Letter of compliance

The Honourable Dr Bruce Flegg MP
Minister for Housing and Public Works
Level 7, 80 George Street
Brisbane Qld 4000

12 October 2012

Dear Minister

I am pleased to present the Annual Report 2011–12 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 2011–12 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

I certify that this Annual Report complies with:

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

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

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

Yours sincerely

Neil Castles
Acting Director-General
Communication objective


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

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

www.qld.gov.au/languages
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From the Director-General—Year in review

The past year has been one of significant change for the Department of Housing and Public Works.

Under the new organisational arrangements following the Queensland state election, the department focused its efforts on implementing the incoming government’s vision and commitments, including reviewing the services we deliver and the way we deliver them.

Delivering efficient and effective services to government agencies and at the same time delivering savings and benefits from whole-of-Government service reform, are major priorities for the department.

This Annual Report outlines the progress the department has already made in addressing the government’s objectives. It also recognises the ongoing work delivered by the department throughout the past year.

Housing Services
The department provided more than 70,316 Queensland households with social housing assistance, a 3.7 per cent increase from 2010–11.

A total of $482.6 million was invested to deliver 1,332 new dwellings to increase the social housing portfolio, including 994 dwellings under the Australian Government’s Nation Building and Jobs Plan. A significant project funded under the plan was the $49.2 million construction of Brisbane Common Ground in South Brisbane, a government-business-community partnership. The building will provide 146 residential units, half of which will cater for people who have experienced chronic homelessness.

In 2011–12, further 1,668 affordable private rental dwellings were completed across Queensland as part of the National Rental Affordability Scheme, through incentive funding of $3.2 million provided to investors. The total number of dwellings available for tenancy under this program is now 2,472.

The department also assisted 202,732 low to moderate income earners to live in the private market through services including RentConnect, bond loans, rental grants, home loans and Home Assist Secure.

To improve the standards and supply of housing in Indigenous communities, $177.7 million was spent on Indigenous housing programs (which includes funding through the National Partnership Agreement on Remote Indigenous Housing). This included providing 87 new dwellings, upgrading 477 and maintaining approximately 4,210 dwellings.

During 2011–12, in consultation with Indigenous communities, the department developed an Indigenous Home Ownership Implementation Plan to be delivered in 36 Indigenous communities by 2015. A Home Ownership Team was established in Cairns to coordinate home ownership activities and further assist land management trustees in developing processes to support 131 expressions of interest for home ownership.

Building Services
In 2011–12, the department progressed an extensive capital works program including major projects such as the Gold Coast University Hospital, Queensland Children’s Hospital, Cairns Base Hospital and Mackay Base Hospital. Projects completed included the Brisbane Supreme Court and District Court complex, the new Mango Hill State School and the Gatton Correctional Precinct.

Construction and upgrade works to the value of approximately $280 million were delivered through QBuild, as well as an estimated $671 million of maintenance on government assets across the state. Works undertaken included social housing renewals, office fit-outs, heritage restoration, building and social housing upgrades, and construction of new houses in remote Indigenous communities.

The department continued to manage the Government Office Accommodation Management Framework across a portfolio of more than one million square metres of office space. In addition, the department also continued to deliver property solutions that commenced under the decentralisation initiative in Carseldine and Ipswich with works totalling $54.1 million, and it is managing the construction of the $60 million cyclone shelters program in North Queensland communities.

To support Queensland’s staging of the Commonwealth Games in 2018, the department is playing a key project management role in developing sports venues on the Gold Coast. On behalf of the Office of the Commonwealth Games Coordination Division, the department commenced the design stages and program
feasibility studies to hold the Pan Pacific Swimming Championships at the Gold Coast Aquatic Centre redevelopment. This aquatic centre will be the swimming and diving venue for the 2018 Games.

The department facilitated legislative amendments to reduce real estate red tape by removing sustainability requirements included in the Treasury (Cost of Living) and Other Legislation Amendment Act 2012. These amendments repeal previous requirements to provide a sustainability declaration imposed on the sellers (and their agents) of residential properties.

As part of the multi-agency disaster response to flooding and storm impacts on the communities of Charleville, Mitchell, Roma, St George and Townsville, the department undertook the repair, reconstruction and recovery of a significant number of affected government-owned buildings and houses.

**Procurement savings**

The department has led the five-year procurement reform program that enabled agencies to generate more than $1 billion in procurement savings (cash and costs avoided) in the first four years of the program. It also managed and implemented a range of common-use supply arrangements, delivering in total for the 2011–12 year, $73.4 million in government procurement savings.

The 2012–13 year will see a continuation of the reform agenda within the department, including streamlining business models to ensure our policies, programs and initiatives support the government’s priorities. This will entail significant changes across all areas of the department within the next 12 months.

Finally, I would like to acknowledge the dedication and professionalism of the staff members of the Department of Housing and Public Works who have worked diligently to provide valuable services to the people of Queensland in the past year.

The year ahead presents us with a number of opportunities and challenges. This will involve major changes in the way we perform our work and will require us to deliver improved value to our customers, be they other government agencies or recipients of government housing assistance. I look forward to tackling them with my teams, and our key stakeholders and partners.

Neil Castles

*Acting Director-General*
Alignment to government priorities

There is a strong vision for the future of Queensland to be more efficient, deliver better outcomes for the community and achieve best value for money for the services we deliver.

The government is committed to delivering on five pledges to the community:

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

Our priorities

The department’s strategic objectives provide a focus for achieving value-for-money government services and better outcomes for the community, supporting the government’s objective to lower the cost of living for families by cutting waste.

The department’s key objectives are:

• supporting government priorities and reforms to assist implementation of the government’s vision for the future of Queensland
• delivering policy, programs and initiatives that support the government’s priorities
• considering and implementing different models for the delivery of social and affordable housing
• delivering valuable services including streamlining business models to ensure services are delivered efficiently, effectively and economically
• improving organisational capability—including a skilled and capable workforce, effective business processes and sound governance structures to support the department’s future role as an informed and aggregated purchaser of services.

Delivering efficient and effective services to client agencies, and at the same time delivering savings and benefits from the whole-of-Government service reform underway, are major priorities for the department.

Operating environment

Significant issues that will impact on the department’s ability to deliver services, implement these reforms and change the way in which services are to be delivered, include:

• increasing community demand for service delivery, particularly for social housing in an environment of declining rent revenue per dollar invested and increasing costs associated with managing the portfolio
• maintaining a capable and skilled workforce, and managing revenue and expenses within budget
• rising government and community expectations for high standards of accountability, transparency and integrity.
1. About the department

History
The Department of Public Works has been an integral part of Queensland’s history since the state was formed in 1859.

