Letter of compliance

30 September 2014

Dear Minister

I am pleased to present the Annual Report 2013–14 and financial statements for the Department of Housing and Public Works.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2013–14 financial year.

I certify that this Annual Report complies with:

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

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

Yours sincerely

[Signature]

Neil Castles
Director-General
Department of Housing and Public Works
Communication objective


The report records the significant achievements against the strategies detailed in the department’s Strategic Plan 2013–17 and the 2013–14 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 Australian 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 communicate the report to you.

Additional online reporting

The following annual reporting requirements can also be accessed on the department’s website at www.hpw.qld.gov.au:

- consultancies
- overseas travel
- Queensland Cultural Diversity Policy.


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Published by the Queensland Government,
September 2014, 80 George Street, Brisbane Qld 4000.

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Further copies of this report are available at www.hpw.qld.gov.au, or by contacting Governance, Strategy and Performance, Department of Housing and Public Works on 13 QGOV (13 74 68).

ISSN 2201-1404
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Department of Housing and Public Works

Annual Report 2013–14
The 2013–14 year has seen the Department of Housing and Public Works make significant progress in delivering improved housing outcomes for those in need, achieving greater efficiencies in government procurement, reducing red tape and reforming the building industry.

During the year we also helped establish two new statutory bodies. The Queensland Building and Construction Commission was established as the state’s building and construction industry regulator, and the Queensland Training and Assets Management Authority was established to manage the state’s vocational education and training infrastructure assets.

Housing waitlist at five-year low
The number of people waiting for social housing is at its lowest since implementation of the social housing wait list.

As at 30 June 2014, the department’s social housing register contained applications from 18,597 households — a drop of more than 39 per cent since March 2012.

This decrease has been achieved by providing new dwellings, a variety of alternative housing assistance products, improvements to frontline services and reform initiatives.

In addition, Housing Service Centres across the state improved their assessment processes to ensure applicants are offered housing products that best suit their needs.

Partnering with remote Indigenous communities
Under the National Partnership Agreement on Remote Indigenous Housing, Queensland has exceeded benchmarks in providing remote Indigenous communities with the same rental accommodation options as other Australians.

Construction programs have been aligned to respond to the needs and emerging mobility trends of Indigenous populations, and tenancy management practices have been standardised.

In 2013–14, the department delivered 210 new constructions, 373 refurbishments and 305 serviced lots of land for use in the social housing construction programs in Indigenous communities. Additional 40-year leasing agreements have also been completed in discrete Indigenous local government areas.

We introduced a housing support program, employing eight local Indigenous housing officers across six communities. Through this program, residents are assisted to sustain a successful tenancy by providing help with managing rent, budgeting, house care and basic maintenance.

Assisting homeless Queenslanders
The Homelessness-to-Housing Strategy 2020 is addressing the root causes of homelessness and giving vulnerable Queenslanders the necessary skills to ensure they do not slip back into the cycle of homelessness.

As well as delivering new supported accommodation around the state, we are overhauling the client intake system that connects vulnerable people with the support they need to put their lives back on track.

Through the Home for Good initiative, data about homeless individuals and families has been collected to provide valuable insight into contributing factors, and can now be used to link people with the accommodation and support services they need.

Saving consumers money by cutting red tape
A range of streamlined processes and legislative changes has translated to savings for consumers and the building and construction industry.

Changes to the new Queensland Development Code began on 1 November 2013, simplifying the development application process for homeowners building over or near sewers, water mains and stormwater drains. This regulatory change can save homeowners significant time and money when the proposed building work complies with the code.

As part of these changes, a building development application is required to be assessed against a single, statewide standard and provides homeowners time and money with an avenue to appeal an unfavourable decision.

Further, the new category of plumbing work continues to reduce costs for licensees, local governments and consumers. Known as ‘notifiable work’, it expanded the range of plumbing and drainage work that can be performed without a local government permit or mandatory inspections.
Procurement Transformation delivers big savings

The reform of procurement across government is transforming the Queensland Government into a 21st century organisation by changing how it buys goods and services.

Through the Procurement Transformation Program, we are implementing a new procurement operating framework to optimise and sustain achievement of procurement benefits for government.

Wave 1 of the Program enabled a minimum $82 million in annual benefits. It focussed on how government can procure better, particularly in the areas of travel, office supplies, pharmacy, and maintenance work. Other outcomes have been extremely positive including reducing the average procurement process time by more than 50 per cent.

The ultimate goal of the Queensland Government’s Procurement Transformation Program is to make it easier to do business with government, reduce red tape and deliver benefits which will improve the delivery of frontline services for Queenslanders.

Wave 2 of the Program commenced in March 2014 and will build on these results to secure an additional $150 million to $250 million in benefits through implementing new strategic sourcing initiatives. The Program aims to realise more than $600 million in benefits by June 2018.

Improving our commercialised businesses

On 1 July 2013, Building and Asset Services commenced operations as a commercialised business unit principally offering procurement, contract management and asset management services. It is a merger of the former QBuild and Project Services. As well as delivering some great outcomes in services for our agencies, it has cut $72 million from its corporate overheads since 2011–12.

Through better management of the state's core fleet, QFleet has been able to reduce the size of the fleet by 16.64 per cent since April 2012 thereby saving $49 million in annual costs.

The year ahead

Throughout 2014–15, we will continue to focus on supporting government priorities by:

- further reducing red tape in the building and construction industry
- improving our procurement processes and outcomes, including our engagement with suppliers located in regional Queensland
- developing and implementing housing assistance products and services that meet the needs of households, for the length of time support is required.

Our forward work program will build on these achievements and will require the department’s dedicated and professional staff to continually challenge how they do things.

I would also like to take this opportunity to thank staff for their ongoing commitment to making valuable contributions in the services we provide to our customers; providing building, housing and procurement services to other government agencies, improving delivery of our fleet and accommodation, and making a positive difference to communities.

Neil Castles
Director-General
Department of Housing and Public Works
About the department

**Vision**
Making a positive difference to communities.

**Our purpose, role and services**
The Department of Housing and Public Works was established in 2012 under the *Public Service Act 2008* section 14(1).

The department’s diverse range of services aligns with the Queensland Government’s objectives and priorities by:

- providing housing and support services to those most in need, including crisis support, remote Indigenous housing, assistance to enter and/or maintain private rental housing and social housing
- reviewing and administering building and plumbing laws and standards for Queensland
- working with industry and government to develop policy relating to the built environment
- developing and building industry and supplier partnerships to achieve greater value for money through contract management services
- managing whole-of-government arrangements of physical assets including office accommodation, fleet and employee housing programs
- procuring and managing significant building and property initiatives by providing technical expertise and project building management services
- transforming whole-of-government procurement to deliver vastly improved benefits with the savings used to revitalise frontline services
- streamlining the whole-of-government policy framework and providing innovative procurement policy advisory services
- leading disaster management and repair of government buildings
- administering the preservation and promotion of heritage buildings and places of significance to Queensland’s history.
Service areas

Housing Services

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

- developing and delivering complementary products that better enable the department and service providers to tailor solutions to meet the individual needs of Queensland’s most vulnerable people
- partnering with community housing providers to manage and increase the supply of social and affordable housing properties
- working with community housing providers to enhance their capacity
- facilitating pathways to the private market to help low-income households secure and sustain private tenancies
- increasing housing supply and improving housing amenity in Indigenous communities and aiming to improve the level of Indigenous home ownership
- reducing homelessness by funding services that assist people to obtain and maintain housing
- providing people at risk of or experiencing homelessness with a range of support services.

Achievements

Improving housing assistance

In 2013–14, the department announced Housing 2020 and the Homelessness-to-Housing Strategy 2020 and:

- delivered 2,934 new social and affordable housing dwellings, including 2,651 through the National Rental Affordability Scheme and a further 283 through capital works and capital grants programs
- continued to develop the process to outsource social housing tenancy and management within Logan and Gold Coast cities to the non-government sector
- launched the trial of a housing assistance triage system on the Gold Coast to inform development of a statewide system in 2014–15
- reformed tenancy management and introduced a new anti-social behaviour policy which has had a positive impact on tenant behaviour
- led the whole-of-government homelessness strategy, including improved integration of the homelessness-to-housing service system and investments
- introduced reforms to the way public housing rent is charged to increase equity and fairness.

The department also provided assistance to low-income households to access or remain in the private market by:

- providing $16.452 million as incentives to investors to support over 7,500 affordable private rental dwellings across Queensland as part of the National Rental Affordability Scheme
- expanding RentConnect services to 18 locations to help low-income Queenslanders find, secure and sustain a home in the private rental market. RentConnect assisted 12,771 households during 2013–14
- providing a total of 22,864 new bond loans to households unable to pay full rental bonds
- providing 4,201 rental grants to households experiencing a housing crisis or who were unable to afford some of the immediate costs of moving
- assisting 54,348 new households through Home Assist Secure, a service which assists people over 60 and those who have a disability by providing free information and referral about home maintenance and repairs.

The full range of private market assistance is detailed in the following table.

Private market assistance

<table>
<thead>
<tr>
<th>Type of private market assistance provided</th>
<th>No. of new households assisted in 2013–14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Assist Secure</td>
<td>54,348</td>
</tr>
<tr>
<td>Bond loans</td>
<td>22,864</td>
</tr>
<tr>
<td>RentConnect</td>
<td>12,771</td>
</tr>
<tr>
<td>Rental grants</td>
<td>4,201</td>
</tr>
<tr>
<td>National Rental Affordability Scheme</td>
<td>3,902</td>
</tr>
<tr>
<td>Caravan Parks Program</td>
<td>67</td>
</tr>
<tr>
<td>Mortgage relief</td>
<td>32</td>
</tr>
<tr>
<td>Housing loans</td>
<td>12</td>
</tr>
<tr>
<td>Housing and Employment Program</td>
<td>14</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>98,215</strong></td>
</tr>
</tbody>
</table>
Improving housing in Indigenous communities

In 2013–14, the department:

- provided $147.641 million to increase the number of new and upgraded dwellings in Indigenous communities, and:
  - completed 210 new constructions through the National Partnership Agreement on Remote Indigenous Housing and other funding programs including five houses in the Mapoon community to allow families to return to the community
  - commenced construction of a further 91 dwellings
  - upgraded 373 dwellings
- delivered 305 serviced lots of land for use in the social housing construction program
- secured 40-year leases over a further 346 dwellings now managed under leasing arrangements to 2,513 dwellings in 14 Indigenous communities
- progressed work to increase home ownership in Indigenous communities including a release of 27 social housing dwellings for purchase
- achieved standardised tenancy management to all 4,616 social housing dwellings in 36 Indigenous communities
- delivered two houses at Doomadgee for use as transitional accommodation for families whose homes are undergoing major upgrade
- completed an extension to the workers’ accommodation facility on Palm Island.

Reducing homelessness

In 2013–14, the department focussed on initiatives to reduce homelessness by providing grants of:

- $90.998 million under the National Affordable Housing Agreement to organisations to deliver services to homeless people across Queensland
- a further $21.408 million under the National Partnership Agreement on Homelessness on a cost shared basis with the Australian Government for 23 initiatives.

Through the Homelessness-to-Housing Strategy 2020, the department commenced construction of a 20-bed supported accommodation facility in Redcliffe and renovations of another facility in Cairns, which will provide part of a 40-bed supported accommodation commitment in Cairns.

Through the Development Fund under the National Partnership Agreement on Homelessness, the department:

- completed construction of 24 two-bedroom dwellings under the Street to Home initiative
- progressed construction of another 20 one-bedroom and 17 two-bedroom dwellings with completion due in 2014–15
- provided specialist support services to homeless people through a number of initiatives including: Street to Home, HomeStay, and Youth Housing and Reintegration Service.

