000 online donations resulting in excess of $42 million collected towards the Premier’s Disaster Relief Appeal.

Toward Q2: Tomorrow’s Queensland aims to create a diverse economy powered by bright ideas through ICT and services that support growth in Queensland.

The Department of Public Works is committed to delivering effective services to the people of Queensland.

Through Smart Service Queensland, the public can now access a range of transactions and information through one convenient phone number, one website or one integrated service counter.

In May 2010 the 13 QGOV (13 74 68) phone number was established as the one phone number contact for whole-of-Government.

During 2010–11, another Queensland Government Service Centre (QGSC), opened in Cairns offering Queenslanders a range of government information, referral, document lodgement and payment transactions over the counter and under one roof.

One counter approach eliminates duplication, reduces waste and leverages economies of scale while fostering and developing a customer-focused approach where customers don’t need to understand how government is structured to access particular services.

The Queensland Government Agent Program (QGAP) operates in regional areas where access to government services is limited. Under an arrangement with Smart Service Queensland, QGAP agents can offer a range of services on behalf of the Queensland Government.

Smart Service Queensland handled more than three million telephone interactions, 12 million online interactions and more than 350 000 face-to-face contacts.
Our future

In the future, Smart Service Queensland will:

• deliver over 15 million customer interactions across three service delivery channels, providing accessible government to Queenslanders

• continue to develop the 13 QGOV (13 74 68) project as the single general enquiries number for the Queensland Government

• in conjunction with agencies, launch five more revised government QGOV online sites in 2011–12 to support domains such as Seniors, Youth, Home and Housing, About Queensland and its Government and Emergency Services and Safety. Additionally, many more services will be able to be conducted online, such as the Baby Capsule Hire Scheme, which will make use of government’s new online booking and payment solutions

• open a third QGSC site in Maroochydore offering easier access to a range of government services.
2. Our performance—Commercialised business units

Commercialised business units

QBuild

QBuild is responsible for delivering building maintenance and construction services to government agencies. It also provides a whole-of-Government response to protect and maintain government infrastructure assets in the event of natural disasters and major incidents and provides other services in the areas of building security, cleaning, horticulture, and the management of Brisbane’s Roma Street Parkland. QBuild employs approximately 320 apprentices and trainees at any one time with an annual intake of 100 state-wide. A Community Service Obligation of $8.76 million in 2010–11 was allocated in support of this initiative.

Highlights

During 2010–11 QBuild:

- delivered an immediate state-wide response to the clean-up, recovery and rebuilding of government infrastructure following the impacts of widespread flooding on central, southern and South East Queensland between December 2010 and January 2011, and the impact of Tropical Cyclone Yasi in February 2011. This included the removal of asbestos and debris from the Tully Heads and Hull Heads region following its devastation
- delivered $936.7 million in construction and maintenance works on behalf of clients across the state, from the Gold Coast and Sunshine Coast to the Torres Strait, Roma, St George, Innisfail, Warwick, Mt Isa, Cairns, Charters Towers and Palm Island. Works undertaken included housing renewals, office fitouts, new construction, heritage restoration, building upgrades and asbestos removal and replacement
- delivered as part of these maintenance works $539.4 million of client maintenance programs including:
  - Queensland Government agency annual maintenance programs
  - Remote Indigenous Housing and Homelessness program for the Department of Communities
Our performance

- State Schools of Tomorrow program for the Department of Education and Training
- Asbestos Replacement program for the Department of Education and Training
- Remote Asset Maintenance program for Queensland Health, the Department of Education and Training, and Queensland Police
- The Maintenance Contingency program.

- Improved program management across the scope of programs for the Department of Education and Training and the Department of Communities, including targeted early completion of projects and implementing contingency plans.

- Engaged with local Indigenous Councils and other agencies to deliver housing upgrades and new construction programs which have provided an average in excess of 20 per cent in local Indigenous employment.

- Progressed partnering agreements with client agencies to enable QBuild to manage the majority of maintenance work in relation to government-owned employee housing.

- Initiated and delivered Practical Asbestos Training (PAT), resulting in more than 1150 QBuild employees now holding a B Class Certificate for the removal of asbestos material. QBuild also delivered operational asbestos awareness sessions to over 1000 QBuild employees and delivered asbestos awareness sessions to almost 3000 contractors at metropolitan and regional centres.

- Attained national accreditation of the PAT program through the Australian Quality Training Framework. Negotiations are in place to distribute the accredited course and training support resources to registered training organisations to enable delivery of the training to the Queensland building industry sector.

- Implemented workforce plans and established a register of interest for contractors able to work in Indigenous communities to support resource requirements associated with the delivery of programs within regional and remote centres, particularly in Far North Queensland.

- Supported the Government’s Toward Q2: Tomorrow’s Queensland vision of a Smart Queensland—delivering world-class education and training by continuing to employ 100 new apprentices and trainees each year. At any one time QBuild employs an average of 320 apprentices and trainees, and since October 1998, a total of 1439 apprentices and trainees have been employed in the apprentice program.

- Managed Roma Street Parkland, which attracts over 660,000 visitors each year and hosts on average 250 events a year, including major community events and private functions.

Many Queensland schools, like Jindalee State School (pictured), were extensively damaged by unprecedented flooding, but QBuild’s efforts had all but three opening for the start of the school year.
2. Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works’ *Service Delivery Statement 2010–11* and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification of Quality Assurance and Environmental Systems</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
</tr>
<tr>
<td>Project competency—Workplace Health and Safety Certification under AS48001</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
<td>Certification maintained</td>
</tr>
<tr>
<td>Workplace Health and Safety—working days lost</td>
<td>1459</td>
<td>1632</td>
<td>1759</td>
</tr>
<tr>
<td>Percentage of apprentices indentured outside the metropolitan region</td>
<td>≥65%</td>
<td>70%</td>
<td>77%</td>
</tr>
<tr>
<td>Percentage of apprentices successfully completed training</td>
<td>≥80%</td>
<td>80%</td>
<td>82%</td>
</tr>
<tr>
<td>Percentage of female participation in annual apprentice program</td>
<td>≥8%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The higher than anticipated number of working days lost was a result of a limited number of prolonged individual injury absences and the increased work effort in regions impacted by natural disasters. These absences were not foreseen when calculating estimated actual performance (1632 working days lost) earlier in 2011.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>1, 2 11.69%</td>
<td>9.58%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.31:1</td>
<td>1.25:1</td>
</tr>
<tr>
<td>Net profit as a % of sales</td>
<td>3 0.59%</td>
<td>1.38%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The decrease in gross profit was a result of cost reclassifications and lower gross margins on most products.
2. The 2010–11 target estimate of 11.69 per cent reflected proposed efficiencies in service delivery.
3. The improved result reflects the flow through of gross margin improvement following the introduction of a new system which automates profit recognition processes, and higher than budgeted sales volumes.
Our performance

QBuild delivers

During 2010–11 QBuild once again successfully delivered its multiple roles of providing building maintenance and construction services to government agencies, recruiting and training building trades apprentices and trainees for industry and maintaining a state-wide presence and response capability for disaster and emergency events.

In a year in which Queensland was impacted by multiple wide-scale disaster events, QBuild continued to deliver all of its client maintenance programs, recruited and trained 100 new apprentices and trainees and delivered a full year net profit of $9.6 million.

In achieving this result, QBuild worked closely with its clients at both a central and regional level to improve service delivery and deliver asset management outcomes which support client service delivery objectives.

QBuild continued to develop its supply base and support local contractors and suppliers. This included working closely and proactively with its supplier base to enable rapid and effective mobilisation of resources in response to disaster events and to ensure effective service delivery in regional and remote locations including Indigenous communities.

QBuild also placed a strong focus on raising asbestos awareness with around 3000 contractors participating in awareness sessions across the state, and 1150 QBuild staff now holding a B Class Certificate for the removal of asbestos material. In addition, over 1000 staff participated in awareness sessions. The Practical Asbestos Training (PAT) initiated and delivered by QBuild attained national accreditation through the Australian Quality Training Framework.

QBuild has continued to demonstrate its value as a key business partner of government clients and a positive contributor to the building industry in Queensland.

QBuild responds

QBuild staff were among the first to respond following major flooding across Queensland in December 2010 and January 2011 and Tropical Cyclone Yasi in February 2011.

Working on the front line in communities across the state, approximately 850 QBuild staff helped to get over 2500 government assets up and running including vital infrastructure such as schools and key government buildings throughout Brisbane and South East Queensland; in centres such as Rockhampton, Emerald, and Theodore in central Queensland; Toowoomba, Warwick, Dalby, Condamine and Grantham in south-west Queensland, and in the townships of Bundaberg and Maryborough to name a few.

Ensuring schools were ready for the commencement of term one was a major challenge. In Ipswich, one of the hardest hit schools was Bundamba State School with 15 of the 16 buildings on the site flood affected. QBuild painters, cabinet makers and carpet layers delivered work to the site up to the day before the scheduled reopening.

In Brisbane, schools such as Milperra State High School and Rocklea State School received extensive damage. QBuild managed the clean-up, stripping out damaged material, rubbish removal and repair works.

QBuild also extended a helping hand to community facilities, such as Yuangi Community Child Care Centre at Oxley in Brisbane where extensive flooding forced the closure of the centre. QBuild transformed the centre, which reopened its doors to preschoolers three months after its closure.

Just weeks after Queensland began mopping up from the floods, Category 5 Tropical Cyclone Yasi crossed the Queensland coast near Cardwell on February 3, causing widespread damage to many communities between Cairns and Townsville.

Approximately 100 QBuild staff were quickly deployed to the disaster zone, joining 160 local field staff from the Cape York and Burdekin Regions on the ground. Staff worked in locations from Cairns to Townsville including the ‘ground zero’ communities of Mission Beach, Innisfail, Silkwood, Tully and Cardwell on condition assessments, maintenance and general clean-up.

Workplace health and safety staff were also deployed to the Tully area to assist with assessing damaged buildings which may have contained asbestos materials.

As of 30 June 2011, 95 per cent of recovery projects were complete, with the remaining work expected to be completed by October 2011.
2. Our performance

Our future
In the future, QBuild will continue to:

- deliver client agency annual building maintenance programs
- deliver construction and upgrade programs with particular focus on remote and Indigenous communities
- maintain a state-wide preparedness to support the Queensland Government in the response, clean-up and recovery of government assets and infrastructure resulting from disaster events
- promote a safety culture within QBuild and across its contractor network, particularly as it relates to safe methods for working with or removing asbestos containing material
- develop resource strategies to meet the expectations of clients for the delivery of new residential construction and maintenance in remote communities
- improve business knowledge to better understand emerging environmental challenges to manage the impact on built infrastructure
- support the delivery of remote Indigenous housing outcomes with targeted apprentice intakes and training opportunities in communities where new construction is being delivered.

Smart: Practical asbestos training

The department supports Toward Q2: Tomorrow’s Queensland, by delivering training and accreditation programs for staff.

The Department of Public Works is committed to raising the asbestos awareness and management competencies of its QBuild contractor base to the same standard required of its own trade and supervisory staff.

As the department’s building and maintenance arm, QBuild has firmly established itself as an industry leader in Australia through its world-class Practical Asbestos Training program (PAT).

A requirement to be phased in progressively by December 2012 means that all tradespeople used by building contractors on QBuild work sites will have to have Asbestos B Class licences.

This will include completed training in the fixed asbestos handling and maintenance course and making contractors eligible to receive a ‘B’ Class asbestos removal certificate.

Practical asbestos training (PAT) has resulted in more than 1150 QBuild employees now holding a B Class Certificate for the removal of asbestos material. QBuild also delivered operational asbestos awareness sessions to over 1000 QBuild employees and delivered asbestos awareness sessions to almost 3000 contractors at metropolitan and regional centres.

QBuild achieved national accreditation of the PAT program through the Australian Quality Training Framework. Negotiations are also in place to distribute the accredited course and training support resources to registered training organisations to enable delivery of the training to the Queensland building industry sector.
Project Services

Project Services provides building and property consultancy services to the government. Project Services assists its clients in the delivery of building programs and projects within the government’s capital works framework, minimising risk and assisting in meeting the reporting obligations of the government.

Project Services provides a complete range of consultancy services to its clients, including:

- program, project, procurement and risk management
- professional building design (architecture, landscape architecture, interior design, engineering—civil, structural, mechanical, electrical, environmental, fire and specialist)
- quantity surveying, superintendency, contract management and administration, building surveying, property and corporate real estate services and town planning.

Highlight

Project Services, working closely with client departments, delivered a diverse range of projects throughout the state in 2010–11. The value of design and construction work managed by Project Services during this financial year has been approximately $2.1 billion and included the following projects:

- the new Bremer State High School, which opened for first term in 2011 and is the first full replacement high school for the Department of Education and Training and is part of the State Schools of Tomorrow program in the Ipswich cluster
- the Light and Heavy Automotive Trades Training Facilities at Acacia Ridge, Brisbane, which feature learning areas and laboratories equipped with the latest technology to deliver pre-apprenticeship, apprenticeship/traineeship and post-trade training for the road transport, mining, gas and construction maintenance industries
- the new government office building, William McCormack Place Stage 2, in Cairns, North Queensland. Completed in August 2010, the building received the first 6-star Green Star rating in a tropical climate in Australia
- the 25 000-seat AFL stadium at Carrara on the Gold Coast capable of accommodating international standard sporting events
- the Ecosciences Precinct at Boggo Road, Brisbane, which officially opened in April 2011, is Australia’s first science centre of excellence supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources
- specialist property transactions for the Department of Employment, Economic Development and Innovation, which acquired high quality sites for the client to assist in establishing its beef cattle research facilities.

Project Services received the FDG Stanley Award for Public Architecture for the design on Stage Three of the Cobb & Co Museum in Toowoomba at the Australian Institute of Architects Awards in 2011.
## 2. Our performance

### Performance review

The service standards in the following table are recorded in the Department of Public Works’ *Service Delivery Statement 2010–11* and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Project competency—on time</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Project competency—on budget</td>
<td>90%</td>
<td>90%</td>
<td>94%</td>
</tr>
</tbody>
</table>

#### Variance reporting

Nil

### Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>33.8%</td>
<td>34.7%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>3.2:1</td>
<td>2.9:1</td>
</tr>
<tr>
<td>Net profit as a % of sales</td>
<td>1.4%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

#### Variance reporting

1. The better than expected performance was due to increased sales revenue.
2. The positive result reflects increased sales revenue resulting in increased cash and timing of business system upgrades, and cash not being utilised. This increase was offset by a provision for Voluntary Separation Packages (VSP).
3. The positive result was due to increased sales revenue.

During 2010–11, Project Services continued its ongoing commitment to supporting the delivery of capital works programs for clients and exceeding stakeholder expectations through:

- delivering clients’ programs and projects on time and on budget
- managing its workforce profile to sustain business viability and respond to reduced workload, through strategic workforce flexibility and a variety of staff development initiatives
- supporting clients in achieving higher levels of environmental sustainability in their building projects
- developing and improving existing technologies for design, project and information management.