In 1862, the first major public building – the Governor’s residence – was completed and the Department of Land and Works was created. In 1866, the Department of Public Works became an individual department.

Over nearly 150 years, the department has evolved to lead the delivery of building capital works and core support services across the Queensland public sector. Major projects the department has delivered in more recent years include the Gallery of Modern Art, Metricon Stadium at Carrara, the Supreme Court and District Court complex in Brisbane and the Kurilpa Bridge. In addition, the department is progressing the delivery of the Gold Coast University Hospital and Queensland Children’s Hospital.

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

Beginning with an initial asset portfolio of just 198 rental homes in 1945, the Commission built accommodation for households in need at a rapid pace, reaching 1,241 homes by mid-1948, and 23,000 homes a decade later. While the Commission continued to exist as a legal entity until 2004, the Department of Housing and Local Government was established in 1989 to deliver Queensland’s broader social housing agenda. By 1998, the Department of Housing emerged as a single entity, until its integration with the Department of Communities in 2009.

Machinery of government changes
The Department of Housing and Public Works was created after the March 2012 Queensland state election through the Governor-in-Council, under the authority of the Public Service Act 2008 section 14(1) and the Queensland Government Gazette No. 15, dated 25 May 2012. These arrangements provided for the renaming of the former Department of Public Works to the Department of Housing and Public Works. The structure of the department was also altered to transfer in:

- Housing services (excluding homelessness services), Communities’ Property Portfolio and the Residential Services unit of the former Department of Communities
- Building Codes Queensland from the former Department of Local Government and Planning
- part of the Department of Justice and Attorney-General responsible for the administration of the Retirement Villages Act 1999.

In addition, transfers of responsibility from the department to the Department of Science, Information Technology, Innovation and the Arts included:

- CITEC
- Queensland State Archives
- Smart Service Queensland
- Queensland Shared Services.

Also during the year, on 1 December 2011, Administrative Arrangements Order (No. 4) 2011 provided for the transfer of responsibility of the Queensland Government Chief Information Office to the Department of the Premier and Cabinet.

The department’s services are delivered through regional and district offices across Queensland, all supported by a central corporate office in Brisbane. Full details of the department’s offices and their contact numbers are on pages 46–50.

A strong legislative framework supports the department’s work and is administered to fulfil its statutory obligations (more details are contained on pages 42–43).
Our role

The Department of Housing and Public Works’ portfolio benefits Queenslanders by:

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

During 2011–12, the following services were delivered to Queensland Government agencies through commercialised business units:

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

Vision

To be a trusted partner of our customers and stakeholders with a reputation for delivering value and agreed quality outcomes.

Values

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

- focusing on customers at all levels
- being responsive and innovative in providing solutions
- demonstrating fairness, equity, professionalism and integrity
- being transparent and open about our performance
- respecting each other
- leading by example.
Organisational structure (as at 30 June 2012)
2. Performance

Service areas

Housing Services

The department provides housing and support services to Queenslanders most in need, including crisis accommodation, remote Indigenous housing, private and social housing programs.

This is achieved through leading the delivery of a coordinated social housing system, which delivers a broad range of integrated housing support and services to ensure:

- greater economic and social participation, sustainable housing and social inclusion for individuals and families
- not-for-profit sector growth and enhancing this sector’s capacity to operate across jurisdictions
- sustainability of the Queensland social housing system
- industry, community and private sectors develop appropriate housing solutions in partnership with government
- the national Indigenous reform agenda for Closing the Gap increases housing supply and improves housing amenities in Indigenous communities
- the national social housing reform agenda, including the National Affordable Housing Agreement and National Partnership Agreements, improves the level of Indigenous home ownership, as well as housing affordability and homelessness outcomes.

Highlights

Improving social housing

During 2011–12:

- The department provided social rental housing support to 70,316 Queensland households with low-to-moderate incomes who needed assistance through both the government and community sectors, a 3.7 per cent increase from 2010–11.
- The department continued to implement the National Affordable Housing Agreement and related partnership agreements, working closely with registered housing providers to ensure the effective delivery of social housing through $1.2 billion in Australian Government funding to Queensland.
- More than $482.6 million was spent to enhance and increase the number of social housing dwellings. This investment saw the total number of social housing dwellings owned or funded by the department increase to 71,950 (up from 70,719 as at 30 June 2011).
- In 2011–12, under the Australian Government’s Nation Building and Jobs Plan – Social Housing Initiative, 994 new social housing dwellings were delivered in Queensland. Over the life of the program to date, this collaboration has resulted in the delivery of 3,748 new properties with 27,881 maintenance, repair and upgrade jobs completed.
- Construction of the Brisbane Common Ground development was completed in May 2012 at a total cost of $49.2 million (funded primarily through the Nation Building and Jobs Plan – Social Housing Initiative). This innovative supportive housing development at South Brisbane provides 146 studio and one-bedroom units for people on low income and people who experienced chronic homelessness.
- The department commenced an audit of all current departmental processes and arrangements for providing public housing, to evaluate their effectiveness and efficiency in meeting public housing needs. This will result in improved service delivery in the future.

Improving housing in Indigenous communities

- In 2011–12, a total of $177.7 million (including funding through the National Partnership Agreement on Remote Indigenous Housing) was invested for Indigenous housing programs to provide 87 new dwellings, upgrade 477 and maintain approximately 4,210 dwellings.
- A total of $229.97 million was expended to ensure social housing properties are maintained to an appropriate standard for a minimum of 50 years.
- Initiatives to support Indigenous home ownership continued, in particular to remove bureaucratic roadblocks to give a fair deal for home ownership for Indigenous Queenslanders. Work continues with those communities and community leaders who have been advocating for home ownership over recent years, with six communities prioritised to receive this support now.
Twelve dwellings (of a total of 17 over the life of the program to date) were purchased in the regional centres of Townsville, Toowoomba, Gladstone and Rockhampton for the exclusive use of Aboriginal and Torres Strait Islander clients from remote Indigenous communities, to facilitate their access to employment, education and training opportunities.

Refurbishments of 65 Indigenous Community Housing Organisation (ICHO) properties were completed, 14 transition plans are in place, and a further 10 are under development, to increase the governance, tenancy and property management capabilities of registered ICHOs.