Tenants moving into one of five houses built in Mapoon
Our future

In 2014–15, the department will continue to deliver initiatives to help achieve the whole-of-government direction and priorities, including implementing the government’s Housing 2020 and the Homelessness-to-Housing Strategy 2020 to deliver a flexible, efficient and responsive housing and homelessness system by:

- outsourcing the tenancy and property management of 9,000 dwellings to non-government housing providers in Logan and the Gold Coast and beginning the process for other selected areas
- delivering more than 1,800 new social and affordable housing dwellings through construction and redevelopment projects, including partnerships with government, non-government and private organisations
- finalising demographic profiles to assist with consultation and development of regional housing plans to better understand and better target solutions for individual regions and communities
- amending the Housing Act 2003 and the Residential Tenancies and Rooming Accommodation Act 2008 to enable provision of client information to non-government providers and to address other minor technical issues associated with the transfers and implementation of Housing 2020
- increasing accommodation options for homeless people and those at risk of homelessness by expanding the Street to Home program by providing additional dwellings to support rough sleepers
- establishing a statewide Housing Assistance Triage System to rapidly match people who are homeless or at risk of homelessness to appropriate assistance
- delivering supported accommodation facilities in Redcliffe and the first stage of the response in Cairns while commencing construction of facilities in Townsville and the second stage in Cairns
- assisting over 38,000 low-income households to remain in or move to the private housing market
- identifying and removing the barriers to home ownership on Indigenous land, including the resolution of land tenure issues, improving access to home loan products, and support for applicants and trustees
- increasing the number of dwellings in Indigenous communities by completing the construction of 100 dwellings, commencing construction of 200 dwellings and upgrading existing dwellings.

CASE STUDY

Helping people in rental need

The RentConnect service ensures that every client seeking help is provided with the relevant level of advice and support, including intensive personalised assistance to find and apply for a tenancy. Since commencing in 2008, the RentConnect service has helped 29,000 Queensland households with information and advice to find and secure a private rental tenancy. In addition, eligible clients can access other assistance products that facilitate being housed in the private rental market. An example of assistance provided through RentConnect and other products is described below.

A client had been residing in a mental health unit, after being removed from the family home due to behavioural issues associated with a mental health diagnosis. On release from hospital, the client could not return home due to a court order.

A RentConnect Officer provided information and advice about the private rental market in the region and assisted in a rental property search. A rental studio apartment was arranged. The client was assisted through RentConnect providing a referral and recommendation to the property manager, and assisting in collating documentation and transport planning.

After discussing the case with the manager, a bond loan and rental grant were approved as the client had only recently commenced receiving Centrelink payments, did not have disposable savings and borrowing would have created unnecessary financial difficulty. The client was discharged from the mental health unit the day the tenancy commenced, only seven days after the RentConnect appointment.

As a result, the client secured an affordable rental property within two kilometres of the Brisbane central business district. The client is close to transport routes that allows travel to hospital appointments and visits to family.
Office of the Registrar, National Regulatory System

The Office of the Registrar was established in November 2012 to oversee the National Regulatory System for Community Housing in Queensland by registering, monitoring and regulating community housing providers.

These arrangements establish clear functional and structural separation between the regulatory and funding areas of the department.

The Office of the Registrar also regulates the residential services, manufactured home and retirement village industries. Its role includes registration, accreditation, and investigating complaints and alleged breaches of the legislation.

Achievements

In 2013–14, the Office of the Registrar:

- contributed to the development of policies that underpin the National Regulatory System framework, which commenced on 1 January 2014
- tested the registration process of the Phase 1 trial of the National Regulatory System for Community Housing, with the participation of six volunteer community housing providers
- progressed a review of the Manufactured Homes (Residential Parks) Act 2003 by conducting a survey of manufactured home owners and consulting stakeholders to gather demographic and other information, identify home owners' concerns and their experience in residential parks
- progressed the government’s response to recommendations made by the Transport, Housing and Local Government Parliamentary Committee’s Report No. 13 Review of the Retirement Villages Act 1999 by meeting with resident and operator stakeholders and developing a Consultation Regulatory Impact Statement
- commenced the Park and Village Information Link service to provide advice and assistance to seniors in manufactured home parks and retirement villages.

Our future

In 2014–15, the Office of the Registrar’s priorities include:

- assessing applications from community housing providers seeking registration under the National Regulatory System
- contributing to the development of policies to support the growth of a strong and resilient non-government housing sector, and support a nationally consistent approach to regulation
- progressing amendments to the Retirement Villages Act 1999 to achieve a balance between resident protection and a framework for developing the industry
## Performance statement

### Service standards

#### Level of client satisfaction

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<tbody>
<tr>
<td>Bond loans</td>
<td>1</td>
<td>92%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>Home Assist Secure</td>
<td>2</td>
<td>..</td>
<td>..</td>
<td>..</td>
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<tr>
<td>Home purchase assistance</td>
<td>2</td>
<td>..</td>
<td>..</td>
<td>..</td>
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<tr>
<td>Social rental housing</td>
<td>3</td>
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#### Percentage of new households assisted in government-managed social housing who were in very high or high need

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<td></td>
<td>4</td>
<td>95%</td>
<td>92%</td>
<td>92%</td>
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#### Average wait time to allocation for assistance (months) with government-managed social rental housing for clients in very high or high need

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<tr>
<td></td>
<td>5</td>
<td>10</td>
<td>8.5</td>
<td>8.3</td>
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#### Average tenancy and property management administration cost per households assisted

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<tr>
<td></td>
<td>6</td>
<td>$1,126</td>
<td>$1,116</td>
<td>$1,087</td>
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#### Percentage of department-owned social rental housing dwellings in acceptable condition

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<td></td>
<td>7</td>
<td>97%</td>
<td>98%</td>
<td>98%</td>
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#### Percentage of under occupied government-owned and managed social rental housing

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<tr>
<td></td>
<td>7</td>
<td>15.5%</td>
<td>14.5%</td>
<td>14.3%</td>
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#### Percentage of social housing under non-government management

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<td></td>
<td>8</td>
<td>35% by 31 December 2014</td>
<td>25%</td>
<td>25%</td>
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### Notes:

1. This is a triennial service standard. Bond loan satisfaction surveys were conducted in 2008, 2011 and 2014. The 2013–14 Target/estimate was determined based on 2011 survey results, which were lower than 2008 survey results. Final results for the 2014 survey showed that satisfaction with bond loans had returned to levels similar to historical results, and that the 2011 results were anomalous to the time series.

2. No 2013–14 Target/estimate, Estimated actual and Actual are available as this is a triennial measure with the next survey to be undertaken in 2014–15.

3. No 2013–14 Target/estimate, Estimated actual and Actual are available as this is a biennial measure with the next survey to be undertaken in 2014–15.

4. Variance between 2013–14 Target/estimate and Actual is due to the housing allocation process which achieves an optimal mix of tenancies and to match need to available social housing stock.

5. Variance between 2013–14 Target/estimate and Actual is due to increased pathways to assist applicants into the private market and a targeted program to streamline vacant dwelling turnaround.

6. Variance between 2013–14 Target/estimate and Actual is due to a decrease of 0.8 per cent in the number of households assisted while total expenditure has decreased by 4.3 per cent.

7. Variance between 2013–14 Target/estimate and Actual is due to occupancy reviews, relevant households transferred to smaller accommodation and better use of portfolio stock.

8. Variance between 2013–14 Target/estimate and Actual is due to the Actual of 25 per cent reflecting progress to 30 June 2014 whilst the target is for December 2014.
Building Services

Building Services delivers the Queensland Government’s office accommodation and employee housing, manages significant building and property initiatives, and building and plumbing policy and legislation in Queensland by:

- managing and maintaining government office and employee accommodation assets through effective policy and efficient management of assets
- delivering and maintaining government employee housing
- enacting building and plumbing laws focussed on cutting red tape and delivering an efficient system for approving building and plumbing work
- encouraging innovation in the design of government building projects
- developing building policy, providing advice and improving government and industry relationships
- providing policy advice and assistance to government agencies needing to manage asbestos in their buildings
- leading the department’s preparedness planning, business continuity and response to disaster management of built infrastructure and departmental operations as part of whole-of-government coordination.

Achievements

In 2013–14, the department:

- managed government office accommodation across a portfolio of more than one million square metres of office space, including completing the fitout of government office accommodation in Townsville, Ipswich and Mackay
- achieved a reduction of 56,056 square metres in the Brisbane central business district office portfolio since July 2012, by vacating expiring leases, resulting in an annualised rental saving of approximately $34.5 million
- worked towards centralising ownership of 3,127 government employee housing residences with the aim of improving asset management
- successfully delivered the multiple award winning Brisbane Open House in October 2013 with 52,000 visits to 70 of Brisbane’s most unique buildings.

Coordinating disaster response

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

During 2013–14, the department provided functional support in response to the following Tropical Cyclones which impacted on regional Queensland:

- Dylan, January 2014
- Fletcher, February 2014
- Hadi, March 2014
- Gillian, March 2014
- Ita, April 2014.

The department also responded when monsoonal rainfall and minor flooding affected Western Queensland in February 2014.

Following the impact of Tropical Cyclone Ita on Far North Queensland communities, the department deployed resources and coordinated temporary accommodation and housing solutions for affected members of the impacted communities of Hopevale, Cooktown and surrounding areas.

In the lead up to, during, and immediately following the impact of Tropical Cyclone Ita, members of the department’s Disaster Preparedness Group provided operational and logistical support at the State Disaster Coordination Centre.

Reducing red tape

In 2013–14, the department contributed to the government’s commitment to red tape reduction through a range of legislative and regulatory amendments and other initiatives including:

- reducing regulatory duplication through repealing the Queensland Development Code for Child Care Centres
- introducing a new Queensland Development Code (part) for Commonwealth Games Village Accommodation buildings
- reviewing the prequalification system so that prequalification of contractors is not required for low risk maintenance projects
- amending the Building Regulation 2006 to reduce two different standards of cardiopulmonary resuscitation signs down to a single standard
- repealing the requirement for pool safety inspectors who undertake repair work above the value of $500 to record it on the pool safety register
- removing requirements for additional consent and planning approvals when building over or near certain water and sewerage infrastructure
- clarifying a building approval is not required when installing solar systems on roofs
• simplifying and updating the requirements for buildings in flood affected areas
• removing requirements for temporary accommodation buildings to install energy-efficient hot water systems
• reducing the number of prescribed requirements in the Housing Regulation 2003 and reducing, from 4 January 2014, the number of providers funded under the Housing Act 2003 from 34 to 13
• approving a framework for a simplified contracting and reporting approach for funded community housing providers for introduction in 2014–15.

CASE STUDY

Driving building sector improvements
Queensland has a new building industry regulator with the Queensland Building and Construction Commission officially replacing the Queensland Building Services Authority in December 2013.

The Queensland Building and Construction Commission was formed following a Parliamentary Committee Inquiry into the operations of the Building Services Authority which recommended the formation of a new regulator.

The Commission is responsible for licensing contractors, dispute resolution and the Home Warranty Scheme. It aims to improve regulation of, and compliance within the industry, and help drive growth in the sector.

The Commission has also been tasked with delivering the government’s Ten Point Action Plan for reforming the building and construction sector, including reviewing the role of private certifiers, developing an improved suite of domestic building contracts and an early dispute intervention process to fast-track domestic building disputes.
Our future

The department will deliver a number of significant initiatives during 2014–15, including:

- implementing amendments to the *Building and Construction Industry Payments Act 2004* to deliver reforms to achieve a better balance between the needs of both parties to contracts
- continuing the implementation of the government’s Ten Point Action Plan for the Queensland Building and Construction Commission to improve construction industry oversight
- transferring licencing compliance and disciplinary functions from the Plumbing Industry and Pool Safety councils to the Queensland Building and Construction Commission to reduce red tape
- developing new opportunities for partnerships between the building construction industry and Queensland Government through the ConstructionQ forum
- coordinating the Brisbane Open House event showcasing the hidden wealth of architecture, engineering and history in buildings and places in Brisbane, on 11 and 12 October 2014
- reviewing and implementing reforms to the government’s key building asset management policies including Capital Works Management Framework, Maintenance Management Framework and the Prequalification System for building industry consultants and contractors

- implementing the Government Office Accommodation Strategy
- reducing the Brisbane central business district office portfolio by 7,800 square metres through vacating expiring leases, resulting in an annualised rental saving of approximately $8.9 million
- advertising surplus government assets, expected to result in cash revenues of $26.5 million
- continuing the Government Employee Housing Centralisation Project to deliver quality housing where a need for the government to provide housing exists.