Project Services has implemented numerous sustainability initiatives to showcase its commitment to a greener Queensland, including:

- designing award winning government office buildings which have achieved a 6 Star Green Star rating for their high level of sustainability in water, energy and waste management
- delivering sustainability awareness training to key stakeholders
- using sustainability checklists on projects during the building design process to inform client representatives of sustainability options and their associated costs
- improving waste management by recycling electronic waste such as mobile phones and batteries
- reducing the level of paper usage through the enhancement of our electronic business systems.

### Top honours

In June 2011, Project Services was presented with three awards at Queensland’s most prestigious professional design event of the year, the Australian Institute of Architect Awards.

The business unit was rewarded with the top honour receiving the FDG Stanley Award for Public Architecture for its design expertise on Stage Three of the Cobb & Co Museum in Toowoomba.

The Stage Three development opened in September 2010, and included the expansion of the National Carriage Gallery and the National Carriage Factory Development. The factory is a custom built facility designed to showcase heritage trades and skills.
Important industry praise was also won by Project Services for Kangaroo Point Park receiving a state commendation in the Urban Design category, as well as for the Dandiiri Contact Centre at Zillmere with the organisation winning the Harry S Marks Award for Sustainable Architecture.

The awards jury also applauded Project Services' holistic commitment to the implementation of Environmentally Sustainable Development principles on the Dandiiri Contact Centre, and the business unit's ability for Kangaroo Point Park to overcome a number of challenges to create a major showpiece and outlook over Brisbane's city centre.

In addition, Project Services took out the prestigious RW Hawken Award—Engineers Australia’s most prestigious award—for its involvement in the Dandiiri Contact Centre.

At the time of its design and documentation, the Dandiiri Contact Centre project was awarded with the country’s first 6 Star Green Star Office Design V2 rating by the Green Building Council of Australia.

In their deliberation, the judges noted Dandiiri Contact Centre for its adoption of a combination of multiple world’s best practice components and initiatives, as well as its outstanding demonstration of applied engineering in sustainability that has set a benchmark for future developments.

In September 2010, Project Services was presented with two state awards by the Australian Institute of Project Management, including the Small Projects award for the end-of-trip facility and the Sustainable Projects award for the Dandiiri Contact Centre.

Our future

During 2011–12, Project Services will continue to deliver significant building capital works projects and programs on behalf of the Queensland Government including:

- the 19-floor Supreme Court and District Court complex in Brisbane's Central Business District
- procurement management of new major state hospital projects including the Gold Coast University Hospital and Queensland Children's Hospital, and the redevelopment of hospitals in Cairns, Townsville, Mackay, Rockhampton and Ipswich
- the Mango Hill State School, which will be constructed as a single campus with two learning precincts that include support and service facilities providing administration, information services and student services, such as covered play areas, a canteen, amenities and sporting facilities
- new kindergartens in primary school sites around the state, including Palm Beach, Coomera, Logan, Yandina, Taranganba, Durack and Kingston
- the Queensland Police Academy, which includes the design and construction of a Command and Learning Precinct, a Policing Skill Programs Precinct, a Residential Precinct and the adaptive reuse of existing heritage buildings on the site for support services.

The Light and Heavy Automotive Trades Training facilities at Acacia Ridge, Brisbane.
QFleet is the government’s centralised fleet owner and manager. QFleet’s role and value to the government is based on its capacity to aggregate the government fleet, enable economies of scale and provide centralised expertise in fleet management. In 2010–11, QFleet managed approximately 13,200 vehicles on behalf of the government. QFleet’s key services are vehicle procurement; fleet leasing, management and advisory services; vehicle servicing and repairs; used vehicle sales; fleet reporting; and the development and management of fleet policy.

Highlights
During 2010–11 QFleet:

- implemented an improved vehicle procurement model enabling substantive savings to government while delivering on the government’s priorities of greener and safer vehicles
- further reduced vehicle emissions—the QFleet ClimateSmart Action Plan 2007–2010 set a vehicle carbon dioxide (CO₂) emission reduction target of 15 per cent by the end of 2010. By December 2010, QFleet had already achieved the December 2012 target of 25 per cent, two years ahead of schedule (compared to a baseline of 30 June 2007)
- launched the Fleet Efficiency and Utilisation Policy (QFleet is the first government fleet in Australia to develop such a policy for client agencies)
- developed ClimateSmart strategic review modelling tools for operational, tactical and strategic performance analysis and reporting
- implemented a Driver Education and Awareness program, including 140 workshops run in conjunction with CARRS-Q (QUT) for approximately 4000 government drivers state-wide.

QFleet continues to exceed carbon dioxide reduction targets while staff are enthusiastic over the delivery of the zero emission electric Mitsubishi i-Miev in 2010.
Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Reduction of carbon emissions in vehicles (ClimateSmart)</td>
<td>15% by 31 December 2010</td>
<td>&gt;25</td>
<td>28%</td>
</tr>
<tr>
<td>Vehicle stocks on hand awaiting sale as a percentage of the total fleet</td>
<td>1</td>
<td>&lt;10%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The better than expected performance of 4.3% reflects an upward fluctuation in the vehicle resale market.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current ratio</td>
<td>1.08:1</td>
<td>1.29:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>80%</td>
<td>77%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>≥5.8%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The current ratio of 1.29:1 was above target for the full year due to a high cash surplus.
2. The improved result reflects higher sales prices on the resale market and lower than anticipated operating costs, which have resulted in a higher surplus for the year.

QFleet ClimateSmart Action Plan

During 2010–11, QFleet progressed its ClimateSmart Action Plan 2010–2012 for the Queensland Government vehicle fleet meeting vehicle carbon dioxide emission reduction targets of 15 per cent by the end of 2010, and 25 per cent by the end of 2012, compared to a 30 June 2007 baseline. QFleet achieved both targets ahead of schedule; the 2010 reduction of 15 per cent was surpassed in July 2009 and stood at 27.96 per cent as at 30 June 2011, exceeding the 2012 target of 25 per cent.

The plan also established Minimum Vehicle Emissions Standards for vehicles based on the Greenhouse Ratings from the Commonwealth Government’s Green Vehicle Guide (GVG). Those standards are 5.5 (230 grams CO₂ per km) for passenger vehicles and 3.5 (320 grams CO₂ km) for light commercial vehicles. As at 30 June 2011, more than 99 per cent of the vehicles in the QFleet fleet complied with the standards.

During 2010–11, QFleet developed a new procurement strategy to optimise the fleet mix by reducing the number of vehicle models and variants on offer and standardising the specifications for government vehicles. The strategy includes incentives for improved pricing in exchange for QFleet providing manufacturer’s guarantees for certain volumes of business. On average QFleet procures approximately 4900 vehicles per annum with a total annual spend of approximately $146.5 million. In 2010–11, the new procurement strategy resulted in a cost avoidance of $2.346 million (as at 30 June 2011). Other benefits realised included:

- a minimum ANCAP rating of four stars on all passenger vehicles in the light, small, medium and large segments and lower emissions overall, and three stars for light commercial vehicles
- improved pricing over standard Australia-wide government purchase prices
- a revised fleet mix to ensure availability of fit for purpose vehicles
- support in the achievement of ClimateSmart objectives
- establishment of clear performance parameters for the delivery of products, resulting in better service delivery to agencies.
2. Our performance

In July 2010, QFleet released its Fleet Efficiency and Utilisation Policy to facilitate the improvement of vehicle use across the Queensland Government vehicle fleet. Queensland is the first state to formalise such a policy, which seeks to improve fleet performance through a measurement and review process. It aligns with the principles of the QFleet ClimateSmart Action Plan 2010–2012, strategic procurement policies and other existing government policies relating to vehicle use, and establishes links to TravelSmart behaviour.

Fleet safety

QFleet has taken a lead role in road safety through its commitment to assist Queensland Government agencies to achieve and maintain exceptional standards of fleet safety management and road safety practices. In December 2010, QFleet released the QFleet Road Safety Manual for the Queensland Government motor vehicle fleet, which forms the foundation of QFleet’s Road Safety program for Queensland Government agencies.

Along with the introduction of mandatory minimum safety specifications for all new passenger and light commercial vehicles, QFleet delivered work-related driver safety workshops for government employees to increase awareness of work-related driver safety issues. QFleet has delivered approximately 140 workshops to over 4000 government employees.

QFleet also continues to provide funding assistance for road safety research projects carried out by the Centre for Accident Research and Road Safety Queensland (CARRS-Q) and for Fatality Free Friday.

Our future

During 2011–12, QFleet will:

- develop and implement QFleet dashboard reporting for agency chief executive officers to ensure they are kept informed of significant performance indicators in their fleet
- implement phase two of the ClimateSmart Action Plan 2011–2012, to meet the challenging revised target of 30 per cent by the end of 2012 and 50 per cent by the end of 2017
- use the QFleet Road Safety Manual for the Queensland Government motor vehicle fleet to improve road safety related policy, procedures and performance in government agencies and maximise the overall safety of government motor vehicle drivers.

Green: future passenger transport

Through Toward Q2: Tomorrow’s Queensland the Queensland Government has set an ambitious green target of cutting the state’s carbon footprint by one-third by 2020.

In August 2010 the department supported this initiative by taking delivery of the first mass-produced, zero-emission electric vehicle available in Australia, the Mitsubishi i-MiEV.

Electric vehicles are heralding the future of sustainable passenger transport and QFleet demonstrated leadership in the industry by being among the first in Australia to take delivery of the Mitsubishi i-MiEV.

Electric vehicles are powered by electricity stored in a rechargeable on-board battery, making the i-MiEV’s motor cleaner, and producing zero carbon dioxide emissions when driving.

The vehicle has a range of up to 160 kilometres between recharges, a top speed of 130 kilometres per hour, and recharges in less than eight hours from a standard 15 amp power point.

One of QFleet’s three i-MiEVs is being used by the Department of Environment and Resource Management to investigate vehicle interactivity with the energy network, chronicle daily driving habits, and raise public awareness of electric vehicles. This will help ensure that our community is ready for larger volumes of electrical vehicles expected on Australian roads in the near future.

The other two vehicles are being allocated to other Queensland Government agencies to evaluate their suitability for wider application in the government fleet.
CITEC

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

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

Highlights

During 2010–11, CITEC:

- provided a continued uninterrupted service to all agencies and undertook emergent information and communication requirements for front-line emergency response agencies during the Queensland floods in December 2010 and January 2011
- was ranked among the leading data storage service providers globally by the independent benchmarking organisation, Corporate Executive Board, which placed CITEC in the top 25 per cent for cost and quality
- finalised the consolidation strategies and roadmaps for all 13 government departments for the transition to the whole-of-Government ICT infrastructure service offerings. In addition, CITEC completed consolidation transition planning for the Department of the Premier and Cabinet and progressed planning with the Departments of Transport and Main Roads, Justice and Attorney-General, Communities, Education and Training, Community Safety, Public Works’ Smart Service Queensland and the Queensland Police Service
- progressed the commission of the foundation ICT infrastructure for network connectivity, data storage facilities and server equipment to provide whole-of-Government consolidation capability
- decommissioned five metropolitan government data centre facilities and consolidated 15 agency data sites to realise Government savings, improve information security and reduce carbon dioxide emissions
2. Our performance

- launched a new website for CITEC Confirm, which provides online access to publicly available database information and is accessed by over 7500 clients Australia-wide who perform five million searches annually
- implemented a purpose-built financial system to deliver billing and accounts receivable functionality for CITEC Confirm products under Phase 1 of the Technology Refresh project
- increased the storage occupancy from 25 per cent to 60 per cent and increased the number of computer equipment racks installed at the Polaris Data Centre from 115 to 230 to cater for increased requirements for high quality data centre accommodation to support operational, disaster recovery and business continuity needs
- completed the build and commenced migrating CITEC to the Identity, Directory and Email Services (IDES) program, which consolidates email service delivery across government and provides improved whole-of-Government identity management
- completed initiatives under the Toward Q2 through ICT program, including:
  - the development of a shared utility services approach to hardware and infrastructure to allow agencies to concentrate on business applications and development
  - the development of a strategy to disseminate the benefits, and identified the most appropriate solution architectures, sourcing strategies and a roadmap for Intellectual Property Telephony, instant messaging, presence and web conferencing solutions within the Queensland Government.
- continued to reduce the number of non-Queensland Government clients from 14 to 12 to move to an operating model focused on becoming the Queensland Government’s primary technology service provider
- implemented an integrated call management solution within CITEC to replace a complex array of redirection rules and notifications systems previously used across three CITEC call centres
- achieved savings of $3.156 million for Government through whole-of-Government standing offer arrangements, local standing offer arrangements, and competitive quoting and negotiation for procurement of ICT infrastructure and services
- continued to realise savings for government through the provision of a common Internet Service Provider arrangement which resulted in savings to government of $3.5 million.
Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Information Technology graduates, trainees and cooperative students employed each year</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Agency accepted design conversions to whole-of-Government ICT infrastructure</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Government Enterprise Architecture Papers</td>
<td>10</td>
<td>12</td>
<td>9</td>
</tr>
</tbody>
</table>

Variance reporting

Nil

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before interest and tax (EBIT) ($'000)</td>
<td>(14 910)</td>
<td>(8932)</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.37:1</td>
<td>1.56:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>2</td>
<td>67.3%</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>3</td>
<td>(15.3%)</td>
</tr>
</tbody>
</table>

Variance reporting

1. The favourable variance for Earnings Before Interest and Tax (EBIT) reflects lower than anticipated operating losses resulting from increased government trading revenue and delays in the implementation of the Identity, Directory and Email Services (IDES) and Information and Communication Technology Consolidation (ICTC) programs, which deferred resource requirements including associated costs.

2. The actual performance was a result of the deferral of borrowing requirements associated with the delayed implementation of the IDES and ICTC programs.

3. The favourable variance for return on net assets reflects lower than anticipated operating losses resulting from increased government trading revenue and delays in the implementation of the IDES and ICTC programs, which deferred resource requirements including associated costs.
2. Our performance

CITEC reported a reduced operating deficit before tax compared to budget in 2010–11. The budgeted loss was $16.8 million compared to the actual loss of $10.4 million. The loss was primarily due to the deferral of revenue and operational expenditure required to support the Identity, Directory and Email Services (IDES) program and winding back commercial business.

The Information and Communication Technology Consolidation (ICTC) program has delivered significant whole-of-Government consolidation achievements. Polaris Data Centre population is progressing ahead of schedule, the foundation infrastructure has been procured with implementation underway and all 13 agency consolidation strategies and roadmaps have been signed off. Also, five metropolitan data centre facilities have been decommissioned and 15 agency data site instances consolidated.