The department also continued to offer tenancy management assistance to Indigenous communities, including rent collection, asset management and tenancy support services in the communities of Aurukun, Doomadgee, Hope Vale, Kowanyama, Kubin, Lockhart River, Mornington Island, Palm Island, Pormpuraaw, Woorabinda, Wujal Wujal and Yarrabah.

Support to access and sustain housing in the private market

In 2011–12, the department assisted 202,372 households to access or sustain housing in the private rental market.

The RentConnect services operating in 18 locations across the state, provided advice and assistance to 5,069 households to connect to local real estate agencies and community services, and to find and secure a tenancy in the private market.

Under the National Rental Affordability Scheme (NRAS), 2,242 households were housed. Across Queensland, 1,668 dwellings were delivered in 2011–12, increasing the number of NRAS properties to 2,472 from a total of 11,284 dwellings approved to be delivered under the scheme. This scheme offers financial incentives to investors to increase the supply of new affordable rental dwellings across Australia by 50,000 to eligible low and moderate income households, for at least 20 per cent below market rents.

A total of 21,144 new bond loans were provided for households who were unable to afford to pay the full rental bond in private accommodation. There were also 3,443 rental grants provided for households experiencing a housing crisis or who were unable to afford some of the immediate costs of moving.

Over 61,060 households were assisted by 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, repairs, modifications and home security, as well as limited practical assistance to maintain the safety and comfort of their home.

The Tenant Advice and Advocacy Service (Queensland) assisted 69,922 households with free information, advice and advocacy services to tenants and residents regarding their rights and responsibilities under Queensland’s tenancy laws.

A series of stakeholder forums were conducted to assess the impact and effectiveness of the Manufactured Homes (Residential Parks) Act 2003. A discussion paper was released in November 2011, with 232 submissions received to form the basis of recommendations for changes.

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<td>Rental grants</td>
<td>3,443</td>
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<td>Home Assist Secure</td>
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<td>Tenant Advice and Advocacy</td>
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<td>Home and Community Care (Home modification service)</td>
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<td>RentConnect</td>
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<td>Housing loans</td>
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<td>Mortgage relief</td>
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<td>Caravan Parks Program</td>
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<td>Housing and Employment Program</td>
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<td>Totals</td>
<td>202,372</td>
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Our future

The department will deliver on significant initiatives that will help achieve the whole-of-Government direction and priorities and improve community outcomes in 2012–13. In addition to continuing to deliver its core services, key initiatives the department will implement include:

- improving the use of the state’s existing social housing assets by progressing the renewal and redevelopment of social housing in selected locations throughout Queensland. Partnerships with non-government housing organisations and the private sector will be fundamental to delivering redevelopment options
- working with other states and the Australian Government to introduce the National Regulatory System for community housing providers. The Office of the Registrar will be established and legislative amendments completed for implementation on 1 July 2013
- determining strategies to stage the transfer of public housing stock, including possible transfers of staff to non-government housing providers, with the objective of growing social and affordable housing
- other initiatives include reforming rent policy, addressing infrastructure needs for housing sites in remote Indigenous communities, ensuring the department’s grant program is oriented toward providing housing for vulnerable Queenslanders, strengthening opportunities to address anti-social behaviours in social housing, selling three caravan parks, and reforming ongoing eligibility policy settings and policy options to address under-occupancy in public housing
- continuing to deliver National Rental Affordability Scheme dwellings, to increase the supply of affordable rental housing in the private market and help ease the pressure off public housing
- continuing to work with Indigenous communities and community leaders to facilitate home ownership opportunities for people living in Indigenous communities, as well as continuing work to improve the standard and supply of appropriate housing in these communities.
## Performance statement

### Service Area: Housing Services

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<tr>
<td>• Bond loans</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>• Home Assist Secure</td>
<td>3</td>
<td>95%</td>
<td>99%</td>
<td>99%</td>
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<tr>
<td>• Home Purchase Assistance</td>
<td>4</td>
<td>90%</td>
<td>96%</td>
<td>96%</td>
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<tr>
<td>• Social rental housing</td>
<td>5</td>
<td>-</td>
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<td>-</td>
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<td>Percentage of new households assisted in government-managed social housing who were in very high or high need</td>
<td>6</td>
<td>$1,187</td>
<td>$1,192</td>
<td>$1,191</td>
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<tr>
<td>Percentage of new households assisted in government-managed social housing who were Indigenous</td>
<td>7</td>
<td>70,955</td>
<td>70,354</td>
<td>70,316</td>
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<td>Average wait time to allocation for assistance (months) with government-managed social housing for clients in very high or high need</td>
<td>8</td>
<td>33,800</td>
<td>29,985</td>
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<td>9</td>
<td>204,027</td>
<td>200,286</td>
<td>202,372</td>
</tr>
<tr>
<td>Other measures</td>
<td>10</td>
<td>8,905</td>
<td>8,898</td>
<td>9,725</td>
</tr>
<tr>
<td>Total number of households assisted in social housing</td>
<td>11</td>
<td>15</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Number of applications on the Housing Register eligible for long-term social housing</td>
<td>12</td>
<td>204,027</td>
<td>200,286</td>
<td>202,372</td>
</tr>
<tr>
<td>Percentage of Indigenous applications on the Housing Register eligible for long term social housing</td>
<td>13</td>
<td>97</td>
<td>97</td>
<td>98</td>
</tr>
<tr>
<td>Total number of households assisted in private market assistance</td>
<td>14</td>
<td>25</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>Percentage of department-owned social rental housing dwellings in acceptable condition</td>
<td>15</td>
<td>8,905</td>
<td>8,898</td>
<td>9,725</td>
</tr>
<tr>
<td>Percentage of home loan offers proceeding to approval</td>
<td>16</td>
<td>98</td>
<td>98</td>
<td>97</td>
</tr>
<tr>
<td>Total number of households assisted with crisis housing</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of department-owned Crisis Accommodation Program dwellings in acceptable condition</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
1. These performance measures were transferred from the ‘Housing and Homelessness Services’ service area of the (former) Department of Communities following machinery of government changes.
2. No data is available for 2011–12 as client satisfaction surveys are undertaken every three years with the next Bond Loans survey due in 2013–14.
3. The next surveys for Home Assist Secure and Home Purchase Assistance are due in 2014–15.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to a change in methodology. Only clients with active loan products are now surveyed, where previously clients of all loan products were surveyed, including those who received discontinued products.
5. No data is available for 2011–12 as this client satisfaction is measured every two years. The next survey results will be published in 2012–13.
6. Variance between the 2011–12 target/estimate and 2011–12 actual results from unequal changes to the component parts (administration costs divided by the number of households assisted) used to calculate the measure. The increase is the result of a more significant decrease in households assisted (0.9%) than the decrease in administration costs (0.5%) used in the calculation.
7. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the reintroduction of income reviews of applicants during the year. The reviews resulted in the legitimate removal of applications from the register when determined that clients were no longer eligible for social housing.
8. Variance between the 2011–12 target/estimate and 2011–12 actual is due to a change in counting methodology for the Tenant Advice and Advocacy Service (Queensland).
9. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the increasing difficulty experienced by people to secure a private market loan in the current economic climate. This has led to a higher than expected acceptance of Queensland Housing Finance Loans.
10. The 2011–12 target/estimate and 2011–12 estimated actual were based on the most recent data available from the Australian Institute of Health and Welfare at the time of compilation of the 2012–13 Service Delivery Statement. The 2011–12 actual is based on subsequent and updated information from the Australian Institute of Health and Welfare.
Building Services