In addition, the department will continue to undertake reviews and implement initiatives in 2014–15 to further reduce red tape, costs and delays for industry and the community, including:

- undertaking reviews of the *Building Act 1975* and building certification, and the *Plumbing and Drainage Act 2002* and associated regulations
- implementing the amendments to the Queensland Development Code to adopt a new standard for commissioning and maintaining fire safety systems in buildings
- introducing a new Queensland Development Code for Farm Buildings.
## Performance statement

### Building Services

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Accommodation Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on investment</td>
<td></td>
<td>≥6.5%</td>
<td>8.8%</td>
<td>9.3%</td>
</tr>
<tr>
<td>• commercial properties included in the office portfolio</td>
<td>1, 2</td>
<td>≥2.2%</td>
<td>4.0%</td>
<td>4.1%</td>
</tr>
<tr>
<td>• government employee housing</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacancy rate</td>
<td></td>
<td>≥4.0%</td>
<td>3.9%</td>
<td>3.1%</td>
</tr>
<tr>
<td>• office portfolio</td>
<td>4</td>
<td>≥3.0%</td>
<td>2.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>• government employee housing</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy consumption per employee occupying office space (in the owned office portfolio)</td>
<td>6</td>
<td>≤3,300 kwh per annum</td>
<td>3,217 kwh per annum</td>
<td>data not available</td>
</tr>
<tr>
<td>Work point density:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• average</td>
<td>7</td>
<td>≤13.6m² per person</td>
<td>14m² per person</td>
<td>14m² per person</td>
</tr>
<tr>
<td>• new fitout</td>
<td>8</td>
<td>≤12m² per person</td>
<td>12m² per person</td>
<td>12m² per person</td>
</tr>
<tr>
<td><strong>Building Policy</strong></td>
<td></td>
<td>≤2.0</td>
<td>0.3%</td>
<td>0.15%</td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors on government building projects</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:

1. The 2013–14 Target/estimate is reflective of industry benchmarks.
3. Variance between 2013–14 Target/estimate and Estimated actual is mainly due to a reduced vacancy rate, while portfolio expenditure remained relatively stable.
4. Variance between 2013–14 Target/estimate, Estimated actual and Actual is due to greater than expected backfilling of vacant office space.
5. Variance between 2013–14 Target/estimate, Estimated actual and Actual is due to a large number of properties transferred to the department by agencies, initiated through the Government Employee Housing Centralisation Project.
6. Data is not available due to changes in the methodology involving the sale of seven Brisbane central business district buildings comprising approximately 150,000m².
7. Variance between 2013–14 Target/estimate and Estimated actual is due to delays in the commencement of major utilisation improvements across two major leased buildings in the Brisbane central business district.
8. Variance between 2013–14 Target/estimate and Actual is due to lower than expected defaults during the year. The rate of contractor defaults is dependent on a number of factors including market conditions and industry workload.
Procurement Services

Procurement Services leads implementation of the Procurement Transformation Program securing greater value for money outcomes by implementing smarter sourcing strategies and practices, and building capability.

Procurement Services drives and supports a One Government procurement framework and provides specialist resources to work with agencies to enable delivery of the government’s priorities and drive improved procurement practices across the public sector for the whole procurement lifecycle.

Achievements

In 2013–14, the department worked with government agencies across the sector to:

- reduce costs and create value by enabling $82 million to $130 million in benefits and delivering $64.5 million in cash savings to government
- condense the tender process time from an average of 300 days to 92 days against a target of 90 to 120 days
- commence building strategic and operating procurement capability within government through hands-on learning, training programs and using industry experts on large procurements with the aim of developing sector capability
- improve collaboration through:
  - implementing the new principles-based Queensland Procurement Policy
  - commencing implementation of a new procurement framework to drive improved procurement practices and optimise value for money.

Reducing red tape

In 2013–14, the department contributed to the government's commitment to red tape reduction through a range of initiatives, including:

- implementing a simplified Queensland Procurement Policy which reduced requirements for compliance reporting and provided agencies and suppliers with greater flexibility in delivering value-for-money outcomes
- reducing the costs of doing business with government by:
  - implementing standard contract documents for social service procurements
  - implementing a One Government procurement framework
  - simplifying traditional tender processes, and standardising and streamlining standard terms and conditions.

CASE STUDY

Strengthening regional business capability to attain value for money

The department is working collaboratively with local business and industry through the establishment of Tendering and Procurement Taskforces across the state.

In Cairns, the Chamber of Commerce and Queensland Government have set up a taskforce with key regional business and government procurement transformation leaders. This taskforce has proven successful for Far North Queensland suppliers by identifying ways to reduce red tape and develop a simple framework for shared procurement success.

The Cairns Taskforce is working on practical actions to ensure accessibility, transparency, streamlining, collaboration, and a single point of contact for procurement. The taskforce has developed an action plan for the next year that includes:

- making it easier for small and medium enterprises to do business with government by developing and trialling a two-page tender summary
- adjusting the size and complexity of tender documents to suit small and medium enterprises and regional businesses
- researching and benchmarking against private sector practice
- identifying how government can inform small and medium enterprises and share information with the business community
- providing more industry engagement and tender briefing sessions to explain requirements
- providing linkages within government including Small and Medium Enterprises Payment Policy, Queensland Procurement Policy, and contract details for tendering for government business workshops
- ensuring publication of notification of tenders.

Based on the success of the Cairns Taskforce, the Queensland Government is replicating the model involving business, industry and government, across other Queensland regions, starting with Townsville and the Gold Coast.
Our future
The department, in conjunction with agencies, will deliver a number of significant initiatives during 2014–15, including:

• enabling $270 million to $440 million in procurement benefits to government by implementing a new procurement operating framework and strategic sourcing and demand management strategies, under Waves 2 and 3 of the Procurement Transformation Program
• developing each agency’s procurement capability across all stages of procurement
• continuing to enhance our framework to validate, track and realise benefits
• continuing procurement transformation to make it easier to do business with government
• delivering more opportunities to local and regional suppliers.

In addition, the department, in conjunction with agencies, will continue to undertake reviews and implement initiatives in 2014–15 to reduce red tape, including:

• reducing the costs of doing business with government by implementing a standardised short-form tender document for small and medium enterprises
• rationalising the suite of procurement policies across government.

Performance statement

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Service standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client satisfaction</td>
<td>1</td>
<td>70%</td>
<td>..</td>
<td>data not available</td>
</tr>
<tr>
<td>Savings and benefits delivered under existing and new arrangements to government</td>
<td>2</td>
<td>$50 million</td>
<td>..</td>
<td>$64.59 million</td>
</tr>
<tr>
<td>Increased use of whole-of-government arrangements</td>
<td>3</td>
<td>70%</td>
<td>..</td>
<td>data not available</td>
</tr>
</tbody>
</table>

Notes:
1. No data is available for this service standard due to procurement service reforms during 2013–14. A new baseline is to be established.
2. $64.59 million Wave 1 benefits were realised at 30 June 2014. This was achieved on 12 initiatives delivered across whole-of-government.
3. No data is available for this service standard due to procurement service reforms during 2013–14, including the discontinuation of some arrangements and the commencement of others.
Commercialised business units

Building and Asset Services

Building and Asset Services supports government agencies to provide building, construction and maintenance services and assists agencies to manage risks associated with owning and operating a range of existing asset portfolios.

Assistance is delivered by providing smart customer outcomes in construction; asset and facilities management; and program, project, procurement and contract management.

Achievements

In 2013–14, Building and Asset Services:

- reduced corporate and overhead costs by $72 million from 2011–12 by reducing employee, accommodation and services expenditure through the amalgamation of business units
- delivered $467 million in statutory service maintenance and planned and unplanned maintenance services on government assets, and delivered $72 million of backlog maintenance through the Advancing Our Schools Maintenance Program
- delivered average procurement savings of 20 per cent as compared with 2011–12 costs, on the $72 million of expenditure under the Advancing Our Schools Maintenance Program through bundling of programs of work
- delivered $204 million in construction and upgrade works on behalf of customers
- provided procurement and risk management services for the delivery of $969 million of capital works on behalf of agencies
- achieved savings of over five per cent through improved negotiation of contract pricing
- in South West Queensland, provided greater certainty to contractors and reduced contract tender costs through increasing the average contract size from $11,800 to $198,000
- outsourced 88 per cent of works to the private sector
- provided procurement and project management support to Queensland Health to complete the Gold Coast University Hospital and the expansion and refurbishment of Ipswich Hospital
- provided project management and contract management services to deliver 175 new housing completions under the National Partnership Agreement on Remote Indigenous Housing
- completed 145 maintenance assessment reports for Queensland Rail and delivered a master planning report for Queensland Rail’s Sunshine Depot proposed future upgrade development
- entered into an agreement with Queensland Racing to project manage a number of capital projects
- maintained a rapid response capacity to support disaster recovery, especially Cyclone Ita in April 2014, urgent after hours repairs, asbestos issues and vandalism impacting state government facilities.

Improving customer relationships

A dedicated customer relationship management capability is being established to better understand customer needs and what is valuable to them.

In March 2014, Building and Asset Services carried out customer satisfaction surveys across multiple government agencies. The results delivered a satisfaction rating of 82 per cent, an increase from approximately 65 per cent for the former QBuild and Project Services business units in 2012.

The survey was conducted at different levels of our customer organisations and involved 658 participants. The survey results provide Building and Asset Services with evidence that the changes to the organisation are effective and are a solid base to further improve customer outcomes.

Building strategic partnerships

In June 2014, the Department of Education, Training and Employment and Building and Asset Services signed a partnership agreement for the delivery of 2014–16 building related programs and services.

The partnership agreement outlines the commitment to work together across agencies as One Government, jointly developing and maintaining effective and efficient business relationship strategies that progress whole-of-government procurement solutions and achieve optimal program and project outcomes.

Building and Asset Services aims to develop similar agreements with other customer agencies with the focus being on their needs and what represents value to them.
Our future
Building and Asset Services has the following priorities for 2014–15:
  • deliver value for money by providing contemporary procurement and rigorous contract management, as well as developing strong industry partnerships
  • contract with the private sector for professional and trade-based services with an objective of increasing the level of outsourcing to 90 per cent
  • progress with implementing a streamlined business model with a focus on simplifying business processes, reducing transaction volumes, identifying efficiencies and improving capacity to engage with both customers and industry suppliers.

In addition, Building and Asset Services will deliver a number of significant initiatives that will enhance its operating model and help achieve the whole-of-government direction, including:
  • engaging better and earlier with local and regional suppliers with the aim of delivering local solutions which represent value for money
  • delivering savings by aggregating work across agencies in geographical locations to achieve scale prior to contracting with suppliers
  • working with agencies to identify programs of works for delivery across multiple financial years
  • delivering a pilot program in category management in the area of service maintenance
  • maintaining a rapid response capacity to support disaster recovery, urgent after hours repairs, asbestos issues and vandalism impacting state government facilities
  • improving service delivery to customers by better using technology
  • providing procurement management support to Queensland Health projects including the Lady Cilento Children’s Hospital and redevelopment of hospitals including Cairns, Townsville, Rockhampton and rural and remote hospital infrastructure upgrades
  • supporting the Department of Education, Training and Employment through project management, procurement and contract administration, to finalise the transition of Year 7 to high schools
  • providing project management and contract management services to support Housing Services in the delivery of new housing capital works
  • delivering the necessary training to apprentices through internal development and hosting arrangements.
## Performance statement

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<thead>
<tr>
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<tbody>
<tr>
<td><strong>Service standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client satisfaction</td>
<td>1</td>
<td>80%</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>2</td>
<td>11.2</td>
<td>9.6</td>
<td>9.5</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of sales</td>
<td>3</td>
<td>0.2</td>
<td>0.5</td>
<td>1.2</td>
</tr>
<tr>
<td>Current ratio</td>
<td>4</td>
<td>2.04:1</td>
<td>1.81:1</td>
<td>1.67:1</td>
</tr>
</tbody>
</table>

Notes:

1. This is a biennial service standard and the 2013–14 satisfaction result of 82 per cent exceeded the target of 80 per cent.
2. Variance between 2013–14 Target/estimate, Estimated actual and Actual is due to 2013–14 budget assumptions around unplanned maintenance which included an increase in pricing by 5 per cent not realised, which reduced costs to agencies through delivering better value for money.
3. Variance between 2013–14 Target/estimate, Estimated actual and Actual is primarily due to higher sales than expected.
4. Variance between 2013–14 Target/estimate, Estimated actual and Actual is due to a higher amount of payables at 30 June 2014 from an increased volume of outsourced work in the June 2014 quarter.