Email platform piloted

CITEC’s Identity, Directory and Email Services (IDES) program—a whole-of-Government centralised email, identity management and authentication service for the Queensland Government—progressed from the design phase to the build phase following the signing of Phase Two contracts in 2010–11. The signing of contracts with industry partners, IBM Australia Limited and Data#3 Limited, allowed the IDES program to transition to a pilot phase within the Department of Public Works in June 2011.

The foundational component developed by the program is the Identity and Authentication Service, which allows agencies to manage user identities across whole-of-Government, and enables users to access cross-agency and whole-of-Government applications.

The first whole-of-Government application developed by CITEC is the Hosted Email Service. Using Microsoft Office Outlook and Outlook Web Access as the core applications, the Hosted Email Service offers additional functionality for content filtering, email archiving, email journaling, and remote access from mobile devices.

The Identity and Authentication Service provides agencies with the ability to offer single sign-on to whole-of-Government applications, significantly improving and enhancing collaboration across government. Similarly, the Hosted Email Service enables access to a whole-of-Government global address list, as well as calendars and resources in other agencies.

Our future

In the future, CITEC will:

- continue to migrate agencies to the IDES program, commencing with the Department of Public Works, the Department of Local Government and Planning, and the Department of the Premier and Cabinet
- continue to transition agency information and communication technology infrastructure, including networks, data storage and protection, into a whole-of-Government service delivery offering, commencing with the Department of the Premier and Cabinet, the Department of Public Works, the Department of Local Government and Planning, the Department of Justice and Attorney-General, the Department of Communities, the Department of Transport and Main Roads, and the Department of Community Safety
- progress additional initiatives under the government’s Toward Q2 through ICT strategy to reform technology capability and service delivery including:
  - completing the Data Centre Planning project to enhance availability, integrity and confidentiality of Queensland Government information and ICT assets
  - consolidating utility agreements and Standing Offer Agreements with vendors under the Consolidated Contract Management project.
- continue to increase the number of computer equipment racks installed at the Polaris Data Centre to approximately 400 in 2013, optimising capacity
- complete the final phase of the CITEC Confirm Technology Refresh project to access control and accounting functionality to enhance operational efficiency, reduce operational support costs and improve organisational capacity
- continue to reduce non-Queensland Government clients in the move to an operating model focused on being the Queensland Government’s primary technology service provider
- progress the Queensland Government’s use of the CITEC Confirm gateway to connect agency systems to the national systems Australian Business Online Services, National Occupational Licensing System and the National Electronic Conveyancing System.
Goprint

Goprint, the government printer for almost 150 years, provides a range of print products and related services to Queensland Government agencies. It was the first printer in Queensland to gain Environmental Management Systems certification. This certification along with new environmentally friendly press technologies ensures Goprint products are produced in the most environmentally sustainable way and with minimal environmental impact.

Goprint has primary responsibility for the production of reserved service documents for the Queensland Government. It is an accredited supplier to the new Print Management Unit, which will manage all government print work with the exception of reserved services.

Highlights

During 2010–11, Goprint:

- delivered more than 2000 jobs of a secure and confidential nature on time for Queensland Parliament and Executive Government including the State Budget, Bills, Acts as Passed, Hansard, Gazettes and Reprint series (reserved services)
- successfully delivered the requirements of Regional Parliament (sitting outside of Brisbane) including Bills, Hansard, tabled reports and Notice Papers
- played a key role in disaster communication during the December 2010 and January 2011 floods by working around the clock to produce and deliver the ‘Community News’ newsletter. The daily newsletter provided accurate and immediate information for flood-affected Queenslanders through the Community Recovery Centres. Goprint produced and delivered an average of 15 000 copies every night for three weeks
- continued to develop its environmental capabilities by implementing computer-to-plate technology to further reduce chemical use
- continued to deliver a reduction in paper waste of 27 per cent per annum through the Lean Manufacturing program
- was recognised at the Australian Business Excellence Awards in October 2010 for 20 years of continuous quality certification with SAI Global.
2. Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works' Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Spoilage as a % of sales</td>
<td>0.5%</td>
<td>0.41%</td>
<td>0.37%</td>
</tr>
<tr>
<td>On time deliveries for reserved services</td>
<td>100%</td>
<td>100%</td>
<td>99%</td>
</tr>
<tr>
<td>Use of core equipment and resources</td>
<td>80%</td>
<td>63%</td>
<td>57.4%</td>
</tr>
</tbody>
</table>

Variance reporting

1. On time deliveries was lower than estimated due to late delivery of a tabled document.
2. Equipment use figures were directly impacted by lower than budgeted sales revenue.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>25.85%</td>
<td>23.47%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>2.9:1</td>
<td>3.3:1</td>
</tr>
</tbody>
</table>

Variance reporting

1. The reduced gross profit as a percentage of sales was a result of less than anticipated workflows through the Print Management Unit (PMU) and current market trends, including reduced spending on print within government agencies.
2. The increase in current ratio reflects an increase in current assets, which resulted from a combination of a lower than anticipated value of unearned revenue for work in progress and lower than anticipated accrued employee benefits, and a reduction in current liabilities as a result of lower receivables.

Goprint maintained its tight focus on cost reduction to ensure sustainability under the government’s print management model. While Goprint’s win/loss ratio of work obtained through the Print Management Unit was acceptable, the relatively low volume of work through the model impacted on Goprint’s revenue performance. Other factors that negatively impacted on sales included the tight economic climate, the disaster events of early 2011, and increased use of online and electronic communications.

Goprint delivers flood relief news

Goprint played a key role in disaster communication during the December 2010 and January 2011 floods by working around the clock to produce and deliver the ‘Community News’ newsletter. The daily newsletter provided accurate and immediate information for flood-affected Queenslanders through the Community Recovery Centres. Goprint produced and delivered an average of 15 000 copies every night for three weeks.

Goprint also produced and distributed 23 000 six-page application forms for the Premier’s Flood Relief Appeal in one day and produced numerous Building Services Authority fact sheets and application forms that provided information on rebuilding after floods.

Our future

In the future, Goprint will:

- celebrate 150 years of service to the Queensland Government in 2012
- continue to deliver print jobs of a secure and confidential nature on time for Queensland Parliament and Executive Government including the State Budget, Bills, Acts as Passed, Hansard, Gazettes and Reprint series (reserved services)
- deliver competitive commercial printing to government through the Print Management Unit
- develop environmental capabilities to ensure supply is consistent with the Toward Q2: Tomorrow’s Queensland ethos and targets for a Green Queensland
- refine business models and structures to improve service delivery and cost effectiveness, and position Goprint to provide the services required by government.
Our performance

Sales and Distribution Services (SDS)

SDS provides supply management services and advice to support Queensland Government agency operations and service delivery. SDS operates three distinct service streams—SDS Distribution, SDS Publications and SDS Logistics. SDS Distribution is an online retail and distribution business trading educational, office, furniture and other agency specific products to schools and government agencies throughout Queensland. SDS Publications is an online retail and distribution business which manages electronic and printed publications on behalf of government agencies. SDS Logistics provides cost-effective warehousing and distribution services to government agencies.

Highlights

During 2010–11, SDS:

- relocated its publications warehouse from Woolloongabba to Zillmere, increasing efficiency and reducing warehouse costs
- implemented an integrated administrative structure to eliminate any duplication of core activities across SDS
- commenced re-engineering of the Zillmere and Brendale warehouses to increase the overall efficiency of SDS’s distribution operations
- implemented a new business model for furniture supply, reducing the cost of day-to-day furniture supply and providing a whole-of-Government service for capital furniture deployment
- developed a new pricing model for SDS Publications to recognise the real costs of service provision and provide for electronic fulfilment services
- launched a communications campaign to enhance agency awareness of the significance of supply chain management in delivering improved outcomes
- delivered $0.6 million in ad hoc emergency supplies in support of the Queensland floods in December 2010 and January 2011 and Tropical Cyclone Yasi in February 2011.

In 2010–11, SDS was recognised for their quality management systems.
2. Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Brendale warehouse asset utilisation</td>
<td>&gt;90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Inventory turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• General merchandise</td>
<td>8</td>
<td>8</td>
<td>7.87</td>
</tr>
<tr>
<td>• Furniture</td>
<td>7</td>
<td>7</td>
<td>8.19</td>
</tr>
</tbody>
</table>

Variance reporting

Nil

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit as a % of sales</td>
<td>28.6%</td>
<td>28.7%</td>
</tr>
<tr>
<td>Net profit as a % of sales (before tax)</td>
<td>1.09%</td>
<td>(1.6%)</td>
</tr>
<tr>
<td>Improvement in sales %</td>
<td>(6.4)%</td>
<td>(7.2)%</td>
</tr>
</tbody>
</table>

Variance reporting

1. The reduced net profit as a percentage of sales (before tax) was primarily related to higher freight costs and volume rebates from suppliers being lower than anticipated. The rebates are used to offset ‘other’ costs.

The tightening of budgets across the public sector has seen expenditure in SDS services constrict. Overall, this has led to a reduction in sales of around 6.1 per cent in its supply management services, despite the business managing to achieve better than budget results in furniture, and in publications services, which came close to sustaining its position. SDS’s returns from its operations in logistics declined in 2010–11 despite increased volume in its core activities in this sector.

SDS Publications and the SDS Furniture supply business underwent significant rationalisation including the merging of two warehouses resulting in significant savings. With the release of a new pricing structure to the publications market and a new furniture supply methodology, these businesses are now poised to offer greater value into the future. SDS Publications is also working in partnership with the Print Management Unit (PMU), a part of the Queensland Government Chief Procurement Office, to enhance the supply of forms and stationery to various government agencies.

SDS is planning to introduce new warehouse infrastructure during 2011–12 and it is envisaged that this will lead to a reduction in SDS’s operational costs. The increased productivity and reduced costs will further contribute to SDS’s capacity to continue to offer competitive and appropriate supply management solutions within the sector.

SDS will increasingly target the benefits of its services to large, diverse community service agencies where use of SDS supply chain efficiencies will deliver the greatest benefits to Queensland.

SDS delivers vital supplies

One of the significant events of the year was SDS’s response to the 2010–11 flood and cyclone disasters. The disasters fully tested the scalability and breadth of SDS’s supply capability. SDS responded to requests for emergency supplies from the State Disaster Preparedness Group sourcing and distributing basic necessities such as food packs, air mattresses, bed pumps, high pressure water cleaners, insect repellent, gumboots, disinfectant and personal hygiene requirements to people in need. Throughout the period, SDS maintained its supply arrangements to Queensland Government agencies. This was a significant achievement and one that is recognised within the sector.
Quality matters
In 2010–11, SDS was awarded the 15-Year Gold Award for their continued compliance to the AS/NZS ISO 9001 Quality Management Systems Standard. Presented by Sci-Qual International, the award recognised the efforts SDS has made in the management of their Quality System over the past 15 years.

The ISO 9000 addresses what the organisation does to fulfil the customer’s quality requirements and applicable regulatory requirements, and aims to enhance customer satisfaction and achieve continual improvement in performance.

Our future
In the future, Sales and Distribution Services will:
- continue to engage with major community service agencies to encourage the use of SDS’s full spectrum of supply management solutions
- increase its focus on sustainability in management of the supply chain, and in communicating better supply management practices to its customer base
- continue to roll-out the new pricing model for SDS Publications.
Shared Service Agency

The Shared Service Agency (SSA) provides finance, procurement, human resource management, facilities management, and mail support services to around 78,000 public servants in 11 agencies and six statutory authorities. SSA’s delivery of back office services enables agencies to concentrate on their core business—providing essential services, such as policing, child protection, housing, ambulance services, environmental protection and delivering critical infrastructure for the state.

Highlights

During 2010–11, SSA:

- continued to provide services to Queensland Government agencies, including processing the following on a monthly basis:
  - 2 million pays
  - 121,000 job applications, 59,000 appointments and 19,000 staff separations
  - 3.9 million accounts payable invoice lines
  - 5.1 million mail items.
- continued to progress the consolidation and standardisation of services through five central business district and six regional service centre locations
- refined the business model, governance arrangements, customer relationship models and structures to improve service delivery and reduce the cost of services to clients
- simplified the current pricing for services delivered to client agencies.
Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with service delivery</td>
<td>1 ≥70%</td>
<td>Not available</td>
<td>Not available</td>
</tr>
<tr>
<td>Targeted business reform projects delivered within agreed budget</td>
<td>Within 10% of budget</td>
<td>Within 10% of budget</td>
<td>Within 10% of budget</td>
</tr>
</tbody>
</table>

Variance reporting

1. A customer satisfaction survey was not conducted during 2010–11. A new measure of client satisfaction will be included in 2011–12 as a primary measure of effectiveness for the department’s service areas. A survey is being developed to ensure a consistent approach to measuring client satisfaction across the department and it includes elements of timeliness, ease of access, staff knowledge and outcome/quality of the service.

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs as a percentage of total expenses</td>
<td>56%</td>
<td>56%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>2:1</td>
<td>3.63:1</td>
</tr>
</tbody>
</table>

Variance reporting

1. The increase in the 2010–11 actual from the 2010–11 budget for the service standard current ratio was the result of a reduction in creditors at the end of financial year.

During 2010–11, the SSA continued to deliver a range of shared services to support agencies and statutory authorities. SSA also continued standardising service delivery through consolidating systems and streamlining processes which are a key part of our business model.

The implementation of a customer satisfaction survey designed to capture customer feedback on service delivery in a more timely manner was delayed to await a more consistent approach being developed across the department. A baseline will be established in 2012.

Improvements were made to internal controls in place to safeguard agencies’ assets and allow greater administrative efficiency in processing. This includes improvements for the validation of information, access to systems and reconciliation of data.

To improve service productivity and efficiency, services provided through our regional outlets were consolidated. This has also led to the identification of further process improvement opportunities.

A review of costing and pricing resulted in a significant reduction of price elements for services and reduced the complexity associated with the charges for services. Work continued in fostering a stronger performance focused culture, including:

- developing a performance management framework
- refining existing performance measures in operating level agreements
- developing performance focused service plans in client service delivery areas.

To strengthen the project management methodology that is used to deliver improvements and associated benefits, a benefits management strategy and associated guidelines were also finalised.
2. Our performance

Our future
Under the revised shared service direction, the Department of Public Works has merged CorpTech and the Shared Service Agency to form Queensland Shared Services as at 1 July 2011.

In 2011–12, Queensland Shared Services will:
• continue to progress recommendations of the PricewaterhouseCoopers Review of the Shared Services Model for Queensland Government including:
  › the transition of payroll functions to the Department of Education and Training
  › the transition of finance and payroll functions to Queensland Health
  › the development of a funding model for Queensland Shared Services.
• implement a revised Corporate Solutions program, which focuses on consolidating and upgrading human resource and finance systems across government
• continue standardising to provide more streamlined, cost-effective and timely services to clients including the implementation of a business improvement program
• continue to refine performance measures to identify process improvement opportunities, increase productivity and provide better information to clients
• deliver further machinery-of-Government human resource and finance system consolidations.