The department delivers the Queensland Government’s office accommodation and employee housing, manages significant building and property initiatives, and the building and plumbing laws in Queensland by:

- managing strategic building and infrastructure projects
- providing advice on capital works contracts and assistance in managing those contracts
- providing innovative design for government buildings, assistance to architects undertaking government work and encouragement of regional design
- maintaining stewardship of government office and employee accommodation assets through effective policy development and efficient management of assets
- maintaining productive workplaces
- implementing building policy, providing advice, and improving government and industry relationships
- monitoring the economic state of the building industry, particularly in terms of its impact on the government’s building program
- contributing to an improved built environment through applied research, policy initiatives and the delivery of specialist energy efficiency programs
- providing high-quality and cost-effective building and plumbing laws and delivering an efficient system for approving building and plumbing work
- providing security services to state government buildings.

Highlights

Delivering capital works

During 2011–12:

- The department delivered through QBuild approximately $280 million in construction and upgrade works and an estimated $671 million of maintenance on government assets across the state. Works undertaken included social housing renewals, office fit-outs, heritage restoration, building and social housing upgrades, and construction of new houses in remote Indigenous communities.
- An extensive capital works program progressed, including work on the Gold Coast University Hospital, Queensland Children’s Hospital, Cairns Base Hospital and Mackay Base Hospital, and the completion of the Brisbane Supreme Court and District Court complex, the new Mango Hill State School and the Gatton Correctional Precinct.
- The Government Office Accommodation Management Framework continued to be maintained across a portfolio of more than one million square metres of office space, providing tenancy and asset management services for approximately 1,000 units of accommodation for government employee housing across the state.
- Office accommodation capital works progressed, including major fit-out projects in Mackay, Townsville and Ipswich, and the refurbishment of the former QUT Carseldine campus.
- The department, through Building Services, managed and improved its Capital Works Management Framework, Maintenance Management Framework, Building Asset Performance Framework, and Strategic Asset Management Framework and provided building policy advice.
- The department played a key sports venues project management role to support the state’s successful bid to stage the 2018 Commonwealth Games, and on behalf of the Office of the Commonwealth Games Coordination, commenced the design stages and program feasibility studies to hold the Pan Pacific Swimming Championships at the Gold Coast Aquatic Centre redevelopment. This Aquatic Centre will be the swimming and diving venue for the 2018 Games.
- The Community Memorials Restoration program continued, with a further $500,000 committed to complete 53 projects across Queensland.

Delivering energy efficiency measures

- The whole-of-Government Strategic Energy Efficiency Policy for Queensland Government Buildings (2007) was reviewed to consider existing business incentives for building owners to invest in energy efficiency to decrease operating costs.
- Energy efficiency was improved in government buildings, including retrofitting lighting in police stations, and upgrading air-conditioning in TAFE colleges and a health facility.
- New energy efficient technology was trialled for potential application in government buildings, including LED (light emitting diode) lighting and a ground source heat pump air-conditioning system.
2. Performance – service areas

Coordinating disaster response
• The department planned and coordinated its disaster response throughout Queensland, and managed the department’s business continuity and disaster management responsibilities to reflect lessons learned and improvements identified following the 2010–11 disaster events.
• Following these changes, an extensive disaster management training program was conducted across all QBuild regional offices as well as with staff from other business units.
• During the year, the department provided support in response to a number of natural disaster events including flooding across western Queensland communities such as Roma, St George and Mitchell, the flooding of a number of North Queensland communities and the response to the severe storm that impacted Townsville in March 2012. Assistance included supporting the establishment and equipping of community evacuation centres by facilitating over 700 mattresses and stretcher beds, blankets and bottled water, as well as contributing to staffing of recovery centres.
• Damage assessments and repairs of 943 government assets, including schools, police stations, health facilities, government-owned residences and other government infrastructure was also undertaken.
• Full project documentation of nine (out of 10) government-owned cyclone shelters was undertaken. Each shelter will be capable of sheltering a minimum of 800 people and will also be active civic assets with multi-functional uses. To date, construction is well progressed despite unseasonal wet weather during the year.
• Work also continued to identify and assess existing public or community-owned buildings that may be used as places-of-refuge buildings to supplement the capacity of public cyclone shelters.
• Research into the effects of high winds on building design and construction, to identify ways to reduce or eliminate building damage during storms and cyclones, continued to be funded at James Cook University’s Cyclone Testing Station in Townsville.
• At the request of the Townsville City Council, in the aftermath of the storm in March 2012, QBuild undertook the removal of asbestos-containing material and decontamination of all public spaces including roadways and footpaths, a significant number of public housing assets and two state schools within affected suburbs.

Reducing red tape
• In 2011–12, legislative amendments were supported to reduce real estate red tape by removing sustainability requirements included in the Treasury (Cost of Living) and Other Legislation Amendment Act 2012.
• The department facilitated legislative amendments to reduce red tape in the plumbing approval process by introducing a new category of work, through the Sustainable Planning and Other Legislation Amendment Bill 2012.
• Legislative amendments were substantially progressed to reduce red tape for pool owners when constructing, repairing or adjusting swimming pool barriers, to ensure compliance with the pool safety standards.
• The requirements of the National Prequalification System for Non-residential Building, an initiative of the Council of Australian Governments (COAG) Infrastructure Working Group, was integrated into the Queensland whole-of-Government prequalification system for building consultants and contractors. These requirements are designed to reduce red tape for contractors seeking to tender for government building contracts across different jurisdictions.
• At 30 June 2012, 591 consultants and 1,060 contractors were active in the Prequalification System (23 of which are also prequalified under the National Prequalification System).