## QFleet

QFleet delivers value through effective management of a fleet of approximately 10,300 vehicles throughout the state. Services include vehicle procurement and contract management, fleet advisory services to public sector departments, as well as government-funded organisations, in-service maintenance, accident management, and end-of-life repairs and vehicle remarketing, which enables government agencies to achieve their service delivery outcomes for the community.

Savings and efficiencies are achieved through aggregated procurement of vehicles and centralised, whole-of-government fleet management based on total cost of ownership, risk management and performance outcomes. QFleet is also responsible for whole-of-government fleet policy development and implementation.

### Achievements

In 2013–14, QFleet:

- reviewed the utilisation rates of vehicles in agency pools operating in the Brisbane central business district and liaised with stakeholder agencies to increase the efficiency of pooling activity, improving the use of the motor vehicle fleet
- implemented arrangements with some local governments to enable them to take advantage of government motor vehicle contracts
- redefined the fleet profile to keep vehicles for longer, enabling better usage and thereby reducing the turnover of the fleet
- reduced the government fleet by 1,774 from April 2012, thereby saving $49.1 million
- outsourced the vehicle disposal services for the Queensland Government to the private sector, resulting in estimated savings of $1.7 million
- commenced market sounding to confirm the best model for fleet management and financing in the future
- integrated Queensland Police Service, Queensland Fire and Emergency Services and Queensland Ambulance Service vehicles into QFleet’s fleet systems to enable improved fleet management and reporting.

### Our future

QFleet will implement significant initiatives during 2014–15 including:

- finalising a review of the vehicle fleet and relevant services to make recommendations to government about the best approach for the future delivery of the motor vehicle fleet
- continuing to work with semi-government organisations to identify procurement opportunities through contract access.
CASE STUDY

Vehicle purchasing savings for government

In 2012 QFleet established a Standing Offer Arrangement with 14 motor vehicle manufacturers to provide vehicles to the Queensland Government.

During 2013–14, QFleet actively engaged with non-government entities, encouraging them to purchase vehicles through the Standing Offer Arrangement.

A number of organisations, including local councils, have commenced using the QFleet Standing Offer Arrangement.

This arrangement enhances QFleet’s aggregated procurement position and provides opportunities for participating entities to benefit from vehicle purchasing savings.

QFleet will continue to engage with other entities to make use of the Standing Offer Arrangement and will use the increased aggregated purchasing numbers to negotiate improved contract pricing with manufacturers in the future.

Performance statement

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Service standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client satisfaction</td>
<td>1</td>
<td>76%</td>
<td>..</td>
<td>79%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>2</td>
<td>1.12:1</td>
<td>0.84:1</td>
<td>1.24:1</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>3</td>
<td>8.9%</td>
<td>11.87%</td>
<td>12.87%</td>
</tr>
<tr>
<td>Gearing level</td>
<td>4</td>
<td>67%</td>
<td>61%</td>
<td>61.8%</td>
</tr>
</tbody>
</table>

Notes:
1. This is a biennial survey. No result is recorded for the 2013–14 Estimated actual due to completion of the satisfaction survey in May 2014.
2. Variance between 2013–14 Target/estimate, Estimated actual and Actual is due to a higher tax balance at June 2014.
3. Variance between 2013–14 Target/estimate, Estimated actual and Actual is higher than anticipated due to higher profits during 2013–14 than originally budgeted mainly due to higher than expected profit on sale of motor vehicles and lower expenses.
4. Variance between 2013–14 Target/estimate, Estimated actual and Actual is lower than anticipated due to reduced long-term debt on Queensland Treasury Corporation borrowings.
Performance summary

The 2013–17 Strategic Plan sets the strategic business direction for the department in supporting the government’s objectives for the community. A summary of our performance is reported below against the strategic plan’s three strategic objectives and 22 indicators progressed during 2013–14.

<table>
<thead>
<tr>
<th>OBJECTIVE ONE: Effective, efficient and economical delivery of valued services to our customers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicators</strong></td>
</tr>
<tr>
<td>Customer (government agencies) satisfaction</td>
</tr>
<tr>
<td>Delivery of more efficient services within agreed standards</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Revised business models are implemented</td>
</tr>
<tr>
<td>Procurement transformation program delivers required outcomes</td>
</tr>
<tr>
<td>Key stakeholders indicate that the Housing 2020 Strategy and Homelessness-to-Housing Strategy 2020 are improving outcomes</td>
</tr>
<tr>
<td>Social housing transfers to the community housing sector achieves government objectives</td>
</tr>
<tr>
<td>Tenant satisfaction with community housing (as measured through the Report on Government Services) remains at the same level as 2012–13</td>
</tr>
</tbody>
</table>
## OBJECTIVE TWO: Strong relationships with business partners and industry

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2013–14 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of Commission of Audit recommendations and delivery of expected level of benefits</td>
<td>Commenced 25 longer-term initiatives during 2013–14 which progressed as planned. As at 30 June 2014, achieved an overall completion rate of 54.6 per cent, with the remaining 45.4 per cent of initiatives scheduled to be implemented over the next six years.</td>
</tr>
</tbody>
</table>
| Rural and remote capability in the building services industry is enhanced | Strengthened engagement relationships with the building services industry including:                                                                                         | • continued developing a category management approach for procurement including supplier engagement and performance strategies  
• developed a stakeholder management system in the Building Industry and Policy division  
• commenced arrangements for the September 2014 ConstructionQ forum; an industry-led initiative to develop a long-term blueprint for industry growth  
• delivered supplier information sessions in Hervey Bay, Mackay, Townsville and Gold Coast. |
| Strong and robust non-government housing providers | Undertook targeted capability development of the community housing sector, including:                                                                                             | • delivered face-to-face workshops in Brisbane, Mackay, Rockhampton, Maryborough, Townsville and Cairns  
• developed capacity building action plans with five Indigenous community housing organisations  
• completed action plans for four Indigenous community housing organisations to assist with registrations under the National Regulatory System  
• connected Indigenous community housing organisations and Councils with training and support offered by Community Housing Development and QShelter  
• commenced developing training resources for councillors in housing legislation and funding agreements. |
| Delivery targets in relevant Commonwealth National Partnership Agreements are met | As at 30 June 2014:                                                                                                                                                                                                                                                                       | • delivered 175 new constructions against a target of 175  
• delivered 308 refurbishments against a target of 308  
• assisted 38,405 households in the private rental market, exceeding the target of 31,396  
• delivered 2,651 dwellings under the National Rental Affordability Scheme. |
| Business partners and industry satisfaction | Overall feedback from business and industry partners has been positive following consultation with key business partners and industry stakeholders regarding building and construction industry legislative reform.                                                                 |                                                                                                                                                                                                                                                                                |
| Procurement transformation program targets are met | Completed Wave 1 of the Procurement Transformation Program to deliver $64.59 million in benefits to government as at 30 June 2014. This result met the performance target of $60 million to $92 million.                                                                                                                                       |                                                                                                                                                                                                                                                                                |
| Building and construction industry category manager implemented | Appointed a category manager within the department.                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                |
### OBJECTIVE TWO: Strong relationships with business partners and industry

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2013–14 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory burden and red tape reduced</td>
<td>Indicative savings from red tape reduction measures through legislation, regulation and policy reviews relating to housing are estimated to be $117 million for 2013–14. These reforms reduced timeframes and costs for consumers and the building and construction industry.</td>
</tr>
<tr>
<td>Reforms implemented to agreed standards and within agreed timeframes</td>
<td>Considered the Queensland Home Warranty Scheme, a proposal for a dispute resolution system, and a comprehensive review of licensing arrangements including demerit points and changes to domestic building contracts as part of the review of the <em>Queensland Building and Construction Commission Act 1991</em>. Other regulatory reform involved progressing reviews of the <em>Retirement Villages Act 1999</em> and the <em>Manufactured Homes (Residential Parks) Act 2003</em>.</td>
</tr>
</tbody>
</table>

### OBJECTIVE THREE: A capable and integrated department

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2013–14 performance</th>
</tr>
</thead>
</table>
| Staff are engaged and empowered, and productivity is improving | The 2014 *Working for Queensland Employee Opinion Survey* results showed an overall average improvement, including:  
- 73 per cent for job engagement and satisfaction, up nine per cent  
- 45 per cent for agency engagement, up 14 per cent  
- 67 per cent for job empowerment, up nine per cent. These results can be attributed to the initiatives implemented at the department, division and work group level, in response to previous findings and the commitment to improving our workplace. |
| Performance plans and performance reviews are completed and actively managed | As at 30 June 2014:  
- greater than 90 per cent of performance targets in operational plans were met  
- 97.5 per cent of individual staff had an achievement and development plan in place which exceeded the annual target of 95 per cent. |
| Operating result | As at 30 June 2014, the department achieved:  
- before tax and dividends for the combined commercialised business units of Building and Asset Services and QFleet, the original full year budget results were exceeded by $18.7 million  
- an improvement of $55.7 million for the departmental entity (excluding the commercialised business units) where the full year deficit was $37.8 million against the original published deficit of $93.5 million. |
| Staff have access to improved system infrastructure | Improved information communication technology infrastructure for staff through computer hardware and software upgrades to Windows 7 using a standard operating desktop environment. |
| Enterprise-Wide Risk Management system is implemented and working effectively | Implemented an enterprise-wide risk management system within the department with performance monitored against the department’s *Risk Implementation Strategy 2013–15* and the Risk Management Communication and Engagement Plan. |
Operating environment

Values

The department’s renewed values were developed during 2013 and aligned with the Queensland Public Sector’s five aspirational values. During the consultation process in developing the Culture and Values Renewal Strategy 2013 and action plan, the need was identified to include one additional value, ‘Healthy and safe workforce’.

Key value initiatives implemented across the department during 2013–14 include:

Customers first

Initiatives:
- offered Customers First training across the department
- engaged and collaborated with customers and colleagues to improve customer service and satisfaction.

Ideas into action

Initiatives:
- launched Mission Innovation including an ideas portal to identify and implement more efficient and/or effective ways of working
- rolled out a new technology across the department to promote collaboration and innovative approaches to problem solving with a greater than 87 per cent engagement rate
- recorded 63 ideas in the portal with 15 completed, four in progress, nine pending feedback and the remainder under review.

Unleash potential

Initiatives:
- included cultural renewal commitments in the 2013–14 performance agreements of the department’s senior leadership team
- set clear performance targets for departmental business areas, including achievement and development plans for individual staff
- implemented the Employee Recognition Policy to encourage behaviours that support the desired culture
- implemented the Workplace Attendance Action Plan and Communication Plan to increase productivity
- delivered workshops for the department’s leaders to provide skills and tools for performance conversations with teams and to lead organisational performance
- created a High Performance value group of representatives from the department’s business areas to discuss and support cultural renewal initiatives to unleash potential and support a high performance culture across the department.

Be Courageous

Initiatives:
- established a working group from across the department to identify and develop strategies for implementing the ‘be courageous’ value
- created a social media site to raise awareness and encourage feedback on what ‘being courageous’ means in the workplace.

Empower People

Initiatives:
- empowered staff to engage in leadership and development activities through developing a department-wide job rotation and mobility program for future trial
- encouraged frontline autonomy through service level agreements with Housing Service Centres and changed delegations to support flexible and innovative local decision making.

Healthy and Safe Workforce

Initiatives:
- reinforced policies and procedures to ensure work health and safety remains a priority for all departmental stakeholders, including customers, staff and contractors
- raised the profile of the department’s commitment to a healthy and safe workforce
- continued to actively encourage the department’s leadership team to demonstrate through their actions a commitment to health, safety and wellbeing of all employees.
Recognising value-based achievements

The department’s Recognition of Excellence Awards were presented on 11 June 2014 to acknowledge projects, teams and individuals who have upheld the department’s values to put customers first, get ideas into action, unleash potential, be courageous, empower people, and ensure a healthy and safe workforce.