SSA services continued during the floods despite large-scale damage to its mail room.
CorpTech

CorpTech is responsible for supporting whole-of-Government information systems that are used to support the state’s finances, workforce and administration. These whole-of-Government information systems include payroll, rostering, purchasing, inventory management, asset management, accounts payable, accounts receivable and travel management.

Highlights

During 2010–11, CorpTech:

- managed applications for payroll services delivered for approximately 235 000 Queensland public servants each fortnight and the finance systems services that process thousands of financial transactions per fortnight
- implemented the Paid Parental Leave Scheme, a priority Australian Government legislative initiative, which required changes to all payroll systems across the sector
- delivered projects for the Department of Transport and Main Roads, the Department of Environment and Resource Management, and the Department of Community Safety to migrate employee records to support changes to organisational arrangements resulting from machinery-of-Government changes
- provided an uninterrupted service and maintained public sector critical human resource and finance applications during the Queensland floods in December 2010 and January 2011
- worked in partnership with Queensland Health to stabilise and enhance the Queensland Health Human Resources Payroll Solution
- implemented robust, consistent end-to-end ICT industry-standard practices for business processes to deliver faster and more effective services
- progressed implementation of the approved recommendations arising from the PricewaterhouseCoopers Review of the Shared Services Model for Queensland Government. Transition arrangements for the (Education) payroll function to the Department of Education and Training were completed on 1 July 2011.
2. Our performance

Performance review

The service standards in the following table are recorded in the Department of Public Works’ Service Delivery Statement 2010–11 and are used by the department and the government to assess the department’s overall performance. They show the results achieved from 1 July 2010 to 30 June 2011.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of operating level agreements signed</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of Incidents and Service Requests completed on time</td>
<td>80%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>Percentage of system availability</td>
<td>98%</td>
<td>99%</td>
<td>99.8%</td>
</tr>
<tr>
<td>Projects completed on time, within budget and in accordance with agreed project outcomes</td>
<td>On time and on budget</td>
<td>On time and on budget</td>
<td>100%</td>
</tr>
</tbody>
</table>

Variance reporting

Nil

Financial performance

<table>
<thead>
<tr>
<th>Service standards</th>
<th>2010–11 Budget</th>
<th>2010–11 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs as a percentage of total expenses</td>
<td>33%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Variance reporting

The variance was mainly due to an impairment loss of $29.6 million relating to the intangible assets and $21.9 million for the write down of assets. When these amounts are excluded the result is 32 per cent.

During 2010–11, CorpTech continued to progress the whole-of-Government ICT agenda and deliver services at, or above, Service Level Agreement targets. A strong focus on service delivery has resulted in a sound performance in resolving incidents and service requests on time (above target) and in providing reliable system availability (100 per cent).

In 2010–11, CorpTech introduced a fee-for-service model to provide improved transparency in operating costs. Under the fee-for-service arrangements, client agencies are charged pre-set annual fees for ongoing operation and maintenance of the whole-of-Government and agency specific finance, human resources and payroll systems, and ad-hoc fees for one-off activities such as an agency specific project.

In July 2010, the government commissioned PricewaterhouseCoopers to undertake a review of the shared services model in the Queensland Government. The PricewaterhouseCoopers report validated the continued need for shared services, enabling government to focus on delivering its Toward Q2: Tomorrow’s Queensland priorities. A key recommendation from the PricewaterhouseCoopers report was the proposal for an operating model consisting of three shared service providers to deliver services to Queensland Health, the Department of Education and Training and the rest-of-government.

During 2010–11, in response to the recommendations in this report the Department of Public Works:

- completed activities to establish Queensland Shared Services from 1 July 2011 as the new shared service provider for the ‘rest-of-government’ (excluding Queensland Health and the Department of Education and Training) with responsibility for service delivery and business applications
- arranged the transition of the Education payroll function and systems to the Department of Education and Training from 1 July 2011. Planning for the transition of finance and payroll functions to Queensland Health and the Department of Education and Training is progressing
- undertook a revision of the Corporate Solutions program into a two-year implementation plan in line with recommendations from the review. Implementation of this plan will deliver stability and performance of finance, human resource and payroll systems supporting government agencies.

CorpTech continued working in partnership with client agencies to progress system consolidations and process changes resulting from machinery-of-Government change projects.
**Emergency response**

Following the December 2010 and January 2011 floods and the forced evacuation of CorpTech from its Brisbane offices, CorpTech in conjunction with Queensland Treasury, established an emergency operations centre to ensure that government agencies’ finance and HR systems were operational and functioning in a business as usual state.

With access to Treasury’s data and telephony networks, and in turn CorpTech’s connectivity and application publishing solution Fusion, emergency centre staff maintained all critical systems with no interruption to services.

During the floods, CorpTech also assisted the Shared Service Agency (SSA) by enabling alternate access through other government sites and ensuring SSA continued processing activities from other sites in Cairns, Townsville and Brisbane.
The international standard AFL Metricon Stadium at Carrara on the Gold Coast was project managed by DPW.
3. Our governance framework

Our governance framework

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

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

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

1. Effective organisational structures, delegations and accountability mechanisms
2. Strategic planning, performance monitoring and reporting
3. Risk management mitigation strategies
4. Compliance and systems assurance reviews.

Effective governance and accountability

The Department of Public Works governance arrangements ensure that the department’s strategic objectives are achieved and resources are allocated appropriately to maximise the cost-effective delivery of services.

The department’s governance framework effectively supports strategic management and monitors the achievement of departmental business objectives.

The Corporate Governance Board (renamed the Board of Management in April 2011) is the department’s principal policy-setting and decision-making authority that supports the Director-General as the accountable officer.

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

The Board is supported by the following committees:

- Audit Committee
- Contracts Committee
- Executive Finance Committee
  - Procurement Sub-Committee
- Human Resources Committee
- Information Steering Committee
- Workplace Health and Safety Peak Committee.

Each committee:

- is chaired by a member of the Board of Management
- has an approved Terms of Reference that outlines its 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 as required.

Strategic planning, performance monitoring and reporting

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

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

The framework aligns strategic objectives with divisional and line management accountability, and ensures timely and accurate information is provided to senior management to support strategic analysis, policy development and decision making.
Risk management

The department continues to implement an integrated planning, performance and risk management framework across all business areas. The framework aligns the strategic objectives of the department and the associated risks that may impact on the achievement of these objectives.

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

Responsibility for managing strategic and business risks has been assigned to executive management who regularly monitor and review risk mitigation strategies.

The department has also established a Risk Management Community of Practice, involving staff with risk management experience and responsibilities in their current positions. The approach of the Community of Practice is to increase and promote the sharing and use of information and problem solving for risk management, to improve risk management practices across the Department of Public Works and to support the development of a risk management environment in the department.

Chief Finance Officer statement

In accordance with the requirements of the Financial Accountability Act 2009 (FA Act), the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the Financial and Performance Management Standard 2009. The Chief Finance Officer has fulfilled the minimum responsibilities as required by the FA Act.

Board members

Chair: Director-General
Mal Grierson
B Econ, MPubAdmin, FACS
Mal Grierson was Director-General from October 1998 until he ceased employment with the public service on 1 July.
Mal chaired the previous Corporate Governance Board until the new Board of Management was established in April 2011.

Chair: Acting Director-General (April–June 2011)
Natalie MacDonald
BA, MBA, MComm (Professional Accounting)
Natalie was appointed Associate Director-General in May 2009. She commenced as Acting Director-General in April 2011 when the Director-General took extended leave, prior to his ceasing employment. Natalie chaired the Board of Management from April to June and was appointed Director-General on 2 July 2011.
Deputy Director-General Works
Max Smith
Btech, FIE(Aust), CP Eng, FAICD, FAIB
Max was appointed to the role of Deputy Director-General Works in February 2005 and held this role until retiring on 1 July 2011.

Assistant Director-General Services
Mike Burnheim
BA, MSoSc (Australian Government)
Mike was appointed to the role of Assistant Director-General Services on 23 July 2009.

Assistant Director-General Corporate and Executive Services
Robyn Turbit
BComm, BEcon, MIIA
Robyn has led the Corporate and Executive Services Division since May 2007.

Assistant Director-General Building Services
Paul Krautz
BAppSc (BuiltEnv), GradDipArch, MBA
Paul was appointed the Acting Assistant Director-General Building Services in September 2010.

Associate Director-General
Andrew Spina
BSc (Comp.)
Andrew was appointed the Acting Associate Director-General in April 2011.

Chief Finance Officer
Warren Pashen
BComm, FCPA, ACIS
Warren has performed the role of Chief Finance Officer since March 2007.

Executive Director, Human Resources
Stephen Long
BA
Stephen has performed the role of Executive Director, Human Resources since October 2002.

Chief Information Officer
Tim Dunn
BBus (Computing), MIPAA
Tim was acting in the Department of Public Works Chief Information Officer role since February 2010 and was appointed on 26 May 2011.
3. Our governance framework

Governance committees

Governance committees report directly to the Board of Management.

Audit Committee

The Audit Committee provides independent advice and assurance to the Director-General. Key areas of focus include compliance with legislative requirements and the effectiveness of systems and processes relating to internal controls, risk mitigation and the status of implementation of internal and external audit recommendations. The Audit Committee has observed the terms of its charter and has shown due regard to Queensland Treasury’s Audit Committee Guidelines.

Chair: Director-General

Members:
- Associate Director-General
- Deputy Director-General, Works
- Assistant Director-General (Building Services)
- Assistant Director-General (Corporate and Executive Services)
- Assistant Director-General (Services)
- One Independent Member

Achievements

In 2010–11, the Audit Committee:

- commented on and reviewed the departmental financial statements
- reviewed the 2011–2012 Internal Audit Annual Plan and the 2011–2014 Internal Audit Strategic Plan
- monitored Internal Audit performance against the endorsed and approved 2010–2011 Internal Audit Annual Plan
- 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)
- received and reviewed all internal audit reports
- monitored the implementation by management of internal audit recommendations
- reviewed the Audit Committee Charter to ensure compliance with legislative and policy requirements
- reviewed and endorsed the Internal Audit Charter.

The Audit Committee met on three occasions in 2010–11 and during that period remuneration was paid to the independent member, Ms Jenny Parker, Partner of Ernst and Young. (Total remuneration paid to Ms Parker during this period was $7920 [incl GST]).

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 State Procurement Policy.

Chair: Deputy Director-General, Works

Members:
- Assistant Director-General (Building Services)
- General Manager, Project Services
- General Manager, QBuild
- Executive Director, Strategic Projects
- Director, Building Policy Unit
- Executive Director, Contract Services
- Executive Director, Project Governance Business Group

Achievements

During 2010–11, the Contracts Committee reviewed procurement strategies for capital works projects for compliance with capital works policy requirements and best value-for-money outcomes.

A significant number of projects were reviewed for various agencies and these included the Wacol New Police Academy (Westgate), the Kindergarten program, North Lakes Secondary School, Rockhampton Hospital (Stage 1A) and the Museum refurbishment.
Our governance framework

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:
- Associate Director-General
- Deputy Director-General, Works
- Assistant Director-General (Building Services)
- Assistant Director-General (Services)
- Assistant Director-General (Corporate and Executive Services)
- Chief Finance Officer

Achievements
During 2010–11, 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 reviews
- reviewed the financial performance of the department’s business areas and provided advice to the Board of Management and the Director-General
- completed a review of the department’s Financial Management Practice Manual (FMPM) and updated it to ensure consistency with the new financial legislation (Financial Accountability Act 2009) which replaced the Financial Administration and Audit Act 1977
- ensured the Management Assurance program certificates 2010–11 were submitted by all business units and the Chief Finance Officer (CFO) assurance certificate was signed by the CFO and submitted to the Director-General.

Procurement sub-committee
This sub-committee, which is chaired by the Assistant Director-General (Corporate and Executive Services) comprises representation from all areas of the department. The sub-committee provides strategic advice to support procurement reform across the department, and oversees the implementation of the State Procurement Policy and best practice procurement initiatives. The Procurement sub-committee reports through the Executive Finance Committee to the Board of Management.

Achievements
During 2010–11, the Procurement sub-committee:
- monitored progress on procurement-related activities and issues reporting monthly to the Board of Management
- endorsed the ICT procurement roadmap
- endorsed the procurement intranet site.

Human Resources Committee
The Human Resources Committee advises the Director-General on human resources policy, strategies and practices to ensure compliance with relevant legislation, directives and strategic objectives within the department.

Chair: Director-General
Members:
- Associate Director-General
- Deputy Director-General, Works
- Assistant Director-General (Services)
- Assistant Director-General (Corporate and Executive Services)
- Assistant Director-General (Building Services)
- Executive Director, Human Resources
- General Manager, QBuild
- General Manager, Project Services
- General Manager, CorpTech
- General Manager, CITEC
- General Manager, Smart Service Queensland

Achievements
During 2010–11, the Human Resources Committee:
- monitored implementation of the department’s Strategic Workforce Management Plan 2010–2012
- approved the commencement of the Department of Public Works Human Resources Transformation Project which will review the current HR processes and systems and develop a new service delivery model and associated funding model
3. Our governance framework

- monitored implementation of the 2011 Voluntary Separation program for Department of Public Works employees
- monitored implementation of the Department of Public Works Health Expo which was attended by an estimated 700 staff
- monitored workforce management performance against targets within monthly Workforce Profile and Key Performance Indicator reports
- monitored workplace health and safety performance against targets within Workplace Health and Safety Monthly Chief Executive Officer's reports
- reviewed and monitored the implementation of new human resource management directives and policies
- reviewed the Human Resources Risk Register
- considered emerging strategic human resource management issues including:
  - industrial relations and employee relations
  - recruitment, selection and retention of staff
  - strategic workforce planning
  - employment equity, diversity, targets and programs
  - succession planning, management and development
  - organisational capability including skills profiling, training and development
  - organisational structures and change management
  - deployment of human resource staff
  - performance management
  - leadership development and management training
  - organisational culture
  - recognition and reward programs
  - remuneration
  - staff engagement
  - legislation directives and policies
  - the human resources impacts of significant projects within the department.