Promoting public safety
• The department helped to protect public health and safety and the environment through administering the Plumbing Industry Council’s licensing system and responding to complaints about non-compliance, defective and unlicensed plumbing and drainage work. Overall, the Plumbing Industry Council’s investigators performed 379 licence checks and issued 111 penalty infringement notices for defective, non-compliant and unlicensed work. The number of licensees increased by 7.1 per cent from 2010–11, with a total of 16,183 licensees holding 31,090 plumbers' and drainers' licences.
• Guidelines were published for the inspection of Class 2 to 9 buildings, to help ensure safe community outcomes through higher levels of statutory compliance of buildings and to encourage greater accountability among building industry practitioners.
Fire safety in existing residential care buildings legislation was introduced and an inspection program was delivered to more than 900 residential care buildings across the state to assess compliance with the fire safety standards.

The department continued to provide expert asbestos technical and compliance advice and effective asbestos maintenance, incident response and removal services to other government agencies.

Our future
Delivering efficient and effective services to client agencies and at the same time delivering savings and benefits from the whole-of-Government service reform underway, are major priorities for the department.

Following recent reviews of the operations of the department’s commercialised business units, QBuild and Project Services will be amalgamated into a single business unit providing integrated building services to Queensland Government agencies to minimise risk and optimise procurement efficiencies. Goprint will discontinue commercialised printing services in 2012–13 with future arrangements for the delivery of reserved printing services to be determined. Sales and Distribution Services operations will be discontinued in early 2012–13.

Reviews of the Accommodation Office and the State Government Protective Security Service will also be undertaken with the aim of improving effectiveness and efficiency.

In addition, the department will:
- develop a comprehensive, long-term plan for the management and targeted removal of asbestos from government buildings
- continue to provide building procurement and project management services to the various Commonwealth Games coordination working groups for each of the sporting venues, in consultation with key Games stakeholders
- review laws mandating rainwater tanks and solar hot water systems in new buildings
- continue to reduce red tape and costs for property owners, householders and the plumbing and building industry through the review of building codes and laws, including implementation of the notifiable work reforms, introduction of a new Queensland Development Code, facilitation of the timely and consistent assessment of building work over or near infrastructure service, and the proposed inclusion of plumbing and drainage licences in the first tranche of licences under a National Occupational Licensing Scheme
- oversee the implementation of recommendations from the Floods Commission of Inquiry report relating to various building issues, including the adoption of a new Queensland Development Code for the construction of buildings in flood hazard areas
- facilitate legislative amendments to prescribe continuing professional development activities for pool safety inspectors
- manage the reduction in state government office accommodation on a cost effective basis.
Performance statement

<table>
<thead>
<tr>
<th>Service Area: Building Services</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• commercial properties included in the office portfolio</td>
<td>1</td>
<td>6.5%</td>
<td>7.6%</td>
<td>7.6%</td>
</tr>
<tr>
<td>• government employee housing</td>
<td>1</td>
<td>2.2%</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Vacancy rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• office portfolio</td>
<td>1, 2</td>
<td>≤2.5%</td>
<td>0.86%</td>
<td>0.86%</td>
</tr>
<tr>
<td>• government employee housing</td>
<td>1, 3</td>
<td>≤3.0%</td>
<td>2.2%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Energy consumption per employee occupying office space (in the owned office portfolio)</td>
<td>4</td>
<td>≤3,750 kwh per annum</td>
<td>3,300 kwh per annum</td>
<td>3,300 kwh per annum</td>
</tr>
<tr>
<td><strong>Strategic Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic projects facilitated efficiently and effectively:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• on time</td>
<td></td>
<td>≥90%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>• on budget</td>
<td></td>
<td>≥90%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td><strong>Building Policy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of defaults by pre-qualified building industry contractors on government building projects</td>
<td>5</td>
<td>≤2.0</td>
<td>0.5</td>
<td>0.75</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accommodation Office</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work point density</td>
<td></td>
<td>≤15 m² per person</td>
<td>15 m² per person</td>
<td>15 m² per person</td>
</tr>
<tr>
<td>Value of lease incentives for new leases with the private sector</td>
<td>6</td>
<td>≥$10 million</td>
<td>$20 million</td>
<td>$20 million</td>
</tr>
<tr>
<td>Procure green leases over 2,000m²</td>
<td></td>
<td>≥90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Technical Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whole-of-Government built environment information system availability</td>
<td></td>
<td>≥95%</td>
<td>98.5%</td>
<td>98.5%</td>
</tr>
<tr>
<td>Whole-of-department emergency/disaster and continuity management plans are reviewed and evaluated annually</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. The 2011–12 target/estimates is reflective of industry benchmarks.
2. Variance between the 2011–12 target/estimate and 2011–12 actual is due to an increase in agency demand for accommodation and the implementation of coordinated strategies to optimise the use of the office portfolio.
3. Variance between the 2011–12 target/estimate and 2011–12 actual is due to an increase in agency demand for accommodation.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to a combination of improvements to work point densities in new fit-outs and energy efficiency improvements in a number of existing and new office buildings.
5. The variance between the estimated actual for 2011–12 and the actual figure is due to additional contractors being identified as having defaulted on government buildings projects after the reporting period.
6. Variance between the 2011–12 target/estimate and 2011–12 actual is due to several large new lease transactions in Brisbane that occurred during the period.
Procurement Services

Procurement Services manages whole-of-Government supply arrangements used by departments, government-owned corporations, statutory bodies, local authorities and approved non-government organisations. Spend categories covered by these arrangements include travel, fuel, office stationery, computers, furniture, salary packaging and employee assistance services.

Procurement Services also provides a policy framework to drive improved procurement performance and efficiency across government, and assist Queensland Government agencies to improve their procurement capability. It also monitors the performance of these agencies.

Highlights

- In 2011–12, the department continued stewardship of the State Procurement Policy and associated guidance materials, including monitoring and evaluating the application and impact of the policy. Non-financial benefits to government, industry and the community include improved visibility of government spend through centralised information management and monitoring, reduced costs for suppliers doing business with the government and reduced risk and costs for government through the use of a consistent contractual framework and lower tendering and contract management costs.