In addition, the Director-General’s Excellence Award for Leadership was presented to Andrew Bakon for his work on implementing the RentConnect program. This program plays a significant role in diverting demand from social housing. RentConnect officers help clients overcome rental barriers and find housing suited to their needs by working closely with local real estate agents and community agencies. To date more than 25,000 households have been assisted through this program to secure accommodation in the private rental market.

The Minister’s Excellence Award was presented to team members from Building and Asset Services, Housing Services and Strategic Asset Management who worked on the National Partnership Agreement on Remote Indigenous Housing project. This 10-year project, worth $1.153 billion, will upgrade 1,490 existing homes and provide 1,141 new homes in remote communities.

Operations

The department’s operations are structured to fulfil legislative obligations under a robust framework which is summarised on pages 42-43. The department’s structure shown on page 7 consists of six major business areas: Housing Services, Building and Asset Services, Strategic Asset Management, Building Industry and Policy, Procurement Transformation and Corporate Services.

The department delivers a range of housing, building and procurement services through a network of offices located in Queensland’s regions. These offices are coordinated by district offices and a central corporate office in Brisbane. The office locations and contact details are on pages 47-53.

Housing and homelessness services are provided through government-owned and managed social housing, and grant funding to registered providers.

During 2013–14, the following services were delivered to Queensland Government agencies through commercialised business units:

- Building and Asset Services delivered coordinated procurement and contract management services of the state’s building assets
- QFleet provided procurement, vehicle leasing and fleet management services.
Structural change
During 2013–14, the department undertook a review of the Housing Services operating model and organisational structure. The new customer driven model will better place Housing Services to deliver its strategic goals under the Housing 2020 and Homelessness-to-Housing strategies. As part of the transition, Housing Service Centres will gain greater autonomy over their activities, necessary to achieve better outcomes for clients. Communication Services within the department was reviewed to identify the best service delivery model to meet the communication needs of the department and its various business groups. The outcomes involved a realignment of roles in the Communication and Engagement operating structure to deliver value-for-money services and improve stakeholder engagement and communication.

Machinery-of-government changes
During 2013–14, the department implemented the following machinery-of-government changes:
- integrated Homelessness Services from the Department of Communities, Child Safety and Disability Services
- established Building and Asset Services as a commercialised business unit replacing QBuild and Project Services
- transitioned State Government Security to the new Public Safety Business Agency effective 1 January 2014
- transitioned Roma Street Parkland staff to the Brisbane City Council on 1 July 2013.
Alignment to government priorities

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

To achieve this vision, the government is delivering on its five pledges to the community in *Getting Queensland back on track*:

- grow a four-pillar economy
- lower the cost of living
- invest in better infrastructure and better planning
- revitalise frontline services
- restore accountability in government.

The Department of Housing and Public Works supports the government’s fiscal and policy objectives by:

- ensuring that our most vulnerable Queenslanders have access to housing and homelessness solutions that best suit their needs
- providing policy, advice and delivery of services to government agencies in the areas of construction, asset and facilities management, accommodation, procurement and fleet management.

Our priorities

The department’s strategic objectives focus on the delivery of value-for-money for government services and better outcomes for the community. The department supports the government’s commitment to improving service delivery to Queenslanders and structuring Queensland’s economy to deliver a strong and resilient future.

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

- effective, efficient and economical delivery of valued services to our customers
- strong relationships with business partners and industries
- a capable and integrated department.

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

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

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

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

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

During 2013–14 as part of the public sector renewal agenda, the department revised the corporate governance framework to align with the new priorities for the department.

**Board of Management**

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

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

The Board, which is chaired by the Director-General, is supported by the following committees that advise on matters within their terms of reference, or make decisions on recommendations on matters within their terms of reference or charter:

- Agency Renewal Board
- Audit and Risk Committee
- Executive Finance Committee
- Information Steering Committee
- Contracts Committee
- People and Culture Committee
- Workplace Health and Safety Peak Committee
- Property Asset Management Committee.

Each committee:

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

**Board of Management members as at 30 June 2014**

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

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

Neil was appointed Director-General of the Department of Housing and Public Works on 20 August 2012. Prior to this appointment, Neil served as the Director-General of the Department of Local Government and the Deputy Director-General of Finance Procurement and Legal Services within Queensland Health. Neil also has more than 23 years’ service with Queensland Treasury Corporation and Queensland Treasury.

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

Graham has 35 years’ experience in the building and construction industry. Graham was appointed Deputy Director-General, Building Services and Works in July 2011 and later led the creation of the Building and Asset Services commercialised business unit in July 2013. Previously Graham was Deputy Director-General of the former Department of Education and Training, where he was responsible for infrastructure planning and delivery. Graham also holds a Queensland Open Builders’ Licence.
Damien Walker  
*Member: Deputy Director-General, Housing Services*

BPlanning, Grad Dip Property, Grad Dip Urban and Regional Planning, BA

Damien has more than 15 years’ experience in asset management, infrastructure planning, contract management and reform and was appointed to the Department of Housing and Public Works in January 2014. Damien previously held the position of Deputy Director-General, Government Land and Asset Management in the Department of State Development, Infrastructure and Planning. He joined the Queensland public service in late 2010 as Deputy Coordinator-General.

Fiona Wright  
*Member: Acting Assistant Director-General, Strategic Asset Management*

BCom, GAICD

Fiona has been acting in the role of Assistant Director-General, Strategic Asset Management since November 2013. Fiona has over 25 years’ experience in leadership roles across the insurance, retail and building industries. Since joining government in 1999 she has led Corporate Services and established Human Resources within the government’s Shared Services. Fiona was appointed to the role of General Manager, QFleet in 2006, leading major reform in fleet management across government. Most recent responsibilities have seen her lead business transition amongst a number of commercialised business units.

Don Rivers  
*Member: Assistant Director-General, Building Industry and Policy*

Dip Architecture, Grad Dip Building Project Management

Don was appointed Assistant Director-General, Building Industry and Policy in July 2013 where he is responsible for policy, legislation, reform initiatives and industry engagement within the building construction industry.

Don has over 38 years’ experience in the building construction industry of which 20 years were with the private sector as an architect and project manager, before joining the department in 1995.

Mary Goodwin  
*Member: Assistant Director-General, Procurement Transformation Division*

BCom, BLaw

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

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

Mark Francis  
*Member: Executive Director, Office of the Registrar, National Regulatory System*

BA (Psychology), Dip. Applied Psychology

Mark was appointed the inaugural Registrar for Queensland for the National Regulatory System in September 2012. Previously Mark held the position of Executive Director, Policy and Performance in Housing Services. Mark has over 34 years’ experience in government and non-government social services sectors of disability, child care, aged care and primary health care. Mark was appointed to the Queensland public service in 1997, leading disability services in the former Department of Families, Youth and Community Care.

Robyn Turbit  
*Member: Assistant Director-General, Corporate Services*

BComm, BEcon

Robyn has over 35 years’ experience in government, public sector accounting and auditing.

Robyn has led Corporate Services since May 2007. Prior to this appointment, Robyn held the position of Director, Governance and Review from 2004 to 2007 and was the Manager, Internal Audit from 2001 to 2004 within the department.
Governance committees

Board of Management

The Board of Management is the department’s principal strategic governing body and supports the Director-General as the department’s accountable officer.

The role of the Board within the department is to:

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

Chair: Director-General

Members:

- Deputy Director-General, Housing Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Procurement Transformation Division
- Assistant Director-General, Corporate Services
- Executive Director, Office of the Registrar National Regulatory System.

The following officers also attend:

- Chief Finance Officer
- Chief Information Officer
- Executive Director, Governance, Strategy and Performance
- Executive Director, Human Resources
- Executive Director, Communication and Engagement.

Agency Renewal Board

The Department of Housing and Public Works is the lead agency for a number of initiatives under the Queensland Government’s Public Sector Renewal Program.

The Agency Renewal Board’s main role is to guide the portfolio to deliver initiatives required to meet outcomes to ensure:

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

The department’s Agency Renewal Board has progressed 24 initiatives as part of its renewal program. The current phase of initiatives includes streamlining business models to ensure the department’s policies, programs and initiatives continue to deliver value to our customers.

Chair: Minister for Housing and Public Works

Members:

- Director-General, Department of Housing and Public Works
- Deputy Director-General, Housing Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Procurement Transformation Division
- Assistant Director-General, Corporate Services
- Executive Director, Office of the Registrar National Regulatory System
- External Board Member: Noel Faulkner, Director, NCD Management Services
- External Board Member: Cabinet Secretary and Executive Director, Economic Policy, Department of the Premier and Cabinet
- External Board Member: Assistant Under-Treasurer, Queensland Treasury and Trade
- External Board Member: Department of the Premier and Cabinet Commission of Audit/Renewal Program representative.

During 2013–14 remuneration was paid to one external member, Noel Faulkner ($22,000).

Audit and Risk Committee

The Audit and Risk Committee charter sets out the authority, responsibilities, membership and the operation of the committee. The charter has been prepared largely on the basis of the Audit Committee Guidelines issued by Queensland Treasury (December 2009) and relevant provisions of the Financial and Performance Management Standard 2009. During 2013–14, the committee observed the terms of its charter.

The Audit and Risk Committee provides independent advice and reasonable assurance to the Director-General that the department’s core business goals and objectives are achieved in an efficient and economical manner, within an appropriate framework of governance, internal controls and risk management.
As set out in its charter, the committee’s key areas of focus include the financial statements, risk management and internal and external audit.

Chair: Eric Muir FCPA (external member)

Members:
- External Board Member: Neil Jackson FCPA
- Assistant Director-General, Procurement Transformation Division
- Executive Director, Building and Asset Services.

Past member 2013–14:
- Executive Director, Service Delivery and Community Housing Development, Housing Services.

TheAudit and Risk Committee met on four occasions during 2013–14. Remuneration was paid to the two external members, Eric Muir ($6,490) and Neil Jackson ($3,788).

In 2013–14, the Audit and Risk Committee:
- provided advice on and reviewed the departmental financial statements
- reviewed and monitored the performance of Internal Audit against its strategic plan and annual audit plan
- reviewed and monitored the implementation and resolution of all internal and external audit issues including performance audit recommendations
- reviewed the Audit Committee Charter to ensure compliance with legislative and policy requirements.

Executive Finance Committee

The Executive Finance Committee provides strategic advice to the Director-General on a range of finance-related issues such as the agency’s annual budget planning and reporting cycles, its annual general purpose financial reports, and various funding arrangements to achieve the agency’s strategic and business objectives.

Chair: Director-General

Members:
- Assistant Director-General, Corporate Services
- Chief Finance Officer.

Information Steering Committee

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

Chair: Director-General

Members:
- Deputy Director-General, Housing Services
- Deputy Director-General, Building and Asset Services
- Assistant Director-General, Strategic Asset Management
- Assistant Director-General, Building Industry and Policy
- Assistant Director-General, Corporate Services
- Chief Information Officer
- Director, Internal Audit
- Queensland Government Chief Information Officer representative
- External business representative, Marcus Darbyshire, Gartner.

During 2013–14, the Information Steering Committee:
- endorsed the Open Data Revolution, the department’s Information and Communication Technologies (ICT) Governance Framework, the ICT Strategic Plan, the HPW ICT Dashboard, the ICT Action Plan Roadmap, the ICT as-a-service roadmap, the Cloud First Approach and the ICT Mobility roadmap
- released ICT Dashboard data at each meeting
- monitored the progress of all owned and managed ICT projects and recommended actions where necessary
- assisted in progressing the Future of Property and Tenancy Management Systems project
- noted the G20 Preparedness update and One Stop Shop Initiative.

Contracts Committee

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

Chair: Deputy Director-General, Building and Asset Services

Members:
- Assistant Director-General, Building Industry and Policy
- Chief Finance Officer
- General Manager, Portfolio Management and Operations
- Executive Director, Contract Services
- Executive Director, Client and Professional Services
- Director, Building Policy Unit.

During 2013–14, the Contracts Committee assessed the following projects:
- Highfields Secondary School
• Palm Island Indigenous Housing Delivery strategy
• Mackay Northern Beaches State High School, Stage 2
• Pimpama Secondary College, Stage 2
• changes to the Building Contract Conditions from revised negotiating processes
• Brisbane State High School Redevelopment Project (Year 7)
• Indigenous Housing updated four-year delivery strategy.