Information Steering Committee

Chair: Director-General

Members:
- Associate Director-General
- Deputy Director-General, Works
- Assistant Director-General (Building Services)
- Assistant Director-General (Services)
- Assistant Director-General (Corporate and Executive Services)
- Executive Director, ICT Policy and Coordination Office
- Queensland Government Chief Technology Officer
- Department of Public Works Chief Information Officer

Observer:
- Executive Director, Internal Audit

Achievements
During 2010–11, the Information Steering Committee:

- provided strategic governance and direction over significant ICT-related projects for the department
- noted the progress of the Department of Public Works ICT Program of Works for 2010–11 which lists current, new and potential major and minor initiatives across the department
- noted the implementation of the Right to Information and Information Privacy reforms
- noted the development of the Department of Public Works ICT Planning Baseline and Business Engagement 2010 which follows the requirements of the Information Standard 2 (IS2)—ICT Resources Strategic Planning that provides guidance on how agencies are to conduct ICT resources strategic planning to better ensure business needs, maximise value from ICT investment and satisfy legislative and government policy requirements
- noted progress of the whole-of-department Identity Directory and Email Services (IDES) project. IDES is a whole-of-Government initiative which will establish a foundational capability and technology platform that will enable future improvements in government service delivery and the adoption of ‘e-Government’ processes and services by removing the technological barriers that inhibit seamless government
- approved a project to improve the resilience of core desktop services based on the risk exposures identified during the natural disasters in January 2011
- approved the Queensland World War II Historic Places website which is a public resource that the community, tourists and future generations can readily access to locate and understand the history and stories of the places with WWII military significance across the state (www.ww2places.qld.gov.au)
Our governance framework

• endorsed the guidelines for Internet and Social Media within the department
• approved a project to decommission 299 obsolete applications that had previously been identified for decommissioning.

Workplace Health and Safety Peak Committee

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

Chair: Deputy Director-General, Works
Members:
    Assistant Director-General (Services)
    Assistant Director-General (Corporate and Executive Services)
    Assistant Director-General (Building Services)
    Executive Director, Human Resources
    General Manager, QBuild
    General Manager, Project Services
    General Manager, SDS
    General Manager, CITEC
    General Manager, QFleet
    General Manager, Goprint
    Manager, Strategic Workplace Health and Safety

Achievements

During 2010–11, the Workplace Health and Safety Peak Committee:

• was instrumental in the department receiving the 2010 HAPIA (Health and Productivity Institute of Australia) Award for Best Corporate Health and Productivity Management program in Australia. This award recognised commitment, program innovation and leadership as integral components within the department’s Workplace Health and Safety program
• continued to develop the Safety, Health and Environment (SHE) software system. The system now comprises the electronic lodgement and management of workplace hazards, incidents, Worker Rehabilitation and Claims Management modules, including capability to upload WorkCover portal data
• endorsed the continuation of the Early Intervention Centre to support injured or ill workers. As at 30 June, a total of 364 referrals had been resolved successfully through this service
• maintained accreditation to the AS/NZS 4801 Occupational Health and Safety Management System for the QBuild business unit
• continued the provision of Driver Safety Training to employees. As at 30 June, a total of 551 employees had participated in the program.
4. Our people
### Staff numbers

<table>
<thead>
<tr>
<th>Services</th>
<th>MOHRI FTE as at 30 June 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building procurement and asset management</td>
<td>188</td>
</tr>
<tr>
<td>Procurement services</td>
<td>114</td>
</tr>
<tr>
<td>Information and Communication Technology (ICT)</td>
<td>99</td>
</tr>
<tr>
<td>Public records management and advisory services</td>
<td>57</td>
</tr>
<tr>
<td>Access to government services and information</td>
<td>469</td>
</tr>
<tr>
<td><strong>Total services</strong></td>
<td><strong>927</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commercialised business units</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>QBuild</td>
<td>2864</td>
</tr>
<tr>
<td>Project Services</td>
<td>710</td>
</tr>
<tr>
<td>QFleet</td>
<td>128</td>
</tr>
<tr>
<td>CITEC</td>
<td>739</td>
</tr>
<tr>
<td>Goprint</td>
<td>61</td>
</tr>
<tr>
<td>SDS (Sales and Distribution Services)</td>
<td>118</td>
</tr>
<tr>
<td><strong>Total business units</strong></td>
<td><strong>4620</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shared service providers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Service Agency</td>
<td>1330</td>
</tr>
<tr>
<td>CorpTech</td>
<td>401</td>
</tr>
<tr>
<td><strong>Total shared service providers</strong></td>
<td><strong>1731</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Corporate services (recovered from business units, Department of Communities and services)</th>
<th>360</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>7638</strong></td>
</tr>
</tbody>
</table>

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

### Annual earnings by gender

<table>
<thead>
<tr>
<th>Earnings Groupings</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$29 999 and Less</td>
<td>28.2</td>
<td>97.8</td>
<td>126</td>
<td>22.38%</td>
<td>77.62%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$30 000—39 999</td>
<td>101.7</td>
<td>91</td>
<td>192.7</td>
<td>52.78%</td>
<td>47.22%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$40 000—49 999</td>
<td>568.53</td>
<td>543.43</td>
<td>1,111.96</td>
<td>51.13%</td>
<td>48.87%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$50 000—59 999</td>
<td>943.84</td>
<td>1,051.96</td>
<td>1,995.80</td>
<td>47.29%</td>
<td>52.71%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$60 000—69 999</td>
<td>432.9</td>
<td>998.36</td>
<td>1,431.26</td>
<td>30.25%</td>
<td>69.75%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$70 000—79 999</td>
<td>348.21</td>
<td>514.18</td>
<td>862.39</td>
<td>40.38%</td>
<td>59.62%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$80 000—89 999</td>
<td>305.94</td>
<td>475.57</td>
<td>781.51</td>
<td>39.15%</td>
<td>60.85%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$90 000—99 999</td>
<td>170.48</td>
<td>347.67</td>
<td>518.15</td>
<td>32.90%</td>
<td>67.10%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$100 000—109 999</td>
<td>119.39</td>
<td>288.41</td>
<td>407.8</td>
<td>29.28%</td>
<td>70.72%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$110 000—19 999</td>
<td>21.4</td>
<td>50</td>
<td>71.4</td>
<td>29.97%</td>
<td>70.03%</td>
<td>100.00%</td>
</tr>
<tr>
<td>$120 000 and Over</td>
<td>28.21</td>
<td>106.4</td>
<td>134.61</td>
<td>20.96%</td>
<td>79.04%</td>
<td>100.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3068.80</strong></td>
<td><strong>4564.78</strong></td>
<td><strong>7633.58</strong></td>
<td><strong>40.20%</strong></td>
<td><strong>59.80%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
4. Our people

Workforce planning, attraction and retention

The extreme weather events in Queensland in early 2011 have increased budgetary pressure across government and have resulted in a workforce-reduction program aimed at redirecting funding to essential building recovery programs.

This program has increased pressures on departmental workforce planning activities to ensure key workforce capabilities are maintained and employees are engaged and productive.

In 2010–11 the department continued to implement strategies in the Department of Public Works, Strategic Workforce Management Plan 2010–2012 to ensure key skills and knowledge are retained and to ensure an engaged and productive workforce.

The following key workforce planning activities have been developed and implemented in 2010–11:

- business unit specific workforce plans that are integrated with business planning
- Capability Leadership Framework (CLF) implementation into key human resource programs and policies
- formal and informal recognition of employee performance through a revised recognition policy
- a new Achievement and Development Planning (performance management) process incorporating the CLF, career planning and employee recognition
- an award-winning Pathways to Better Health and Safety program
- attraction of new talent through the following employment programs—apprenticeships, traineeships (full-time and school-based), graduate programs, cadetships, scholarships and formal work experience programs.

A number of policies designed to support the attraction, retention and capability development of the department’s workforce were updated during the 2010–11 year. These included the:

- Achievement and Development Planning (ADP) Policy
- Employee Recognition Policy
- Flexible Work Arrangements Policy
- Reimbursement of Professional Fees Policy
- Staff Opinion Survey Policy
- Hours of Work Policy
- Study and Research Assistance Scheme (SARAS) Policy.

With a separation rate of 11.1 per cent and a retention rate of 88.7 per cent during 2010–11 for its permanent employees, taking a strategic approach to workforce planning has ensured the Department of Public Works’ effectiveness at attracting, developing, and retaining its workforce.

Healthy: Pathways to Better Health and Safety program

As part of Toward Q2: Tomorrow’s Queensland the government is moving to make Queenslanders Australia’s healthiest people.

In 2000, the Department of Public Works launched the Pathways to Better Health and Safety program and since then has seen some remarkable improvements in the workplace.

The department’s commitment to the health and wellbeing of staff was recognised nationally in 2010, by taking out the HAPIA (Health and Productivity Institute of Australia) Award for best Corporate Health and Productivity Management in Melbourne.

The department won the award ahead of a strong field of both public and private sector organisations from across the country.

The department carried out regional road trips to provide health assessments for staff in conjunction with the regular health assessments available in metropolitan areas.

This initiative allowed for early intervention which led to the two-fold result of improvements in the overall health and wellbeing of employees and clear productivity gains

The department’s Pathways to Better Health and Safety program offers health assessments, flu vaccinations, cancer screening awareness, exercise challenges, health expos, presentations, workshops and other activities to all employees to assist them in proactively managing their health and reducing the risk of illness or injury.
Employee performance management framework
During 2010–11 the department developed and implemented a new Employee Performance Management Framework through its Employee Performance Management Reference Group. This framework consists of strategies, systems and processes for managing the performance of employees, including:
- development of an online induction program
- a review of the performance management and development policy, including the incorporation of the Queensland Public Service Capability and Leadership Framework (CLF)
- development of a career planning and talent management process
- review of the employee recognition policy.
The department shows a strong commitment to ensuring its employees have the right capability to perform in their roles. This year employees were encouraged to attend information sessions on how to use the CLF in the performance management process and in ongoing performance discussions.

Employment initiatives
During 2010–11, the department employed 51 new graduates under specific whole-of-Government graduate employment programs, within areas as diverse as accountancy, procurement, ICT, project management, engineering, architecture and quantity surveying. As at 30 June 2011, there were 21 graduate employees working within the department.

Administration trainees
During the period from 1 July 1998 to 30 June 2011 the department provided training opportunities to 489 new trainees, under Queensland Government-funded employment initiatives such as Skilling Queenslanders, Breaking the Unemployment Cycle, and other equivalent initiatives. The department employed 23 administration trainees as at the end of the 2010–11 financial year.

Apprentices and field trainees
As at 30 June 2011, the department employed 318 apprentices and field trainees, comprising 301 apprentices employed within QBuild, including five horticultural apprentices and 12 construction worker trainees within QBuild, and three apprentices within Goprint.

As part of the department’s commitment to providing ongoing training and employment opportunities to the Queensland community, in early 2011 QBuild employed 100 new apprentices and field trainees. These comprised 80 full-time apprentices; including 16 graduating school-based to full-time apprentices and three horticultural apprentices; 10 new school-based apprentices and 10 new construction worker trainees.

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

As at 30 June 2011, the department employed four full-time equivalent staff whose functions relate to media and public relations.

Leadership and management development
The department continued to focus on leadership and management development through programs such as the Building Leaders program and the Foundational Leaders program developed through the department’s Strategic Succession Management and Development Capability Framework.

Additionally, the department again participated in two Public Service Commission endorsed programs, the University of Queensland Inspiring Executive Leadership program and the Queensland University of Technology Emerging Leaders program.

Individual business units have a strong focus on developing the leadership and management capabilities of their people and provide many opportunities to enable this to occur.

The commitment to continual improvement and capability development has seen a number of projects initiated to reduce duplication in the design, development and delivery of management and leadership training across the department. These projects are expected to achieve cost efficiencies, greater consistency and enhanced development opportunities for the department.

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

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

The department implemented the Queensland Public Service Capability and Leadership Framework (CLF) into its leadership and management development programs, as well as its recruitment and selection and employee performance management policies and practices.

**Work—life balance**

The department offers numerous flexible working arrangements and encourages employees to undertake flexible working arrangements to assist in improving their work—life balance. The department’s newly released Flexible Work Arrangements Policy promotes telecommuting, part-time and job share arrangements, flexible working hours and a range of leave options including purchased leave.

The department has a strong focus on promoting flexible work practices and has conducted work—life balance information sessions in Brisbane and regional offices. Information from those sessions is placed on the department’s intranet enabling all employees to easily access the information.

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

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

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.

**Supporting diversity**

During 2010–11 the department continued to support diversity through the implementation of the following plans:

- *Equity and Diversity Plan 2010–2011*
- *Disability Services Plan 2010–2011*
- *Reconciliation Management Plan*

The department’s Indigenous employment strategy contains a number of strategies to increase the number of Aboriginal and Torres Strait Islander people employed in the department. Through the employment strategy, the department currently sponsors:

- twelve Aboriginal and Torres Strait Islander secondary students in the Education to Employment program to assist them in completing Year 12
- four Aboriginal and Torres Strait Islander university students in the National Indigenous Cadetship program
- two employees graduated from the Wal-Meta Leadership program
- three employees on the Indigenous Advancement program
- one graduate on the Indigenous Graduate program.

The department now has 191 Indigenous employees working throughout Queensland as apprentices, tradespeople, professional, technical and administrative officers, supervisors and managers.

A Diversity Network was established in 2010 and an electronic Diversity Update is prepared every two months and distributed widely across the department.


All new employees undertake the department’s online induction which includes equality of employment information and promotes diversity.

**Equity statistics as at 30 June 2011**

<table>
<thead>
<tr>
<th>Employment and Equal Opportunity Group</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management (SES/SO positions)</td>
<td>25%</td>
<td>26.2%</td>
</tr>
<tr>
<td>Women in management (AO6 level positions and above)</td>
<td>30%</td>
<td>36.1%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islanders</td>
<td>3%</td>
<td>2.4%</td>
</tr>
<tr>
<td>People from a non-English-speaking background</td>
<td>13.5%</td>
<td>10.4%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>8.5%</td>
<td>7.3%</td>
</tr>
</tbody>
</table>
Early retirements, redundancies and retrenchments

During 2010–11, the department approved 54 redundancies for employees who had been identified as surplus to operational requirements. There were no early retirements or retrenchments.

The total cost of severance payments, including incentive payments, was $3.2 million.

Initiatives for women

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

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

During 2010–11, QBuild employed 11 new female apprentices in the annual intake of the apprenticeship program. In support of this program, QBuild is actively engaged in a number of other innovative initiatives that not only support women employed by QBuild but also help guide them as they develop their careers. QBuild partners with the Office for Women in running the Indigenous Women in Hard Hats program. This program is designed to increase participation, provide support and raise awareness of women working in non-traditional roles and forging careers in the construction industry. QBuild employed six Indigenous women in carpentry and painting in 2010–11.

The department’s Human Resources Directorate arranged two Springboard Career Development programs in 2010–11 aimed at women from AO2 (administrative officer) to AO5 levels (or equivalent). In 2010–11, 35 women from across the department attended Springboard.

The department runs the Building Leaders program (AO7 to senior officers) and Foundational Leaders programs (AO5 to AO7 or equivalent) aimed at developing the leadership skills of employees who have been identified as potential future leaders.

As at 30 June, there were 3312 women working in the department. Of these, 644 were at the AO6 to AO8 (or equivalent) levels and there were 54 women in Senior Officer and Senior Executive Service positions.