- A five-year procurement reform program was led that enabled agencies to generate over $1 billion in procurement savings (cash and costs avoided) in the first four years of the program. During 2011–12, a range of these common-use supply arrangements were managed and implemented to deliver $73.4 million in government procurement savings for redirection to frontline services. In particular, the Queensland Government’s salary packaging arrangement is the largest in Australia with over 120,000 employees using the service and an estimated $760 million annually salary sacrificed.

- Contract disclosure requirements were implemented to allow disclosure and publishing of basic details of awarded contracts of $10,000 and over, with additional contract details for contracts of $10 million and over.

- Expert policy and advice provided to agencies and the government to strengthen fraud and corruption prevention controls in procurement.

Our future

The delivery of procurement services will be reviewed over the course of the 2012–13 year.

Procurement Services will also deliver a number of significant initiatives to help achieve the whole-of-Government direction and priorities in 2012–13, including:

- securing greater efficiencies through a centre-led, whole-of-Government procurement function managing outsourcing to the private sector and common-use supply arrangements across government

- continuing to work with agencies to develop their procurement capability

- providing expert policy and advice to agencies and the government as steward of the State Procurement Policy.
## Performance statement

<table>
<thead>
<tr>
<th>Service Area: Procurement Services</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Client satisfaction</strong></td>
<td>1</td>
<td>≥$77 million</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Savings and benefits delivered under existing and new arrangements to government</strong></td>
<td>2</td>
<td>≥$77 million</td>
<td>$73.4 million</td>
<td>$73.4 million</td>
</tr>
<tr>
<td><strong>Whole-of-Government procurement benefits as a percentage of total spend per year</strong></td>
<td>3</td>
<td>≥4</td>
<td>3.9</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Achievement of benefit target – Travel Management System</strong></td>
<td>4</td>
<td>≥$7.1 million</td>
<td>$5 million</td>
<td>$4.96 million</td>
</tr>
<tr>
<td><strong>Achievement of benefit target – Print Management Unit</strong></td>
<td>5</td>
<td>≥$6.9 million</td>
<td>$6 million</td>
<td>$5.95 million</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td>6</td>
<td>≥75%</td>
<td>94%</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Percentage uptake of procurement capability performance assessment recommendations by agencies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes:

1. The 2011–12 actual is based on the results of a baseline client satisfaction survey which will be undertaken every two years, with the next survey scheduled for 2013–14.
2. Variance between the 2011–12 target/estimate and 2011–12 actual is due to reduced spend on whole-of-Government common-use supply arrangements by agencies in the 2011–12 June quarter, and extended industry and agency consultation processes for implementing some new arrangements.
3. Variance between the 2011–12 target/estimate and 2011–12 actual is due to lower than planned procurement spend by agencies.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to slower than planned uptake of the Travel Management System.
5. The variance between the 2011–12 target/estimate and the 2011–12 actual is due to reduced procurement expenditure on printing by agencies.
6. Variance between the 2011–12 target/estimate and 2011–12 actual is due to higher than planned agency implementation of *Procurement Capability and Performance Assessment* recommendations.
Commercialised business units

QBuild

QBuild provides a diverse range of construction and building maintenance services, including statutory maintenance of plant and equipment, asset condition assessments, management and removal of hazardous materials, emergency response to natural disasters and vandalism, and training of building industry apprentices. It also manages a range of facility services, including security, horticulture, cleaning and manufacturing.

Highlights

In 2011–12, QBuild:

- delivered an immediate response to the clean-up, recovery and rebuilding of government infrastructure following the impacts of flooding in Western Queensland in early 2012, the cyclone in Kowanyama in February 2012 and the severe storm that hit Townsville in March 2012
- successfully managed in excess of 420 asbestos incidents in government-owned buildings, as well as undertook a program of 2,074 asbestos audits and over 630 asbestos removal projects, valued at more than $26 million
- progressed the $50 million refurbishment and fit-out works on the new Carseldine Government Office Precinct, using a combination of in-house trade resources and external subcontractors with the aim of completing works by November 2012
- delivered approximately $280 million in construction and upgrade works on behalf of clients across the state. Works undertaken included social housing renewals, office fit-outs, new construction, heritage restoration and building upgrades
- delivered an estimated $671 million of planned and unplanned maintenance services on government assets, including school buildings and TAFE colleges, social housing properties, police stations, community facilities and correctional centres
- delivered education and training by employing 100 new apprentices and trainees
- worked closely with clients at both a central and regional level to improve service delivery and deliver asset management outcomes which support client service delivery objectives
- continued to develop its supply base and support local contractors and suppliers. This included working closely and proactively with local tradespeople to enable rapid and effective mobilisation of resources in response to disaster events and ensure effective service delivery in regional and remote locations, including Indigenous communities.

Our future

The size of the state’s building capital works and maintenance programs, together with a forecast decline in other construction industry sectors, is expected to have a significant impact on QBuild.

Key factors and challenges also impacting QBuild include the expanding work programs in remote Indigenous communities, the capacity to provide a targeted service to these communities, and looking for maximum opportunities to support local Indigenous employment. In addition, simplifying QBuild’s core operational and business support systems and processes is critical to support efficient and effective service delivery to clients.

In response to delivering better value and improving the efficiency and effectiveness in building services delivery for the Queensland Government, QBuild and Project Services will be amalgamated in 2012–13 into a single business unit to provide centrally coordinated project, building, maintenance and disaster response services. Implementation of this new business will involve significant remodelling of the existing business structure. A detailed implementation plan is being developed to ensure continuity of service delivery and the establishment of the new business entity, which will retain a technical capability to mitigate asset delivery and management risk to government, and allow a flexible response to agency demand for services.
At the same time, the department will continue to:

- undertake specialised and essential services for government by streamlining and improving asset condition assessments, service maintenance and inspections, auditing, management and coordination associated with the removal of asbestos and other hazardous materials
- deliver approximately $265 million in construction and upgrade works and an estimated $420 million of maintenance on government assets across the state, including social housing renewals, office fit-outs, heritage restoration, building upgrades and construction of new houses in remote Indigenous communities, and complete the refurbishment and fit-out works on the new Carseldine Government Office Precinct.