People and Culture Committee
During 2013–14, the People and Culture Committee replaced the Human Resources Committee to provide broader governance and support for the renewal agenda. The committee is responsible for assisting the Board of Management in its governance role by ensuring a strategic focus in relation to people and culture that is in alignment with corporate direction.

Chair: Executive Director, Human Resources

Members:
• Executive Director, State-Wide Operations, Building and Asset Services
• Regional Manager, Sunshine Coast, Building and Asset Services
• Director, Government Employee Housing, Strategic Asset Management
• Manager, Caboolture Housing Service Centre, Housing Services
• Manager, Chermside Housing Service Centre, Housing Services
• Manager, Building Industry and Policy
• Senior Human Resource Consultant, Corporate Services.

In future years, membership will be rotated on a staggered three-yearly basis, replacing two members each year.

During 2013–14, the People and Culture Committee and the former Human Resources Committee endorsed a range of initiatives including:
• Housing and Public Works Human Resources Framework and Strategy
• Workplace Attendance Strategy
• Culture and Values Renewal Strategy
• Working for Queensland Employee Opinion Survey activities
• Managing for Results program (M4R)
• Emerging Leaders Program
• promotion of the Achievement and Development Planning process.

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

Chair: Director-General

Members:
• Deputy Director-General, Housing Services
• Deputy Director-General, Building and Asset Services
• Assistant Director-General, Strategic Asset Management
• Assistant Director-General, Building Industry and Policy
• Assistant Director-General, Corporate Services
• Executive Director, Human Resources
• Director, Human Resources.

During 2013–14, the Workplace Health and Safety Peak Committee:
• endorsed the relaunch of the Pathways health and wellbeing program to deliver various health and wellbeing initiatives to all employees across the department, including the delivery of 1,409 voluntary influenza vaccinations
• endorsed the continuation of the Early Intervention Centre to provide assistance to employees and managers to better manage complex rehabilitation matters
• continued to oversee strategic management of Workplace Health and Safety across the department, resulting in continued positive trends in Workplace Health and Safety performance, including decreases in lost time injuries and days lost to injury.

Property Asset Management Committee
The Property Asset Management Committee provides strategic oversight of the department’s property assets with regard to acquisitions and capital works, maintenance and upgrade programs, asset disposals and asset revaluation methodologies.

The committee was formed during 2013–14 and met on three occasions.

Chair: Director-General

Members:
• Deputy Director-General, Housing Services
• Deputy Director-General, Building and Asset Services
• Assistant Director-General, Strategic Asset Management
• Assistant Director-General, Building Industry and Policy
• Chief Finance Officer
• Executive Director, Building, Construction and Maintenance, Procurement Transformation Division.

During 2013–14, the Property Asset Management Committee:
• provided oversight for the department’s annual property asset revaluations
• monitored the department’s various asset sales programs
• reviewed proposed property capital budgets for 2014–15.
Strategic planning, performance monitoring and reporting

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

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

Risk management

The department is committed to being a risk capable organisation where sound risk management is seen as integral to the performance of the department.


During 2013–14, the department formalised a Risk Management Strategy to define the department’s risk management vision and objectives and describe how the department intends to improve the maturity of risk management over the next three years.

To support the implementation of the strategy, the department also developed a communication and engagement approach to strengthen interaction and communication with key risk stakeholders and facilitate greater uptake and consistency of risk processes.

Internal Audit

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

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

As an internal assurance provider, Internal Audit is part of the department yet independent from its core activities. Internal Audit operates functionally to the Audit and Risk Committee which operates in terms of its charter, and is largely based on Queensland Treasury’s Audit Committee Guidelines issued in December 2009. Internal Audit is accountable to the Director-General for its efficient, effective and economical operation.

Internal Audit has a strategic and an annual audit plan which forms the basis for its work. These plans are developed using a risk-based methodology and were endorsed by the Audit and Risk Committee prior to approval by the Director-General. Internal Audit regularly reported to the Audit and Risk Committee on progress in implementing the annual audit plan. The status of the implementation of agreed recommendations for audits completed is reported to the Audit and Risk Committee at each meeting.

Although the roles and objectives of internal and external audit differ, their activities are coordinated to obtain satisfactory audit coverage and to minimise duplication of effort. Internal Audit operates in terms of its mandate and is independent from external audit.

In 2013–14, Internal Audit:

• implemented 21 planned audits and 16 unplanned projects which included advisory work and investigations. Through these activities, Internal Audit provided assurance and advice that the department’s financial and operational controls are designed to manage risks and achieve the department’s objectives in the areas reviewed
• developed and implemented a data analytics program to strengthen the financial control framework of the department.
Information systems and recordkeeping

The department is committed to 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: Record-keeping and Information Standard 3: Retention and Disposal of Public Records.

During 2013–14, the department continued to progress toward compliant recordkeeping practices by implementing the following activities:

- providing guidance and advice to business units on recordkeeping practices
- updating procedures, guidelines and forms documenting the disposal of departmental records, consulting with business units on their recordkeeping requirements for file classification, and configuration of the TRIM records management system
- building staff awareness of best practice recordkeeping by implementing an online collaboration site that supports a recordkeeping community of practice within the department
- sentencing legacy records and transferring significant records to Queensland State Archives, including architectural plans and records created by the Government Printing Office and the former Goprint.

External reviews

During 2013–14, the department was involved in the following external reviews.

- Inquiry into Auditor-General’s Report No. 4 – Managing Employee Unplanned Absence undertaken by the Parliamentary Finance and Administration Committee. The recommendations reflect the continued importance of managing employee unplanned absence in the Queensland public sector. The implementation of the recommendations complement a range of initiatives introduced by the department in 2012–13, including the introduction of the Workplace Attendance Strategy and Workplace Attendance Action Plans, and the establishment of unplanned absenteeism targets for each business unit within the department.

- Queensland Audit Office report Contract Management: Renewal and Transition Report 10. The department is leading implementation of the following four recommendations:
  - develop and implement a contract management capability framework. A capability framework has been developed and agencies are providing details of individuals involved in contract management and administration activities, resulting in much better visibility of contract management stakeholders across government. In addition, a One Government Contract Management Framework with supporting tools and templates has been developed and provided to all government agencies
  - develop and apply a risk/value matrix approach. A value risk matrix tool to support decision making regarding key contract management processes has been developed and incorporated in the One Government Contract Management framework
  - validate the value-for-money proposition of a contract before extension or renewal. A checklist for contract extensions or renewals has been developed as part of One Government Contract Management Framework. The checklist ensures questions relating to risk, demand, supply market and supplier performance are addressed before any extension or renewal
  - implement a contract management lifecycle system. Identified Q-Contracts as the whole-of-government contract management lifecycle system. Significant progress has been made with 13 of 20 budget sector agencies and three statutory bodies are at various stages of system implementation.

- there were two Coroner’s Reports that related to deaths in Residential Services registered with the Office of the Registrar, National Regulatory system. There were no findings or departmental actions required.
Queensland Audit Office report *Monitoring and reporting performance Report 18*. Housing Services in the department was highlighted in a case study demonstrating good practices in reporting budget efficiency on how well resources are used. The department is committed to improving measures of efficiency and effectiveness in monitoring performance and improving service delivery in accordance with the report’s recommendations.

Queensland Audit Office report *Results of audit: Internal control systems, Report 6*. A finding for the department identified the need to undertake an independent external assessment of the internal audit function given the previous assessment occurred within the last five years. The independent assignment has been completed and was assessed as satisfactory for the relationship with audit and the standard of evidence of proceedings. With regards to corporate card control, the department was found to have a sound control framework and kept appropriate records. The department will continue to strengthen, monitor and improve internal control mechanisms.

Queensland Audit Office report *Results of audit: State public sector entities for 2012–13 Report 11*. Key findings for the department included:
- nine audit opinions issued for the department were unmodified
- emphases of matter were included with four of the unmodified audit opinions involving the Cairns and Gold Coast convention centres. The former Queensland Building Services Authority and Queensland Building Services Employing Office were included with the audit opinions as they were abolished in 2013–14
- financial statement preparation processes were assessed as satisfactory and there were no material adjustments or significant changes to note disclosures
- the government precinct redevelopment and the sale and leaseback of government buildings were identified as being financially significant
- need for market testing prior to competitive property sale processes.

Whole-of-government plans and specific initiatives

The department is responsible for carriage of and contributions to several whole-of-government initiatives.

Streamlining state government procurement

In 2013–14, the department, in conjunction with agencies:
- delivered six mega category plans which will impact $17.3 billion in government spend. The category plans include:
  - building construction and maintenance
  - medical
  - information communication and technology
  - general goods and services
  - road construction and maintenance
  - social services
- delivered the State Procurement Plan 2014–18 which is now available on the department’s website
- implemented a One Government procurement framework based on priority areas to optimise value for money and make it easier for suppliers to do business with government under the Procurement Transformation Program
- commenced the design of the future whole-of-government procurement operating model to enable implementation in 2014–15
- commenced implementing strategic sourcing initiatives to deliver $150 million to $250 million in benefits under Wave 2 of the Procurement Transformation Program
- completed a capability development strategy which will impact approximately 1,500 Queensland Government staff
Centralising government employee housing

During 2013–14, the department centralised the government employee housing portfolio. Availability of suitable housing can be critical in attracting and retaining skilled employees to deliver government services in rural and remote communities such as teachers, health workers and police. In some locations, the private rental market cannot provide suitable properties for employee housing accommodation.

The Government Employee Housing Centralisation Project was initiated in 2013 to enable government to better manage the portfolio of employee housing residences. As part of this project the ownership of 3,127 government employee housing residences was centralised within the department.

The project will continue in 2014–15 with the implementation of the new centralised model to deliver reduced vacancies, minimised backlog maintenance, implementation of cost effective procurement strategies, and increased options in rural and remote communities.

Improving government vehicle fleet management

QFleet commenced the development of an improved fleet delivery model for the Queensland Government, in accordance with the recommendations of the Queensland Commission of Audit. The project includes consideration of future sourcing, in-service management and disposal of the government vehicle fleet.

Implementing Information Communication Technology (ICT) frameworks

In 2013–14, the Queensland Government released the Queensland Government ICT Strategy 2013–17 that has signalled a major change in the use of ICT to enhance service delivery through informed ICT governance and service delivery arrangements within agencies.

During 2013–14, the department has been working towards the Queensland Government’s ICT initiatives by developing the following:

- ICT Governance Framework
- ICT Strategy 2013–17
- ICT Action Plan
- G20 preparedness
- ICT as-a-service
- ICT dashboard
- Open Data Initiative
- One-Stop-Shop initiative.

National agreements and national partnership agreements

In 2013–14, the department contributed to the government’s commitment of working collaboratively with other levels of government through the:

- National Affordable Housing Agreement, which provides a framework for states and territories and the Australian Government to work together to improve housing affordability and homelessness outcomes for Australians
- National Partnership Agreement on Remote Indigenous Housing, which aims to facilitate significant reform in the provision of housing for Indigenous people in remote communities and to address overcrowding, homelessness, poor housing condition and severe housing shortage in those communities
- National Rental Affordability Scheme, which is an Australian Government scheme supported by the Queensland Government to provide tax-free financial incentives to approved participants and investors, to build and buy new dwellings and rent these to low and moderate income households at least 20 per cent below the market value for 10 years
- Transitional National Partnership Agreement on Homelessness, which is a one-year agreement that supports states and territories in the reduction of homelessness and continuation of services provided to people who are homelessness or at risk of homelessness
- Australian Building Codes Board Intergovernmental Agreement, which provides a framework for states and territories and the Australian Government to strengthen reforms to building and plumbing regulation nationally
- Nationwide House Energy Rating Scheme for residential buildings and the National Australian Building Environment Rating System for commercial buildings, both providing a framework for states and territories and the Australian Government to co-ordinate national star rating schemes for buildings
- reaffirming of the Queensland Government’s commitment to the Australia New Zealand Government Procurement Agreement to maximise opportunities for suppliers and to reduce the cost of doing business for both government and industry.
People

Workforce profile

Staffing

<table>
<thead>
<tr>
<th>Service areas</th>
<th>MOHRI FTE: 30 June 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and Asset Services</td>
<td>1,185.5</td>
</tr>
<tr>
<td>Housing Services</td>
<td>991.3</td>
</tr>
<tr>
<td>Strategic Asset Management</td>
<td>196.9</td>
</tr>
<tr>
<td>Building Industry and Policy</td>
<td>83.1</td>
</tr>
<tr>
<td>Procurement Transformation Division</td>
<td>65.5</td>
</tr>
<tr>
<td>QFleet</td>
<td>43.0</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>425.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,990.5</strong></td>
</tr>
</tbody>
</table>

Notes:
1. Minimum Obligatory Human Resources Information Full Time Equivalent (MOHRI FTE).