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

The department has four women on the Public Records Review Committee for 2010–11. This represents 45 per cent of the Committee membership. As at 30 June, one woman was on the Board of CITEC (CSI Holdings Pty Ltd). The percentage of women on that Board is 25 per cent.

Carers (Recognition) Act 2008

All new employees undertake the department’s online induction which includes information on the department’s Disability Services Plan and the relevant legislation including the Carers (Recognition) Act 2008.

The department recognises the importance of carers and has taken into account their needs when developing the following policies:

- Reasonable Adjustment for People with a Disability Policy
- Flexible Work Arrangements Policy
- Carer’s Leave Policy.

All of the information relating to the above is available on the department’s intranet site and accessible for all staff.

Smart Service Queensland, within the department, administers the Carer Business Discount Card scheme and the Companion Card program on behalf of the Department of Communities.

The Carer Business Discount Card provides eligible carers with discounts from participating businesses in recognition of their contribution to the people they care for and the community.

Carers were consulted in the development of this scheme and Smart Service Queensland continues to actively recruit businesses across Queensland to support carers through voluntary participation in the scheme.

The Companion Card program supports people with a disability to have the same opportunities for participation and recreation as other community members. It promotes fair ticketing for people with a disability who need the significant assistance of a companion to attend activities and venues in their communities.

Information on these services are available through multiple channels including the Queensland Government Agent Program (QGAP), use of 13 QGOV (13 74 68) at the cost of a local call for customers and easy online application and search for a business/services capability for carers in regional and rural areas of the state.
4. Our people

Smart Service Queensland works closely with the Office for Carers and Carers Queensland to ensure these programs have operational policies, procedures and practices that take into account the views of carers and those for whom they care.

**Code of Conduct**

*(Public Sector Ethics Act 1994)*

To ensure the department is meeting its obligations under the *Public Sector Ethics Act 1994*, until 31 December 2010 the department had in place a Code of Conduct that outlined the ethics, principles and conduct obligations that applied to its employees.

In September 2010, the *Public Sector Ethics Act 1994* was amended to include four new ethics principles which replaced the previous five ethics principles. These new ethics principles and the values relating to those principles form the basis of a new single Code of Conduct for the Queensland Public Service.

From 1 January 2011 the department’s Code of Conduct was replaced with the new single Code of Conduct. The single Code of Conduct applies to all departmental employees including:

- any permanent, temporary, full-time, part-time or casual employee
- any volunteer, student, contractor, consultant or anyone who works in any other capacity for the department.

During 2010–11, all new employees received comprehensive Code of Conduct training covering the:

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

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

Administrative procedures and management practices within the department are consistent with the Act, the ethics principles and values and the standards of conduct expected of employees as set out within the single Code of Conduct.

**Workplace health and safety**

The department continued to focus on workplace health and safety and made progress with a series of initiatives under the Pathways to Better Health and Safety program, and the Safety, Health and Environment system platform during 2010–11. These initiatives included:

**Pathways to Better Health and Safety program**

The Pathways to Better Health and Safety program is a whole-of-department employee health program which has been running since 2001.

In 2010–11, a total of 760 health assessments and 534 skin cancer checks were delivered to employees across South East Queensland. The department endorsed the provision of free seasonal vaccinations to employees as part of the department’s workplace health and safety program. A total of 2896 seasonal influenza vaccinations were administered across the department, including in remote and regional locations.

Other initiatives included subsidised entry fees for the Queensland Corporate Games as part of the Queensland Government ‘Find Your 30’ team. The ‘Find Your 30’ team took out the three major awards at the Games, including breaking the world record for the biggest team to ever compete.

**Safety, health and environment**

The Safety, Health and Environment (SHE) software program is an online reporting system for injuries and hazards. In operation since 2006, the SHE system uses an email-based workflow process to address incidents and hazards, which are logged into the system. The system comprises the electronic lodgement and management of workplace hazards, incidents, worker rehabilitation and claims management modules. In 2010–11 the department continued to explore enhancements to the software system, with online training and reporting tools currently under development. These reporting tools will eventually be accessible by every employee across the state.

**Early Intervention Centre**

The Early Intervention Centre (EIC), which commenced in December 2006, provides early assistance and support to workers who have reported an injury or illness, in order to facilitate their swift recovery and return to work.

As well as individual support to the injured or ill worker, the EIC assists managers in dealing with the affected worker and with co-workers who may be affected by
the situation. During 2010–11, 364 referrals had been resolved successfully through this service.

In early 2011, the EIC provided onsite services during the Queensland natural disasters, including counselling services and expert advice on a range of health, wellbeing and safety matters.

**AS/NZS 4801 Accreditation for QBuild**

In 2010–11, QBuild maintained its accreditation to the AS/NZS 4801 Occupational Health and Safety Management System. QBuild continued to deliver the Practical Asbestos Training program (PAT). As at 30 June 2011, 1600 employees had completed practical asbestos training and 1457 employees across the Building Services Division had completed awareness training. These training programs were particularly beneficial during QBuild’s flood recovery efforts in early 2011.

New Asbestos Auditors’ training, developed in conjunction with Parsons Brinckerhoff, will help to further strengthen QBuild’s capabilities in the area of asbestos identification and auditing. The training is in the process of being rolled out to 165 QBuild condition assessors and estimators across the state.

**Innovative health programs**

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

The department’s commitment to the health and wellbeing of staff was recognised at a national level in 2010, by taking out the HAPIA (Health and Productivity Institute of Australia) Award for best Corporate Health and Productivity Management.

HAPIA, the peak body of workplace health providers, awarded the department the prestigious title over private and public sector entrants from across the country, citing excellent corporate commitment to employee health, program innovation and leadership, and program achievements as the main criteria. The award acknowledged the strategic and integrated approach the department takes to the management of health and safety and the importance of the relationship between the two.

Sean Sullivan, International President and Chief Executive of the Institute for Health and Productivity Management (IHPM) described the program as ‘one of the best’, ‘truly amazing’, and ‘strategic’ with ‘very high level goals and objectives’.

The department is actively committed to the health and safety of its diverse workforce and provides advice, support and opportunities to all employees, through developing innovative programs, initiatives and activities. An example of this is the department’s **MyHR Health Expo** held in late October each year which provides staff in the south-east Queensland area with access to information and services focusing on their financial, career and personal health (including physical, mental, relationship, lifestyle and well-being). This event coincides each year with the annual Safe Work Australia Week.

Our Pathways to Better Health and Safety program offers health assessments, flu vaccinations, cancer screening awareness, exercise challenges, health expos, presentations, workshops and other activities to all employees to assist them in pro-actively managing their health and reducing the risk of illness or injury.

**Reconciliation**

In 2010–11 the department continued its commitment to reconciliation through the implementation of its Reconciliation Management Plan, Working Towards Reconciliation and through the implementation of identified strategies within the Queensland Government’s Reconciliation Action Plan 2009–2012. The Indigenous Relations team within External Relations has overseen the department’s commitment to reconciliation, including meeting key targets identified in both of these plans, as well as maintaining ongoing support to the Director-General and the Associate Director-General in their roles as Queensland Government Champion for the respective discrete Indigenous communities of Palm Island and Kowanyama.

**Fair: Indigenous employment**

Indigenous QBuild staff from Palm Island.
## 4. Our people

### Queensland Government Reconciliation Action Plan (RAP)—implementation progress

<table>
<thead>
<tr>
<th>Initiative</th>
<th>National Aboriginal and Torres Strait Islander reforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Government’s national Closing the Gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.</td>
</tr>
</tbody>
</table>
| Department of Public Works' Implementation progress in 2010–2011 | In 2010–11, the department continued to implement identified strategies within the National Partnership Agreement on Remote Indigenous Public Internet Access. During this period the department partnered with the State Library of Queensland through their Indigenous Knowledge Centre program to deliver:  
- new or expanded public internet access to 11 discrete Indigenous communities  
- maintenance of public internet access facilities to nine discrete Indigenous communities  
- training sessions tailored to individual Indigenous communities’ needs for 123 community members across 11 discrete Indigenous communities. |

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Aboriginal and Torres Strait Islander art in public buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will incorporate the use and display of Aboriginal and Torres Strait Islander art and design in public buildings and public spaces and include explanation of their significance and meanings.</td>
</tr>
</tbody>
</table>
| Department of Public Works' Implementation progress in 2010–2011 | In 2010–11 the department continued its focus on incorporating Indigenous art and design into public buildings including featuring work of prominent Queensland Indigenous artists in new construction projects in Queensland. During this period:  
- the Queensland Government Service Centre opened at Zillmere and was named the ‘Dandiiri Contact Centre’ after consultation with the local Indigenous community  
- the Office of the Queensland Government Architect amended the Design Guidelines for Government Buildings to include a statement supporting the incorporation and display of Aboriginal and Torres Strait Islander art and design, including explanations of their significance and meanings, in Queensland Government buildings  
- seven of the 23 (30 per cent) public art projects managed by the Public Art Unit within Project Services directly engaged Indigenous artists. |

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Government contracting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>The Queensland Government will identify government procurement that could lead to significant employment opportunities for Aboriginal and Torres Strait Islander peoples, incorporating a requirement to develop and maintain an Indigenous Employment Participation Plan.</td>
</tr>
</tbody>
</table>
| Department of Public Works' Implementation progress in 2010–2011 | In 2010–11 the department:  
- continued its key role in the Queensland Government Indigenous Procurement Working Group, led by DEEDI, aimed at implementing strategies identified within the COAG National Partnership Agreement on Indigenous Economic Participation  
- reviewed its procurement processes for projects within discrete Indigenous communities and commenced a pilot process for bundling work to maximise employment, training and development opportunities for local indigenous communities  
- adjusted the conditions of contract and reporting requirements to give greater clarity to contractors to plan and ensure that Indigenous employment outcomes were achieved. |

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Annual agency planning and reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the Queensland Government Reconciliation Action Plan 2000–2012 as part of their annual reports.</td>
</tr>
</tbody>
</table>
| Department of Public Works' Implementation progress in 2010–2011 | In 2010–11 the department continued to implement its Reconciliation Management Plan and the Queensland Government’s Reconciliation Action Plan 2000–2012. Highlights for this period include:  
- Indigenous staff representing 2.4 per cent of the department’s workforce—up from 2.3 per cent in the previous year. This includes Indigenous people representing 29 per cent of the 2011 QBuild Apprenticeship program intake  
- the continued delivery of an internal cultural awareness program with 15 sessions delivered to staff throughout the year, the development of an online Indigenous awareness induction package and the continued development of a departmental cultural capability framework  
- a celebration and promotion of Reconciliation Week and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week through a range of activities in business units across Queensland. |
Fair: Indigenous employment

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

Over the past 10 years, the Department of Public Works has made a concentrated effort to increase the number of Aboriginal and Torres Strait Islander apprentices as part of the apprenticeship program.

In 2000, three positions were identified within QBuild for Aboriginal and Torres Strait Islander people. Since then the department has worked to increase the numbers of Indigenous apprentices by various methods including the QBuild school-based apprenticeship programs.

In 2009, the number of Indigenous apprenticeships had risen to 18 per cent or 18 of the 100 positions on offer each year.

In 2011, the QBuild Apprenticeship and Traineeship intake achieved the highest participation by Aboriginal and Torres Strait Islander people engaged in training, with Indigenous apprentices filling 29 per cent, or 29 of the 100 positions on offer.

Currently 66 Indigenous apprentices and trainees are indentured under a Training Agreement in six different trade categories including carpentry, plumbing, painting, refrigeration and air-conditioning, horticulture and construction worker traineeships.

The department continues to work to increase participation of Indigenous apprentices through the promotion of employment opportunities through local newspaper advertisements, community partnerships, joint venture arrangements, Indigenous career events (Former Origin Greats), attending community based employment and training forums, and supporting the government's initiative of Project 2800.
5. Other reporting
Statutory bodies, authorities and instrumentalities

The following statutory bodies prepare separate annual reports that are provided to the Minister for Government Services, Building Industry and Information and Communication Technology:

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

Public Records Review Committee

Queensland’s Public Records Review Committee (the Committee) is a statutory body established in March 2003 under the Public Records Act 2002 (the Act). The aim of the committee is to further strengthen the management of public records in Queensland. The nine-member committee was established to ensure a consistent approach to administering and enforcing the Act across more than 640 public authorities.

The statutory functions of the Public Records Review Committee include:

- advising both the Minister for Government Services, Building Industry and Information and Communication Technology and the State Archivist on the administration and enforcement of the Act
- reviewing the decisions of the State Archivist not to authorise the disposal of particular public records
- resolving disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record.

Chaired by Mr Miguel Diaz, the Committee held three meetings in 2010–11, and considered advice on a range of issues, including:

- the program of work being progressed by Queensland State Archives under the Queensland Government’s Toward Q2 through ICT strategy, particularly the need to build a strong recordkeeping culture across government, and determine an effective approach to the long-term management and preservation of electronic information assets
- the Queensland State Archives’ response to the 2011 natural disasters experienced in Queensland
- improving the management of digital content across government, and converting more of the state’s archival collection into digital form to improve public access.

Public Records Review Committee Costs 2010–11

<table>
<thead>
<tr>
<th>Type of Cost</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting fees</td>
<td>$2744</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>$6889</td>
</tr>
<tr>
<td>Catering and venue hire</td>
<td>$548</td>
</tr>
</tbody>
</table>

Consultancies

Consultancies undertaken for the Department of Public Works during 2010–11 were:

<table>
<thead>
<tr>
<th>Type of consultancy</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>-</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>$249 204.20</td>
</tr>
<tr>
<td>Legal</td>
<td>-</td>
</tr>
<tr>
<td>Professional technical/non-technical</td>
<td>$118 556.35</td>
</tr>
<tr>
<td>Human resources</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$367 760.55</td>
</tr>
</tbody>
</table>

Whistleblowers

(Whistleblowers Protection Act 1994)

The primary objective of the Whistleblowers Protection Act 1994 (WPA Act) was to promote the public interest by protecting persons who make disclosures about unlawful, negligent or improper public sector conduct, or danger to public health or safety or the environment. Section 30 of the WPA Act required public sector agencies to report the number of public interest disclosures or purported public interest disclosures received by it or referred to it and the number of disclosures substantially verified during the reporting period.

With the repeal of the WPA Act and the introduction of the Public Interest Disclosure Act 2010 (PID Act) on 1 January 2011, the way in which public interest disclosures are to be publicly reported has changed. From 1 January 2011 agencies are no longer required to report public interest disclosures in annual reports.
Under section 61 of the PID Act, the Public Service Commission (PSC) is now responsible for overseeing public interest disclosures and preparing an annual report on the operation of the PID Act. From 1 January 2011 agencies are required to report information about public interest disclosures to the PSC. The PSC will prepare an annual report on the operations of the PID Act and the information provided by agencies from 1 January 2011.