Performance statement

<table>
<thead>
<tr>
<th>QBuild</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</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>-</td>
<td>64.5%</td>
<td>64.5%</td>
</tr>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>2,3</td>
<td>9.99</td>
<td>11.06</td>
<td>9.28</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of sales</td>
<td>4</td>
<td>0.1</td>
<td>1.25</td>
<td>1.21</td>
</tr>
<tr>
<td>Current ratio</td>
<td>5</td>
<td>1.21:1</td>
<td>1.38:1</td>
<td>1.34:1</td>
</tr>
<tr>
<td>Gearing level</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of apprentices successfully completing training</td>
<td>≥80</td>
<td>79</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>Percentage of participation in annual apprentice program:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• first language is other than English</td>
<td>7</td>
<td>≥2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>• Indigenous</td>
<td>7</td>
<td>≥15</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>• female</td>
<td>7</td>
<td>≥8</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>• indentured outside the metropolitan region</td>
<td>7</td>
<td>≥65</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Workplace Health and Safety – Working days lost</td>
<td>8</td>
<td>1,459</td>
<td>2,460</td>
<td>2,439</td>
</tr>
</tbody>
</table>

Notes:

1. The 2011–12 actual is based on the results of a baseline client satisfaction survey which will be undertaken every two years, with the next survey scheduled for 2013.
2. Variance between the 2011–12 target/estimate and 2011–12 actual is due to a change in the product mix with lower margin construction work forming a lower percentage of revenue.
3. Variance between the 2011–12 estimated actual and the 2011–12 actual is due to a change in the mix of direct and indirect costs.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the additional volume of work offset by the payments for the voluntary separation program.
5. Variance between the 2011–12 target/estimate and 2011–12 actual is due to an improvement in the cash position offset by a reduction in trade payables.
6. This performance measure is not applicable for 2011–12 as QBuild has no ‘Net Debt’.
7. Measures are dependent on the mix of applications received and the voluntary identification by applicants as to which target groups they represent.
8. Variance between the 2011–12 target/estimate and 2011–12 actual is due to an increase in the number of long-term WorkCover cases, with significant working days lost from injuries related to activities undertaken during the storm, floods and cyclones.
Project Services

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

Highlights

Project Services worked closely with client departments to deliver a diverse range of consultancy services related to building capital works projects throughout the state, including:

- the 19-floor Supreme Court and District Court complex for the Department of Justice and Attorney General. The complex creates a unique legal precinct, linking the new building to the existing Brisbane Magistrates Court with a public square
- major internal refurbishment works for the Queensland Museum, including renovated entry, foyer, lifts, escalators, stairs and a new museum shop
- project management, contract administration and quantity surveying services for the construction of a new trades training building for the Sunshine Coast Institute of TAFE
- management of the project delivery of the Mango Hill State School, as well as providing quantity surveying and contract administration services. The school has been constructed as a single campus with three learning precincts for Prep, Junior Years and Middle Years. It has a number of support and service facilities including administration, library, science/technology laboratory, hall and music studio
- procurement management of major hospital projects including the Gold Coast University Hospital and Queensland Children’s Hospital, and the continued redevelopment of several hospitals across the state
- project management, contract management and quality control audits of the Gatton Correctional Precinct, on behalf of Queensland Corrective Services. Works included the construction of 32 new buildings, including two secure accommodation cell block units, residential accommodation blocks, and medical, prisoner processing, dog squad, training, education and workshop facilities.

During the year, Project Services received the following industry awards:

- the prestigious FDG Stanley Award for Public Architecture (Australian Institute of Architect Awards) for the Cobb & Co Museum in Toowoomba
- the Harry S Marks Award for Sustainable Architecture (Australian Institute of Architect Awards) for the Dandiiri Contact Centre, Zillmere
- the Australian Institute of Project Management’s Regional Development Award for the Sunshine Coast Institute of TAFE project.

Our future

The reduced budget for building capital works for 2012–13 has led to a review of the service offerings with the aim of leveraging savings and reducing business overheads. As a result, in 2012–13, QBuild and Project Services will be amalgamated into a single commercialised business unit to provide centrally coordinated building services to Queensland Government agencies. A detailed implementation plan is being developed and will include consideration of existing service arrangements, organisational structures, continuity of business and impact on staff.

The department will also continue to contribute to the delivery of significant building capital works projects and programs on behalf of the Queensland Government, including:

- procurement management of major hospital projects including the Gold Coast University Hospital and Queensland Children’s Hospital, and the redevelopment of several hospitals across the state
- project management and design of a pilot project in Cleveland for the Year 7 Program which aims to provide infrastructure to accommodate Year 7 as the first year of secondary school by 2015
- project management, quantity surveying and contract administration services for the delivery of the Springfield Central State School and State High School (Stage 2) on behalf of the Department of Education, Training and Employment
- procurement, project and contract management of the new necropsy facility at James Cook University’s Douglas Campus, which includes new laboratories, administration and teaching buildings, and new services infrastructure to the veterinarian precinct
- management of the delivery of eight multi-purpose public cyclone shelters in North Queensland, contributing to making the state safer and more resilient to natural disasters.
## Performance statement

<table>
<thead>
<tr>
<th>Project Services</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</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></td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Project competency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• time</td>
<td>≥90%</td>
<td>92%</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>• budget</td>
<td>≥90%</td>
<td>96.4%</td>
<td>96.4%</td>
<td></td>
</tr>
<tr>
<td>Gross profit as a percentage of total sales</td>
<td>2</td>
<td>37.4</td>
<td>34.3</td>
<td>34.2</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of total sales</td>
<td>3</td>
<td>0.6</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td>Current ratio</td>
<td>4</td>
<td>5.7:1</td>
<td>6.6:1</td>
<td>6.6:1</td>
</tr>
</tbody>
</table>

### Notes:

1. The 2011–12 actual is based on the results of a baseline client satisfaction survey which will be undertaken every two years with the next survey scheduled for 2013.
2. Variance between the 2011–12 target/estimate and the 2011–12 actual for gross profit as a percentage of total sales is mainly due to increased direct costs associated with outsourced work.
3. Variance between the 2011–12 target/estimate and 2011–12 actual for the measure of net profit before tax and dividends as a percentage of total sales is mainly due to decreased sales revenue and the anticipated effect of the transition to the new amalgamated commercialised business entity.
4. Variance between the 2011–12 target/estimate and the 2011–12 actual for the current ratio is mainly due to a reduced program of work and business systems upgrades that are not proceeding resulting in cash not being used.
QFleet

As the Queensland Government’s provider of vehicle leasing services, QFleet manages a diverse fleet of approximately 13,000 vehicles throughout the state.