During 2013–14, the department’s separation rate was 14.49 per cent.

Equity statistics as at 30 June 2014

<table>
<thead>
<tr>
<th>Employment and Equal Opportunity</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management (Senior Executive Service and Senior Officer positions)</td>
<td>25.0%</td>
<td>38.5%</td>
</tr>
<tr>
<td>Women in management (classification range of A06 to A08)</td>
<td>30.0%</td>
<td>48.6%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander staff</td>
<td>3.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>People from a non-English speaking background</td>
<td>13.5%</td>
<td>7.6%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>8.5%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

Workforce planning

During 2013–14, divisional structures were realigned to realise the benefits of the reform agenda and to transition the organisation from a direct provider of services to an enabler of services. This required the recruitment and selection of employees with the capabilities to meet the department’s new service delivery outcomes.

In alignment with the department’s Culture and Values Renewal Strategy and in response to the 2013 Working for Queensland Employee Opinion Survey results, the department’s key workforce focus was to implement strategies that would help create an environment where staff are engaged and empowered with the knowledge, authority and tools to deliver better outcomes.

In addition to leadership and management development programs, the department developed and implemented various training programs including effective negotiation and service excellence. Formal reward and recognition programs were reinvigorated to recognise behaviours that align with the departmental values.

Formal and informal communication strategies were implemented at all levels across the department to enable a collective understanding of key messages, and facilitate discussion and sharing of ideas. Tools for online social networking for all departmental staff, and a monthly Management Newsflash have been implemented.

Employee performance management

The department’s induction policy, procedures and resources were reviewed and updated to reflect the significant organisational and structural changes during 2013–14.

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

Templates and guidelines were made available to assist managers and employees to participate in effective performance management processes, and to demonstrate the links with strategic and operational planning.

Workshops were conducted to assist employees in having difficult conversations, and strategies were implemented to identify and take appropriate and immediate action to manage all instances of poor or under performance.

Performance targets were set to ensure staff completed an Achievement and Development Plan.
Workplace attendance

The department continued to implement the workplace attendance strategy, workplace attendance guidelines and reference tools to assist in the effective management of workplace attendance and reduce unplanned absenteeism.

These strategies enabled the department to reduce the unplanned absence rate by 2.23 days per employee during 2013–14.

Leadership and management development

Leadership and management capability development was a key focus for the department in 2013–14.

119 departmental employees at the A04 to A08 classification levels completed the department’s Managing for Results program to optimise individual and organisational productivity, performance and service delivery.

40 departmental employees at the A04 to A08 classification levels completed the Practical People Management Matters program that provided practical skills to supervise staff.

74 departmental employees at the A06 classification level and above completed or are enrolled to participate in at least one module of the Emerging Leaders Program, facilitated by the Queensland University of Technology, which aims to develop skills to build and lead highly effective teams.

Flexible working arrangements

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

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

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

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

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

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

Our people work hard to make a positive difference to communities
Workplace health and safety

In addition to the five Queensland Public Sector values, the department introduced a sixth value of ‘Healthy and safe workforce’, representing its strong commitment to embedding a culture of Zero Harm.

In 2013–14, the department set targets in three key areas of performance: number of lost time injuries, days lost to workplace injury, and workers’ compensation statutory costs.

The department achieved the following positive results:

• 17 per cent less than target for number of lost time injuries
• 16 per cent less than target for the number of days lost to workplace injury.

Industrial and employee relations framework

Employees are employed under four separate certified agreements:

• Building and Asset Services Certified Agreement 2013 – covering Building and Asset Services office staff
• QBuild Field Staff Certified Agreement 8 (2011) – covering Building and Asset Services field staff
• QFleet Certified Agreement 2012 – covering QFleet staff
• State Government Departments Certified Agreement 2009 (Core Agreement) – covering the remainder of the department’s employees.

During 2013–14, the department maintained a proactive approach to conflict management at both industrial and workplace levels, which resulted in minimal disputation.

Early retirement, redundancy and retrenchment

During the period, 380 employees received voluntary redundancy packages at a cost of $23,023,002.17 (including payroll tax).

Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. During the period, one employee received a retrenchment package at a cost of $48,918.88, including payroll tax.

Code of Conduct

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

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

During 2013–14, the department updated its online public sector ethics training program. More than 2,250 employees completed the program which provides education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters. The annual training also provides information on the rights and obligations of employees in relation to contraventions of the code and is provided as part of the induction process.
Legislation administered by the Minister for the Department of Housing and Public Works

The department administers the following Acts.

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

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

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

**Community Services Act 2007**
This Act provides for powers to safeguard funding for the delivery of products and services to the community and for other purposes, and is jointly administered with the Minister for Communities, Child Safety and Disability Services to the extent it is relevant to Homelessness.

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

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

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

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

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

**Plumbing and Drainage Act 2002**
This Act provides the legislative framework for plumbing and drainage standards in Queensland, and includes the licensing of plumbers and drainers and on-site sewerage facilities. It also outlines the establishment and functions of the Plumbing Industry Council.

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

**Queensland Building and Construction Commission Act 1991**
This Act regulates the building industry and establishes a licensing and regulatory system for the conduct of building work in Queensland. The Act also establishes the Queensland Home Warranty Scheme, which provides assistance to consumers in the event that they suffer financial harm as a result of a building contractor carrying out defective or incomplete residential construction work. The Act is administered through the Queensland Building and Construction Commission.
Residential Services (Accreditation) Act 2002
This Act regulates the conduct of residential services to protect the health, safety and basic freedoms of residents; encourages service providers to continually improve the way they conduct residential services; and supports fair trading in the residential services industry.

Residential Tenancies and Rooming Accommodation Act 2008
This Act regulates, through the Residential Tenancies Authority, the rights and obligations of tenants, lessors and agents for residential tenancies and residents, providers and agents for rooming accommodation.

Retirement Villages Act 1999
This Act provides for the establishment and operation of retirement villages. The main objectives of the Act are to promote consumer protection and fair trading practices in operating retirement villages and in supplying services to residents, and to encourage the continued growth and viability of the retirement village industry in the state.

State Buildings Protective Security Act 1983
This Act provides for the security of state government buildings and other buildings, permits the engagement of licensed security providers under the supervision of the State Government Protective Security Service, and enhances the enforcement powers under the Act.

The Act was transferred to the Public Safety Business Agency on 1 January 2014 by Administrative Arrangements Amendment Order (No. 3) 2013.

Subcontractors’ Charges Act 1974
This Act establishes a statutory mechanism by which a subcontractor in prescribed circumstances can secure payment of monies owed under their contact with a principal builder. The Act is administered through the Queensland Building and Construction Commission.

Sustainable Planning Act 2009 (Chapter 7, part 2)
This part of the Act provides for the establishment and operation of the building and development dispute resolution committees.

Other reporting

Statutory bodies, authorities and instrumentalities

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

<table>
<thead>
<tr>
<th>Name of body as described in the constituting Act</th>
<th>Constituting Act</th>
<th>Annual reporting arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Architects of Queensland</td>
<td>Architects Act 2002</td>
<td>Annual report to Parliament</td>
</tr>
<tr>
<td>Board of Professional Engineers of Queensland</td>
<td>Professional Engineers Act 2002</td>
<td>Annual report to Parliament</td>
</tr>
<tr>
<td>Residential Tenancies Authority</td>
<td>Residential Tenancies and Rooming Accommodation Act 2008</td>
<td>Annual report to Parliament</td>
</tr>
</tbody>
</table>

Related entities

The controlled entities of the department were Monte Carlo Caravan Park, Lazy Acres Caravan Park and Woombye Gardens Caravan Park. They provided affordable long-term housing to park residents. The Public Trustee operated the caravan parks on behalf of the department and each controlled entity was responsible for preparing its own annual financial statements that were audited by the Auditor-General of Queensland.

In June 2014, contracts were entered to transfer ownership of these caravan parks to a not-for-profit housing provider. The contracts settled in July 2014.

Government bodies, boards and committees

<table>
<thead>
<tr>
<th>Description</th>
<th>Total on-costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pool Safety Council</strong>&lt;br&gt;The Pool Safety Council was established to oversee the pool safety inspector licensing system.&lt;br&gt;As at 30 June 2014, 261 new and 459 renewed pool safety licences were issued for 2013–14.&lt;br&gt;The Pool Safety Council’s functions include licensing individuals and investigating complaints to help reduce the risk of young children drowning in domestic swimming pools.&lt;br&gt;The Pool Safety Council received 147 written complaints during 2013–14.&lt;br&gt;155 written complaints were finalised in this period.&lt;br&gt;Nine Pool Safety Council meetings were held in 2013–14.</td>
<td>2013–14 expenditure totalled $1.084 million.&lt;br&gt;This included $8,319.50 in total remuneration for members’ fees.</td>
</tr>
<tr>
<td><strong>Plumbing Industry Council</strong>&lt;br&gt;The Plumbing Industry Council was established to oversee Queensland’s plumber and drainer licensing system.&lt;br&gt;As at 30 June 2014, there were 16,376 individuals holding open, provisional or restricted plumber and drainers licences in Queensland.&lt;br&gt;The work of the Plumbing Industry Council includes licensing individuals, investigating complaints and auditing licensees for compliance with the Notifiable Work Program.&lt;br&gt;The Plumbing Industry Council received 72 complaints during 2013–14. Of these, 47 were finalised in this period. 1,225 licensees were audited in 2013-14.</td>
<td>2013–14 expenditure totalled $2.222 million.&lt;br&gt;This included $8,689.08 in total remuneration costs for members’ fees.</td>
</tr>
</tbody>
</table>
### Building and Development Dispute Resolution Committees

The Building and Development Dispute Resolution Committees provide an accessible affordable and timely service for members of the public not satisfied with building, plumbing and planning decisions made by local government and private certifiers.

There were 39 appeal applications received during 2013–14. Of these, 64 per cent related to siting matters, 18 per cent related to enforcement notices, and the remaining 18 per cent related to non-compliance notices and information notices.

2013-14 expenditure totalled approximately $373,000. This included approximately $27,000 in total remuneration for referees’ member fees.

### BHC Ltd

BHC Ltd, formerly known as Brisbane Housing Company Limited, is a not-for-profit organisation that delivers affordable housing and mixed tenure developments that incorporate elements of social housing, National Rental Affordability Scheme market for sale product, retail and commercial space.

Since its incorporation in 2002, BHC has received $114.4 million in grant funding from the state government to deliver social housing and $18.1 million in funding from the Brisbane City Council. BHC has also received $94.5 million in Australian Government funding through the Nation Building Social Housing Initiative and the National Rental Affordability Scheme.

BHC has developed a portfolio in excess of 1,500 properties Brisbane-wide. BHC currently manages 35 properties (1,206 units of accommodation) across the greater Brisbane Region as social housing, with over three-quarters of those persons housed by BHC assessed by the department as being in very high need or high need.

### Logan Renewal Board

The Logan Renewal Board was established in 2012 to advise the government on a strategy for the renewal and realignment of social and affordable housing in Logan.

The government has implemented the Board’s recommendation to establish the Logan Renewal Initiative to identify a non-government entity to deliver housing services in Logan.

Board membership includes representatives from government and Logan City Council and elected officials of state government and local government.