With respect to the period covered by the WPA, 18 public interest disclosures or purported public interest disclosures were received by, or referred to, the Department of Public Works between 1 July 2010 and 31 December 2010. Seventeen of these disclosures were made by a public officer under section 15 of the WPA Act. One disclosure was made under section 20 of the Act.

During the period from 1 July 2010 to 31 December 2010, 15 public interest disclosures, each made by a public officer under section 15 of the WPA Act, were substantially verified.

Internal audit

In accordance with the Internal Audit Charter, approved by the Director-General, the Internal Audit Unit provided an independent and objective review and advisory service that has been guided by a philosophy of adding value to improve the operations of the Department of Public Works. The Unit supports the Director-General and the department by:

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

In 2010–2011 key achievements included:

- Annual Report to the Director-General and the Audit Committee on the control environment of the Department
- quarterly reporting to the Audit Committee on the status of the annual audit plan 2010–11 as approved by the Director-General
- development of a reporting framework for all governance committees on the status and implementation of internal and external audit recommendations
- implementation of an activity to record, monitor and substantiate recommendations of the Auditor-General
- implementation of the Department of Public Works’ Communication Protocol with QAO within the department to facilitate discussion with business units on audit issues and implementation strategies and timeframes; and recording, monitoring and reporting of the status of implementation of external audit recommendations; and reporting of status to governance committees, the Director-General and divisional heads
- development of a risk-based strategic audit plan 2011–14
- ongoing advisory and consultancy work within the agency to address control weaknesses and perceived risks
- acted as secretariat to the departmental Audit Committee and sub-committees
- drafted revised Audit Committee and Internal Audit Charters for consideration of the Audit Committee.

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

The department supports the professionalism of internal audit through its ‘Reimbursement of Professional Fees Policy’ and all staff of Internal Audit are members of professional organisations including the Institute of Internal Auditors; Information Systems Audit and Control Association (ISACA); CPA Australia (CPA); Institute of Chartered Accountants Australia (ICAA).

Industrial relations

During 2010–11, the department maintained its strong relationships with all unions. This was facilitated through a proactive approach to conflict management at both industrial and workplace levels, which resulted in minimal disputation and no days lost to industrial action.
Recordkeeping

The department is committed to the sound recordkeeping practices that underpin good corporate governance. Records management within the department is governed by the requirements of the Public Records Act 2002, as well as other whole-of-Government policies and standards, including Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records.

During 2010–11, the department continued its commitment to progress toward compliant recordkeeping practices by the implementation of the following activities:

- an identifiable recordkeeping program in the department’s Information Management Strategy which promotes the benefits of a consistent approach to recordkeeping to enhance decision making
- continuing to undertake the formal process with Queensland State Archives to gain approval for a consolidated Core Business Retention and Disposal Schedule and incorporating/removing functions specific to machinery-of-Government changes
- gaining the formal approval of QFleet and CITEC retention and disposal schedules
- development of procedures for the management of electronic records, including email and electronically generated documents and inclusion in the Records Management Policy.

Overseas travel

<table>
<thead>
<tr>
<th>Name of Officer/Member and Position</th>
<th>Destination</th>
<th>Reason for Travel</th>
<th>Agency Cost</th>
<th>Contribution from other agencies or sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen O’Brien</td>
<td>Washington, USA 29.04.10 – 03.12.10</td>
<td>To undertake a Smithsonian Fellowship.</td>
<td>Nil</td>
<td>$29 429 Funded by Department of Employment, Economic Development and Innovation</td>
</tr>
<tr>
<td>Don Hewitt</td>
<td>Delhi, India 30.09.10 – 14.10.10</td>
<td>Attend the Commonwealth Games Federation Bid Teams Observers Program at the Delhi Commonwealth Games with the 2010 Gold Coast Commonwealth Games Bid team.</td>
<td>$11 183</td>
<td>Nil</td>
</tr>
<tr>
<td>Liam Janetzki</td>
<td>Nuremberg, Germany 11.10.10 – 17.10.10</td>
<td>Attend the Chillventa Refrigeration and Air conditioning Trade Show.</td>
<td>$280</td>
<td>$3927 Funded by WorldSkill Foundation</td>
</tr>
<tr>
<td>Dallas Stower</td>
<td>Tokyo, Japan 09/11/2010 – 13/11/2010</td>
<td>Attend the NEC IExpo and technology briefings on broadband, radio, technology future directions and cloud computing with senior NEC executives.</td>
<td>$2963</td>
<td>Nil</td>
</tr>
<tr>
<td>John Vandermaat</td>
<td>Seattle and Chicago, USA 14/11/2010 – 21/11/2010</td>
<td>Meeting with Microsoft datacentre designers, engineers, architects and product developers in Seattle, USA. Meeting and inspection of Microsoft next generation datacentre in Chicago, USA</td>
<td>$5835</td>
<td>$245</td>
</tr>
</tbody>
</table>
### 5. Other reporting

<table>
<thead>
<tr>
<th>Name of Officer/Member and Position</th>
<th>Destination</th>
<th>Reason for Travel</th>
<th>Agency Cost</th>
<th>Contribution from other agencies or sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Gurnett Queensland Government Chief Technology Officer CITEC</td>
<td>Tokyo, Japan. Seattle and Chicago, USA 09/11/2010 – 21/11/2010</td>
<td>Meeting with NEC executives, technology briefings on broadband, radio communications, cloud computing, research and development directions, and attend the NEC iExpo, Japan. Meeting with Microsoft data centre designers, engineers, architects and product developers. Inspect Microsoft's 'edge' data centre at Redmond Ridge, Seattle, USA. Meeting and inspection of Microsoft next generation data centre in Chicago, USA.</td>
<td>$8380</td>
<td>Nil</td>
</tr>
<tr>
<td>Len Taplin Programme/Chief Engineer Project Services</td>
<td>Washington, Baltimore and New Orleans, USA 11/06/2011 – 20/06/2011</td>
<td>Meet with EVAPCO Incorporated representatives, inspect their factory and equipment operation and participate in research and development tour. Meet with Baltimore Aircoil Company representatives, inspect their factory, equipment operation and research and development area. Inspect New Orleans Medical Centre District Cooling Facility and EVAPCO Incorporated Cooling Tower installation.</td>
<td>$6003</td>
<td>Nil</td>
</tr>
</tbody>
</table>

### Right to information and information privacy

During 2010–11, the department’s Manager, Right to Information and Privacy, was responsible for processing access and amendment applications, and for providing advice, assistance and training about the Right to Information Act 2009 and the Information Privacy Act 2009.

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

### Waste management

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

The department is currently updating its Waste Management Plan to encourage a greater awareness of waste management practices in both the office and building project environments.

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

With respect to waste construction materials on building sites, the department administers the whole-of-Government Recycling Policy for Buildings and Civil Infrastructure which aims to promote sustainability in the built environment through improved use of resources and reduced pressure on landfill waste sites. During its initial two year phase-in period, a generic 40 per cent recycling target was set for surplus construction materials, with allowances being made for project circumstances where it was unrealistic to reach this target for practical or financial reasons.
This policy is undergoing a major review with the intention of enhancing documentation and reporting requirements for recycling of surplus construction materials on applicable future projects.

The Waste Reduction and Recycling Bill 2011 when enacted, is expected to impose additional requirements on the department.

A number of waste management activities occurred in the department in 2010–11 including:

- **The Accommodation Office** achieved an overall permanent energy saving of 16 per cent in the department’s office buildings, with individual savings in some major buildings reaching 23 per cent. Energy and emission reduction strategies were deployed including using Energy Performance Contracts; retrofitting buildings with energy-efficient technologies; and improvements in green purchasing and building maintenance programs. The Accommodation Office diverted in excess of 400 tonnes of office paper, cardboard and other recyclable materials such as cans, glass and plastic bottles from landfill. The use of specified environmentally-friendly replacement carpet for use in offices has seen the carpet manufacturer reduce the amount of gas, electricity and water required in the manufacturing process, reducing its waste to landfill and increasing its recycled content.

- **Project Services** contributed to better waste management within the department by implementing the use of recycling bins throughout its Brisbane office and continuing to provide ongoing training and support in sustainable initiatives and emerging technologies to key project staff. During 2010–11, Project Services also:
  - maintained its commitment to the use of electronic systems for its core business processes to reduce the use of paper. These systems cover internal document processes as well as external document publication functions
  - initiated the implementation of the Reduce, Reuse, Recycle program throughout the Brisbane and regional offices for mobile telephones, batteries, printer toners and stationery
  - further investigated sustainability initiatives including electronic waste and ‘green stationery’ throughout Brisbane and the regional offices
  - implemented a waste trial station at 80 George Street to encourage waste separation at the work level and produce productivity gains through more efficient cleaning contracts and reductions in energy (through floor lighting)
  - implemented a Stationery Recycling program to encourage the reuse of current stationery stock rather than purchase new

- **QBuild** managed the Standing Offer Arrangement (SOA) for waste services for the majority of government office accommodation assets, with a focus on minimisation of landfill through recycling of materials such as paper, glass, metals and plastic. It also:
  - incorporated the recycling of building and demolition materials service in accordance with the Government Recycling Policy for Buildings and Civil Infrastructure into the waste services SOA
  - maintained a focus on staff awareness of ‘green building’ benefits through education and training of staff in general environmental awareness and obligations, including the ‘Reduce, Reuse, Recycle your waste’ campaign
  - commenced the SOA for the supply of timber to QBuild that demonstrates timber products are sourced from suppliers who can guarantee their timbers are legal and sustainable
  - implemented new supply arrangements with the waste services and the electrical services SOA providers for the recycling of mercury-bearing compact fluorescent lights and fluorescent tubes.

- supported sustainable procurement practices across the business operation.

- ensured that all tender documentation included the requirements of the whole-of-Government Recycling Policy for Buildings and Civil Infrastructure

- implemented sustainability checklists (on significant projects above $20 million) that include ‘Best Practice’ waste initiatives that can be incorporated on projects that haven’t sought a third party certification

- achieved significant waste reductions (up to 80 per cent) on our three flagship Green Star projects in Brisbane, Maroochydore and Cairns.
Through *Toward Q2: Tomorrow’s Queensland*, the government has committed to cutting by one-third the carbon footprint of Queenslanders with reduced car and electricity use.

The Department of Public Works is committed to building and designing infrastructure to meet the highest possible environmentally sustainable benchmarks and is leading the way towards a greener future in the built environment by developing and managing sustainable government office accommodation.

In November 2009, the Dandiiri Centre at Zillmere achieved at that time the highest score for any office Design v2 project in Australia with its 6 Star Green Star—Office Design v2 rating from the Green Building Council in Australia. Since then, two other government buildings have received the 6 Star Green Star accreditation for ‘world leading’ green building design for energy efficiency.

The Green Star ratings take into account energy efficiency as well as water and waste efficiencies and internal environmental factors.

William McCormack Place Stage 2 in Cairns opened in November 2010 and used clever design and technology to complement its environment. It was the first building in Australia to receive the 6 Star Green Star award in a challenging tropical location. The Mike Ahern Centre in Maroochydore received the 6 Star-Green ranking in 2011. Complementing its successes in design and construction, the department has taken a lead role nationally in developing and implementing a consistent approach by government in the leasing of private sector office premises with environmentally sustainable development credentials.
Greenhouse gas emissions

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

The Queensland Government has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to vehicle use, electricity consumption and air travel. These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used. Due to data availability limitations and timing constraints the 12 month reporting period from 1 April 2010 to 31 March 2011 has been applied.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies may be proportioned based on the floor area they occupy.

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

The following table outlines the emissions relating to The Department of Public Works for the 12 month period from 1 April 2010 to 31 March 2011.

<table>
<thead>
<tr>
<th>Activity</th>
<th>GROSS greenhouse gas emissions (tonnes of CO₂)</th>
<th>Less emission offsets (tonnes of CO₂)</th>
<th>NET greenhouse gas emissions (tonnes of CO₂)</th>
<th>Explanatory Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle usage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• QFleet leased vehicles and</td>
<td>5603</td>
<td>2170</td>
<td>3433</td>
<td>1</td>
</tr>
<tr>
<td>Department-owned vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hired vehicles</td>
<td>196</td>
<td>196</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Electricity consumption</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Government-owned buildings</td>
<td>60 949</td>
<td>0</td>
<td>60 949</td>
<td>3</td>
</tr>
<tr>
<td>• Leased privately-owned buildings</td>
<td>4277</td>
<td>0</td>
<td>4277</td>
<td>4</td>
</tr>
<tr>
<td>Air travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Domestic air travel on commercial airlines</td>
<td>982</td>
<td>982</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>• International air travel on commercial airlines</td>
<td>14</td>
<td>14</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>

Notes:
1. The emissions figures have been calculated using a combination of two methodologies. QFleet has supplied the data for the period 1 April to 30 June 2010 emissions calculated using the contracted kilometres-travelled methodology (used in previous years). For the period 1 July 2010 to 31 March 2011 the Queensland Government Chief Procurement Office has provided departments with available actual fuel data to enable departments to calculate their emissions using the National Greenhouse Emissions Reporting methodology. All emissions reported represent emissions associated with four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those
vehicles that did not comply with the minimum Green Vehicle Guide (GVG) Greenhouse ratings. Vehicle emissions offsetting undertaken by this department since 1 July 2010 relates to the Queensland Government’s commitment to offset 50 per cent of vehicle emissions from 2010.  

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

3. These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45 per cent to the landlord, and 55 per cent to the tenants—in line with historical benchmarking. Emissions have been calculated by converting relevant electricity consumption using the Scope 2 conversion factor of 0.89 kg CO2-e/kWh as published in the Australian Government’s National Greenhouse Accounts Factors Workbook (July 2011).  

4. These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned ones (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.  

5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPO) during the period 1 April 2010 to 31 March 2011, specifically:  
   - international air travel on commercial airlines  
   - domestic air travel on commercial airlines.  

The emissions are calculated by QGCPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO₂. The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.
6. Our locations

Tully Heads in the wake of Cyclone Yasi.
Map of our QBuild and Project Services locations.

See page 90 for the complete list.
Map of our ICT and Services divisions locations (regional only).

See page 90 for the complete list.
6. Our locations

For all Queensland Government enquiries phone: 13 QGOV (13 74 68) or visit www.qld.gov.au.