Nil
Consultancies expenditure

Consultancies undertaken during 2013–14 were as follows:

<table>
<thead>
<tr>
<th>Type of consultancy</th>
<th>Expenditure ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and management</td>
<td>319,000</td>
</tr>
<tr>
<td>Communication</td>
<td>434,317</td>
</tr>
<tr>
<td>Financial and accounting</td>
<td>0</td>
</tr>
<tr>
<td>Human resource management</td>
<td>0</td>
</tr>
<tr>
<td>Legal</td>
<td>69,165</td>
</tr>
<tr>
<td>Professional technical</td>
<td>4,368,940</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,191,422</strong></td>
</tr>
</tbody>
</table>

Overseas travel

Overseas travel was undertaken by the following departmental officer during 2013–14:

<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>Tim Norris</td>
<td>Wellington, New Zealand</td>
<td>Completion of Australia and New Zealand School of Government Executive Master in Public Administration. Dates of travel: 22 to 26 November 2013.</td>
<td>1,986</td>
<td>389¹</td>
</tr>
</tbody>
</table>

Note:
1. Contribution of $389 was from Australia and New Zealand School of Government.

Queensland Cultural Diversity Policy

For 2013–14, the following core outcome is reportable under the Government’s *Queensland Cultural Diversity Policy*.

<table>
<thead>
<tr>
<th>Core outcome</th>
<th>Performance indicators</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved access to interpreters for clients when accessing services</td>
<td>Amount spent annually on interpreters engaged by department and government funded non-government organisations</td>
<td>$231,881¹</td>
</tr>
<tr>
<td></td>
<td>Number of interpreters engaged annually by the department and government funded non-government organisations</td>
<td>data not available</td>
</tr>
</tbody>
</table>

Note:
1. Consists of $159,811 (Housing Services) and $72,070 (Homelessness Services).
The department has offices throughout Queensland in four regions: Northern Region; Central Region; Southern Region; Brisbane and North Coast Region.
Contacts

Department Housing and Public Works

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

Housing Service Centres

For more detailed contact information, go to our website at: www.qld.gov.au/housing
Housing Service Centres are open 8.30am to 4.30pm Monday to Friday unless stated otherwise.
Email contact: ICCHousingEnquiries@smartservice.qld.gov.au

NORTHERN REGION

Queensland Government Agent Program – Herberton
Open 9:00am to 3:30pm Thursday only
56 Grace Street
Herberton Qld 4887
PO Box 43
Ravenshoe Qld 4888
Phone: 07 4096 2702

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

Mount Isa Housing Service Centre – Domadgee Community Office
275 Sharpe Street
Council Admin Building
Domadgee Qld 4830
PO Box 1866
Mount Isa Qld 4825
Phone: 07 4745 8342

Remote Housing Service Centre – Hope Vale Community Office
3 Muni Street
Hope Vale Business Precinct
Hope Vale Qld 4895
PO Box 988
Cooktown Qld 4892
Phone: 07 4060 9231

Remote Housing Service Centre – Wujal Wujal Community Office
Lot 128 Hartwig Street
Former SES Shed, Town Square
Wujal Wujal Qld 4895
PO Box 988
Cooktown Qld 4895
Phone: 07 4043 0165

Remote Housing Service Centre – Weipa Hub
2 Commercial Avenue
PO Box 1330
Weipa Qld 4874
Phone: 07 4082 4423

Remote Housing Service Centre – Napranum Community Office
412 Moun-Ding Street
Council Admin Building
Napranum Qld 4874
PO Box 1330
Weipa Qld 4874
Phone: 07 4090 4500

Remote Housing Service Centre – Mapoon Community Office
Main Street-Weipa Road
Land and Sea Building
Mapoon Qld 4874
PO Box 1330
Weipa Qld 4874
Phone: 07 4082 5211

Remote Housing Service Centre – Lockhart River Community Office
Office 5 and 12
Lot 31 Ilway Street
Lockhart River Multi Tenancy Centre
Lockhart River Qld 4871
PO Box 471
Cairns Qld 4870
Phone: 07 4060 7089

Remote Housing Service Centre – Aurukun Community Office
Lot 502 Corner Kang Kang Street
and Ko An Street
Sam Kerindun Senior Business Precinct
Aurukun Qld 4871
PO Box 471
Cairns Qld 4870
(No phone number available at this time)

Remote Housing Service Centre – Mornington Island Community Office
Lardill Street
Rural Transaction Centre
Gununa
Mornington Island Qld 4871
PO Box 1866
Mount Isa Qld 4825
Phone: 07 4745 7483 or 07 4745 7471

Queensland Government Agent Program – Malanda
Open 9:00am to 4:00pm Friday only
31-35 James Street
Malanda Qld 4886
PO Box 43
Ravenshoe Qld 4888
Phone: 07 4097 6660
Queensland Government Agent Program – Mount Garnett
Open 10:00am to 3.30pm Wednesday only
Mount Garnett Street
Mount Garnett Qld 4872
Phone: 07 4097 9905

Cairns Regional Housing Service Centre
Level 3, 58 Sheridan Street
William McCormack Place 1
PO Box 471
Cairns Qld 4870
Phone: 07 4036 5460 or Toll free: 1800 623 208 (within area)

Remote Housing Service Centre
Level 3, 58 Sheridan Street
William McCormack Place 1
PO Box 471
Cairns Qld 4870
Phone: 07 4036 5555 or Toll free: 1800 623 208 (within area)

Queensland Government Agent Program – Ravenshoe
Open 9:00am to 4:00pm Monday to Friday
27-29 Grigg Street
PO Box 43
Ravenshoe Qld 4888
Phone: 07 4097 6660

Remote Housing Service Centre – Cooktown Hub
12 Walker Street
PO Box 988
Cooktown Qld 4895
Phone: 07 4082 2300

Remote Housing Service Centre – Pormpuraaw Community Office
Pormpuraaw Street
Pormpuraaw Qld 4871
PO Box 471
Cairns Qld 4870
(No phone number available at this time)

Thursday Island Housing Service Centre
37-45 Douglas Street
PO Box 514
Thursday Island Qld 4875
Phone: 07 4212 1117 or Toll free: 1800 623 208 (within area)

Thursday Island Housing Service Centre – Northern Peninsula Area Hub
203 Mugal Street
Seisia Qld 4876
PO Box 514
Thursday Island Qld 4875
Phone: 07 4212 1117
Toll free: 1800 623 208 (within area)

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

Townsville Housing Service Centre – Palm Island Community Office
Lot 72 Main Street
Palm Island Qld
PO Box 4810
Phone: 07 4799 5382

CENTRAL REGION

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

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

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

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

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

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

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

SOUTHERN REGION

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

Ipswich Housing Service Centre
Upper Ground Level, Icon Tower
117 Brisbane Street
PO Box 263
Ipswich Qld 4305
Phone: 07 3280 1420 or Toll free: 1800 636 390

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

Toowoomba Housing Service Centre
Level 2 Condamine Centre
10 Russell Street
PO Box 418
Toowoomba Qld 4350
Phone: 07 4615 3560 or Toll free: 1800 623 435 (within area)
Building and Asset Services office locations

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

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

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

**Caboolture Housing Service Centre**
Level 5, Caboolture Park Shopping Centre
60-78 King Street
PO Box 588
Caboolture Old 4510
Phone: 07 5431 2501

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

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

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

**Queensland Government Service Centre**
Ground Floor, 12 First Avenue
PO Box 99
Maroochydore Old 4558
Phone: 07 5352 7333

**Maroochydore Depot**
3/10 Endeavour Court
Kunda Park Old 4556
Phone: 07 5453 5310
Fax: 07 5453 5311

**Northgate Depot**
36 Fraser Road
Northgate Old 4013
Phone: 07 3406 9106
Fax: 07 3256 6239

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

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

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

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

**South West Queensland Regional Office**
120-124 Mort Street
PO Box 666
Toowoomba Old 4350
Phone: 07 4615 3500
Fax: 07 4615 3529

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

**Depots**

**Alexandra Hills Depot**
69 MacArthur Street
Alexandra Hills Old 4161
Phone: 07 3824 7517
Fax: 07 3820 2893

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

**Bundaberg District Office**
85 Dr May’s Road
PO Box 3065
Bundaberg Old 4670
Phone: 07 4151 9770
Fax: 07 4131 5760
Charleville District Office
46 Edward Street
PO Box 177
Charleville Qld 4470
Phone: 07 4656 5066
Fax: 07 4656 5069

Maryborough District Office
44 Ariadne Street
PO Box 299
Maryborough Qld 4650
Phone: 07 4121 1999
Fax: 07 4121 1948

Roma District Office
62 Arthur Street
PO Box 4455
Roma Qld 4455
Phone: 07 4624 3008

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

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

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

Chinchilla Depot
Leichhardt Street
Chinchilla Qld 4470
Phone/Fax: 07 4668 9884

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

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

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

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

CENTRAL QUEENSLAND

Central Queensland Regional Office
149 Bolsover Street
PO Box 247
Rockhampton Qld 4700
Phone: 07 4938 4700
Fax: 07 4938 4774

DISTRICT OFFICES

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

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

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

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

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

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

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

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

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

NORTH QUEENSLAND

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

DISTRICT OFFICE

Mount Isa District Office
5-7 Traders Way
Sunset Qld 4825
PO Box 1659
Mount Isa Qld 4825
Phone: 07 4747 2766
Fax: 07 4747 2777

Depots
Ayr Depot
203 Edward Street (cnr Churchill St)
Ayr Qld 4807
Phone: 07 4 783 5367
Fax: 07 4783 5179
Charters Towers Depot
Hodgkinson Street
Charters Towers Qld 4820
Phone: 07 4787 2367
Fax: 07 4787 7415

Doomadgee Depot
Goodeedawa Road
Doomadgee Qld 4830
Phone: 07 4745 8086
Fax: 07 4745 8043

Ingham Depot
Police Reserve
Canegrower’s Lane
Ingham Qld 4850
Phone: 07 4776 0972
Fax: 07 4776 3193

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

Mount Isa Depot
5-7 Traders Way
Sunset Qld 4825
Phone: 07 4747 2766
Fax: 07 4747 2777

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

Palm Island Depot
Butler Bay
Palm Island Qld 4816
Phone: 07 4770 1426
Fax: 07 4770 1468

Townsville Depot
9-15 Langton Street
Garbutt Qld 4814
Phone: 07 4799 5400
Fax: 07 4799 5401

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

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

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

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

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

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

Kowanyama Depot
Kunjun Street
Kowanyama Old 4876
(No phone number available at this time)

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

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

Weipa Depot
6 Tonkin Drive
PO Box 509
Weipa Old 4874
Phone: 07 4069 7963
Fax: 07 4069 9657
Other departmental offices

Building Industry and Policy
Level 16, 41 George Street
GPO Box 2457
Brisbane Qld 4001
Email: OADG.BIP@hpw.qld.gov.au
Internet: www.hpw.qld.gov.au

Building Codes Queensland
Level 16, 41 George Street
GPO Box 2457
Brisbane Qld 4001
Email: buildingcodes@hpw.qld.gov.au
Internet: www.hpw.qld.gov.au

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

Building Policy Unit/Prequalification (PQC) System
Level 16, 41 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 07 3224 5482
Email: bpu@hpw.qld.gov.au
Internet: www.hpw.qld.gov.au

Queensland Government Architect
Level 16, 41 George Street
GPO Box 2457
Brisbane Qld 4001
Phone: 07 3227 6413
Email: qld.gov.architect@hpw.qld.gov.au
Internet: www.hpw.qld.gov.au

Office of the Registrar, National Regulatory System
Level 4B, 80 George Street
GPO Box 690
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Email: registrar@housing.qld.gov.au
Internet: www.hpw.qld.gov.au

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

QFleet
Head Office
Level 5A, 80 George Street
GPO Box 293
Brisbane Qld 4001
Phone: 07 3224 4292
Fax: 07 3224 6242
Email: mail@qfleet.qld.gov.au
Internet: www.qfleet.qld.gov.au

Glossary of terms

AS/NZS Australia/New Zealand Standard
AO Administration Officer
FCPA Fellow of Certified Practising Accountants Australia
FTE Full Time Equivalent
GPO General Post Office
ICT Information Communication Technology
MOHRI FTE Minimum Obligatory Human Resources Information Full Time Equivalent
NPARIH National Partnership Agreement on Remote Indigenous Housing
QGOV Queensland Government