Head Office
80 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 5710
Email: dpw@publicworks.qld.gov.au
Internet: www.publicworks.qld.gov.au

CITEC
Brisbane headquarters
317 Edward Street
GPO Box 279
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3222 2249
Email: info@citec.com.au
Internet: www.citec.com.au

Sydney
CITEC Confirm
Level 12, 60 Margaret Street
GPO Box 541
Sydney NSW 2001
Phone: (02) 9201 0988
Fax: (02) 9201 0989
Email: info@citec.com.au

Melbourne
CITEC Confirm
Level 9, 256 Queen Street
GPO Box 5078
Melbourne Vic 3001
Phone: (03) 9638 8100
Fax: (03) 9638 8109
Email: info@citec.com.au

‘CorpTech
Level 6, 61 Mary Street
GPO Box 5078
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3238 3012
Email: servicedesk@corptech.qld.gov.au
Internet: www.corptech.qld.gov.au

Goprint
371 Vulture Street
Woollongabba Qld
Locked Bag 500
Coorparoo DC Qld 4151
Phone: 13 QGOV (13 74 68)
Fax: (07) 3008 6804
Email: sales@goprint.qld.gov.au
Internet: www.goprint.qld.gov.au

Mineral House Copy Centre
Ground Floor Mineral House
41 George Street
Brisbane Qld 4000
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 2472

‘ICT Policy and Coordination Office
Level 17 and 18, Mineral House
41 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3406 2134
Email: ictpolicy@qld.gov.au
Internet: www.qgcio.qld.gov.au

‘Public Sector ICT Development Office
Level 17 and 18, Mineral House
41 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3406 2134
Email: ictdevelopment@qld.gov.au
Internet: www.qgcio.qld.gov.au

‘Telecommunications Broadband and Digital Economy Coordination Office
Level 18, Mineral House
41 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3406 2134
Email: telecoms@qld.gov.au
Internet: www.qgcio.qld.gov.au

Project Services
Levels 4 and 5, 80 George Street
GPO Box 2906
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 6185
Email: projserv@projectservices.qld.gov.au
Internet: www.projectservices.qld.gov.au

Gold Coast
Level 3, Eastside Robina
232 Robina Town Centre Drive
Robina Qld 4226
PO Box 5017
Robina Post Shop
Robina Town Centre Qld 4230
Phone: 13 QGOV (13 74 68)
Fax: (07) 5583 1272

* Queensland Shared Services as of 1 July 2011
Our locations

Sunshine Coast
Mike Ahern Centre
Level 6, 12 First Avenue
Maroochydore QLD 4558
Phone: 13 QGOV (13 74 68)
Fax: (07) 5470 8020

Toowoomba
120–124 Mort Street
PO Box 1409
Toowoomba Qld 4350
Phone: 13 QGOV (13 74 68)
Fax: (07) 4615 3602

Rockhampton
149 Bolsover Street
PO Box 247
Rockhampton Qld 4700
Phone: 13 QGOV (13 74 68)
Fax: (07) 4938 4974

Townsville
9–15 Langton Street
Garbutt Qld 4814
PO Box 561
Townsville Qld 4810
Phone: 13 QGOV (13 74 68)
Fax: (07) 4779 2003

Cairns
Level 11, Cairns Corporate Tower
15 Lake Street
PO Box 7230
Cairns Qld 4870
Phone: 13 QGOV (13 74 68)
Fax: (07) 4039 8331

QBuild
Head Office
Levels 12 and 13 295 Ann Street
GPO Box 2937
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 6316
Email: feedback@qbuild.qld.gov.au
Web: www.qbuild.qld.gov.au

Brisbane City
Level 6 151 Roma Street
Brisbane Qld 4000
PO Box 13551 George Street
Brisbane Qld 4003
Phone: 13 QGOV (13 74 68)
Fax: (07) 3235 9820

Brisbane Metropolitan Group
45 Barrack Road
PO Box 626
Cannon Hill Qld 4170
Phone: 13 QGOV (13 74 68)
Fax: (07) 3906 1722

Contract Management Services
Level 6, 151 Roma Street
Brisbane Qld 4000
PO Box 1355
1 George Street Brisbane
Qld 4003
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 6245

State Government Security Service
Ground Floor Mineral House
41 George Street
PO Box 15464 City East
Brisbane Qld 4002
Phone: 13 QGOV (13 74 68)
Fax: (07) 3006 4566

Roma Street Parkland
1 Parkland Boulevard
PO Box 13146
Brisbane George St
Qld 4003
Phone: 13 QGOV (13 74 68)
Fax: (07) 3066 4501

Burdekin
9–15 Langton Street
Garbutt Qld 4814
PO Box 561
Townsville Qld 4810
Phone: 13 QGOV (13 74 68)
Fax: (07) 4799 5401

Cape York
31 Grove Street
PO Box 812
Cairns Qld 4870
Phone: 13 QGOV (13 74 68)
Fax: (07) 4031 2560

Capricornia
149 Bolsover Street
PO Box 247
Rockhampton Qld 4700
Phone: 13 QGOV (13 74 68)
Fax: (07) 4938 4831

Darling Downs
120–124 Mort Street
PO Box 666
Toowoomba Qld 4350
Phone: 13 QGOV (13 74 68)
Fax: (07) 4615 3509

Far West
5 Traders Way, Sunset
PO Box 1659
Mount Isa Qld 4825
Phone: 13 QGOV (13 74 68)
Fax: (07) 4747 2777
### 6. Our locations

#### South Coast
Level 3, 232 Robina Town Centre Drive  
Robina Town Centre  
PO Box 3156  
Robina Post Shop, Robina Qld 4211  
**Phone:** 13 QGOV (13 74 68)  
**Fax:** (07) 5583 1943

#### Sunshine Coast
14–28 Lee Street  
PO Box 1680  
Caboolture Qld 4510  
**Phone:** 13 QGOV (13 74 68)  
**Fax:** (07) 5420 2050

#### Whitsunday
36 Tennyson Street  
PO Box 86  
Mackay Qld 4740  
**Phone:** 13 QGOV (13 74 68)  
**Fax:** (07) 4957 2718

#### Wide Bay/Burnett
44 Ariadne Street  
PO Box 299  
Maryborough Qld 4650  
**Phone:** 13 QGOV (13 74 68)  
**Fax:** (07) 4121 1948

#### District Offices
- Barcaldine: 4725  
- Bundaberg: 4670  
- Charleville: 4470  
- Emerald: 4720  
- Gladstone: 4680  
- Hemmant—QBuild Industries: 4174  
- Palm Island: 4816  
- Roma: 4455  
- Thursday Island: 4875  
- Toowoomba: 4350

#### Depots
- Atherton: 4883  
- Ayr: 4807  
- Bamaga: 4876  
- Barcaldine: 4725  
- Beaudesert: 4285  
- Beenleigh: 4207  
- Biloela: 4715  
- Borallon: 4306  
- Bowen: 4805  
- Bundaberg: 4670  
- Caboolture: 4510  
- Camp Hill: 4152  
- Charleville: 4470  
- Charters Towers: 4820  
- Chinchilla: 4413  
- Cloncurry: 4824  
- Cunnamulla: 4490  
- Doomadgee: 4830  
- Emerald: 4720  
- Gayndah: 4625  
- Gladstone: 4680  
- Gumdale: 4154  
- Gympie: 4570  
- Hervey Bay: 4655  
- Inala: 4077  
- Ingham: 4850  
- Innisfail: 4860  
- Kingaroy: 4610  
- Kowanyama: 4871  
- Kunda Park: 4556  
- Longreach: 4730  
- Mareeba: 4880  
- Maryborough: 4650  
- Moranbah: 4744  
- Mornington Island: 4825  
- Mossman: 4873  
- Mt Isa: 4825  
- Noosa: 4566  
- Normanton: 4890  
- Northgate: 4013  
- Palm Island: 4816  
- Redcliffe: 4020  
- Richlands: 4077  
- Rockhampton: 4700  
- Rocklea: 4106  
- Southport: 4215  
- St George: 4487  
- Tully: 4854  
- Warwick: 4370  
- Weipa: 4874  
- Wolston Correctional Centre Depot–Wacol: 4076

#### QFleet
**Head Office**  
Level 16, Mineral House  
41 George Street  
GPO Box 293  
Brisbane Qld 4001  
**Phone:** 13 QGOV (13 74 68)  
**Fax:** (07) 3224 6242  
**Email:** mail@qfleet.qld.gov.au  
**Internet:** www.qfleet.qld.gov.au
QFleet Vehicle Hire Service
Level 2B, 80 George Street
Brisbane Qld 4000
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 4012

QFleet Workshop
72 Pineapple Street
Zillmere Qld 4034
Phone: 13 QGOV (13 74 68)
Fax: (07) 3406 6946

Queensland Government Chief Procurement Office
Level 15, Mineral House
41 George Street
GPO Box 123
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 7921
Email: betterprocurement@qgcpo.qld.gov.au
Internet: www.qgm.qld.gov.au

Queensland State Archives
435 Compton Road
Runnymede Qld 4113
PO Box 1397
Sunnybank Hills Qld 4109
Phone: 13 QGOV (13 74 68)
Fax: (07) 3131 7764
Email: info@archives.qld.gov.au
Internet: www.archives.qld.gov.au

SDS
SDS Distribution Warehouse Facility
Cambewarra Street
Zillmere Qld 4034
Phone: 13 QGOV (13 74 68)
Fax: (07) 3883 8720
Email: sdscustomerservice@sds.qld.gov.au
Internet: www.sds.qld.gov.au

SDS Administration
10 Deakin Street
Brendale Qld 4500
Phone: 13 QGOV (13 74 68)
Fax: (07) 3883 8720
Email: sdscustomerservice@sds.qld.gov.au
Internet: www.sds.qld.gov.au

*Shared Service Agency
Level 5, Forestry House
160 Mary Street
GPO Box 1435
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Internet: www.publicworks.qld.gov.au

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

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

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

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

Robina Service Centre
Level 1, Easy T Centre
27/514 Christine Avenue
PO Box 4417
Robina Town Centre Qld 4230

Toowoomba Service Centre
Level 1, James Cook Centre
Cnr Herries and Ruthven Streets
PO Box 1848
Toowoomba Qld 4350

Smart Service Queensland
Level 3, Pipenetworks House
127 Creek Street
PO Box 10817
Adelaide Street
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Email: enquiries@smartservice.qld.gov.au
Internet: www.smartservice.qld.gov.au

† Queensland Shared Services as of 1 July 2011.
## Queensland Government Agent Program (QGAP) offices

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<thead>
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<th>Location</th>
<th>Code</th>
<th>Location</th>
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# Glossary of terms

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<tr>
<th>Abbreviation</th>
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<tbody>
<tr>
<td>ANZSOG</td>
<td>Australia and New Zealand School of Government</td>
</tr>
<tr>
<td>ADP</td>
<td>Achievement and Development Planning</td>
</tr>
<tr>
<td>ACMA</td>
<td>Australian Communication and Media Authority</td>
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<tr>
<td>AFL</td>
<td>Australian Football League</td>
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<tr>
<td>ANCAP</td>
<td>Australasian New Car Assessment Program</td>
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<tr>
<td>AS/NZS</td>
<td>Australia/new Zealand Standard</td>
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<tr>
<td>AusGOAL</td>
<td>Australian Government’s Open Access Licence</td>
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<tr>
<td>BAU</td>
<td>Business as Usual</td>
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<tr>
<td>BER</td>
<td>Building the Education Revolution</td>
</tr>
<tr>
<td>CALD</td>
<td>Culturally and linguistically diverse</td>
</tr>
<tr>
<td>CARRS-Q</td>
<td>Centre for Accident Research and Road Safety Queensland</td>
</tr>
<tr>
<td>CBD</td>
<td>Central Business District</td>
</tr>
<tr>
<td>CLF</td>
<td>Capability Leadership Framework</td>
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<tr>
<td>CFO</td>
<td>Chief Finance Officer</td>
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<tr>
<td>CITEC</td>
<td>The Queensland Government’s primary technology infrastructure provider for Information and Communication Technology (ICT)</td>
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<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>CO₂</td>
<td>Carbon dioxide</td>
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<tr>
<td>CO₂-e</td>
<td>Carbon dioxide equivalent</td>
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<tr>
<td>CPA</td>
<td>Certified Practicing Accountant</td>
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<tr>
<td>DEEDI</td>
<td>Department of Employment, Economic Development and Innovation</td>
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<td>DPW</td>
<td>Department of Public Works</td>
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<tr>
<td>E10</td>
<td>Ten per cent ethanol</td>
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<tr>
<td>EBIT</td>
<td>Earnings Before Interest and Tax</td>
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<td>EIC</td>
<td>Early Intervention Centre</td>
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<td>FMPM</td>
<td>Financial Management Practice Manual</td>
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<td>GITC</td>
<td>Government ICT Terms and Conditions</td>
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<td>GPO</td>
<td>General Post Office</td>
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<td>GST</td>
<td>Goods and Services Tax</td>
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<td>GVG</td>
<td>Green Vehicle Guide</td>
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<td>HAPIA</td>
<td>Health and Productivity Institute of Australia</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>ICAA</td>
<td>Institute of Chartered Accountants Australia</td>
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<tr>
<td>ICT</td>
<td>Information and communication technology</td>
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<td>ICTC</td>
<td>Information and Communication Technology Consolidation Program</td>
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<td>IDES</td>
<td>Identity, Directory and Email Services</td>
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<td>IHPM</td>
<td>Institute for Health and Productivity Management</td>
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<td>ISACA</td>
<td>Information Systems Audit and Control Association</td>
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<td>ISO</td>
<td>International Standard Organisation</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>KBRB</td>
<td>Knowledge Based Research and Business</td>
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<tr>
<td>kWh</td>
<td>kilowatt hours</td>
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<td>LPG</td>
<td>Liquefied petroleum gas</td>
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<td>MOHRI FTE</td>
<td>Minimum Obligatory Human Resources Information Full Time Equivalent</td>
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<tr>
<td>MP</td>
<td>Member of Parliament</td>
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<tr>
<td>NAIDOC</td>
<td>National Aborigines and Islanders Day Observance Committee</td>
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</table>
6. Our locations

NBN  National Broadband Network
NPS  National Prequalification system
PAT  Practical Asbestos Training
PID  Public Internet Disclosure
PMU  Print Management Unit
PQC  Prequalification system
PSC  Public Service Commission
PV   Photovoltaic
QAO  Queensland Audit Office
QGAP Queensland Government Agency Program
QGCIO Queensland Government Chief Information Office
QGCTO Queensland Government Chief Procurement Office
QGEA  Queensland Government Enterprise Architecture
QGOV  Queensland Government
QGSC  Queensland Government Service Centre
QSA  Queensland State Archives
QSS  Queensland Shared Services
QUT  Queensland University of Technology
SDS  Sales and Distribution Services
SDS  Service Delivery Statement
SDCC  State Disaster Coordination Centre
SES  Senior Executive Service
SES  State Emergency Services
SHE  Safety, Health and Environment software system
SME  Small to Medium Enterprise
SMS  Short Message Service
SO   Senior Officer
SOA  Standing Offer Arrangement
SSA  Shared Service Agency
USA  United States of America
VSP  Voluntary Separation Packages
WWII World War II
WPA  Whistleblowers Protection Act