QFleet delivers cost efficiencies for government by providing agencies with a selection of fit-for-purpose vehicles based on total cost of ownership, risk management and performance outcomes consistent with government policy. Through a centralised pool of fleet management knowledge and skill, QFleet provides aggregated vehicle procurement, fleet leasing, client advice and support, coordinated maintenance and repairs, vehicle remarketing and whole-of-Government fleet policy implementation.

Highlights

In 2011–12, QFleet:

- undertook a major procurement exercise, the Market Invitation-to-Offer for the Provision of Passenger and Light Commercial Vehicles, by asking the market to provide vehicle pricing and supply arrangements for the delivery of a large number of vehicles for various models over a defined period. This resulted in industry competitive pricing and flexibility based on projected demand
- continued implementing the Fleet Efficiency and Utilisation Policy, which assists client agencies to improve the operational aspects of vehicle use and the management of their vehicle pools
- enhanced quarterly reports prepared for client CEOs, providing high-level, agency specific, financial, operational, maintenance and use information about their leased fleets as well as short-term hire vehicles
- commenced a QFleet fleet management systems training program in December 2011, providing basic and advanced levels of training to 127 clients from 13 agencies in the use of QFleet’s online vehicle ordering and reporting systems
- assisted Queensland Government agencies’ response to the flooding in Roma and Toowoomba by arranging for the deployment of 24 urgently required vehicles in early February 2012
- continued to manage the reduction of fleet carbon dioxide emissions towards a target of 30 per cent by the end of 2012 compared with a baseline of 30 June 2007. As at 30 May 2012, emissions reduction had reached 30.7 per cent, nearly achieving the December 2012 target
- continued delivering driver education and awareness workshops, including 10 run in conjunction with CARRS-Q (Queensland University of Technology) for approximately 300 government drivers state-wide.

Our future

Following consideration of future options for the government’s vehicle fleet delivery, QFleet will be implementing a revised operating model in 2012–13 to enhance savings, efficiency and accountability including:

- leading a reduction of 10 per cent of the fleet across the sector
- leading the aggregation of the sector’s pool vehicles and removal of under-used vehicles
- establishing longer term leasing arrangements and streamlining QFleet service delivery.
Performance statement

<table>
<thead>
<tr>
<th>QFleet</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</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>76%</td>
<td></td>
</tr>
<tr>
<td>Percentage of all vehicle fleet leases managed within 90–100 percent of agreed km (measured at lease expiration)</td>
<td>2</td>
<td>≥75</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current ratio</td>
<td>3</td>
<td>1.01:1</td>
<td>1.04:1</td>
<td>1.04:1</td>
</tr>
<tr>
<td>Return on net assets</td>
<td>4</td>
<td>6.6%</td>
<td>12.4%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Gearing level</td>
<td>5</td>
<td>82%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle stocks on hand awaiting sale as a percentage of the total fleet</td>
<td></td>
<td>≤10 %</td>
<td>4.8%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

**Notes:**

1. The 2011–12 actual is based on the results of a baseline client satisfaction survey which will be undertaken every two years, with the next survey scheduled for 2013.
2. No figure for the 2011–12 actual has been included due to the alignment between vehicle use and the contracted lease arrangements not representing the extent to which active vehicles are being under and over used.
3. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the higher bank balance for the year resulting from higher than budgeted profits on sale of motor vehicles.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the strong resale market resulting in higher profits on sale and a reduction of expenses.
5. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the lower debt with Queensland Treasury Corporation resulting from reduced demand for debt following the strong resale performance and higher profits on sale.
Goprint
Since its establishment in 1862, Goprint has had a key role in recording and printing the state’s legislative requirements though Government Gazettes, Bills and Acts, Hansard and key government reports. In addition, Goprint has undertaken commercial print work on behalf of government agencies.

Highlights
During 2011–12, Goprint:
- delivered more than 2,200 jobs of a secure and confidential nature for the Queensland Parliament and Executive Government, including the State Budget, Bills, Acts as Passed, Hansard, Gazettes and Reprint series (reserved services)
- delivered ballot papers state-wide for both the state and local government elections
- delivered the requirements of regional Parliament (sitting outside of Brisbane), including Bills, Hansard, tabled reports and Notice Papers.

Our future
A key factor impacting Goprint is the continuing advancement of the technological environment and reduced requirement for hard copy documents. The print market, nationally and internationally, is progressively restructuring and contracting due to the shift away from traditional printing to digital publication, and a reduction in consumer demand. The resulting over-capacity in the industry has contributed to highly competitive pricing from suppliers.

Since 2007, Goprint has significantly downsized its operations to allow it to compete for commercial print work as an accredited supplier to government. However, as there is a strong, competitive market for standard print work, Goprint’s commercial printing operations will cease with all contestable printing across agencies to be outsourced to local print suppliers through whole-of-Government procurement arrangements.

Further analysis of the full range of the government’s secure and sensitive printing needs will be undertaken, including working with industry to outsource this work to the private print industry if a suitable supplier is able to meet the required standards of security and turnaround times at a competitive price.

Performance statement

<table>
<thead>
<tr>
<th>Goprint</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service standards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client satisfaction</td>
<td></td>
<td></td>
<td>90.5%</td>
<td>90.5%</td>
</tr>
<tr>
<td>Gross profit/(loss) as a percentage of sales</td>
<td>1</td>
<td>27.5</td>
<td>30.8</td>
<td>30.8</td>
</tr>
<tr>
<td>Current ratio</td>
<td></td>
<td></td>
<td>3.4:1</td>
<td>3.8:1</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserved services security breaches</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Notes:
Variance between the 2011–12 target/estimate and 2011–12 actual is due to lower than anticipated cost of sales.
Sales and Distribution Services

Sales and Distribution Services (SDS) provides supply management services and advice to support Queensland Government agency operations and service delivery. SDS operates three distinct service streams – SDS Distribution, SDS Logistics and SDS Publications. In the event of a natural disaster, SDS also provides a diverse range of office consumables, furniture and emergency relief consumables, as well as expertise in logistics and warehouse management.

Highlights
During 2011–12, SDS:
• continued to streamline its operations, as sales volumes declined across the public sector especially in SDS’s traditional consumables and furniture markets
• established and commenced providing Queensland Health with publications storage and fulfilment services.

Our future
A key factor impacting on SDS is that some of its services have been largely superseded through the advent and use of equivalent electronic services. In addition, SDS’s activities in distributing consumables and furniture and in the provision of logistic services are available through private businesses that provide these services to the wider market and are, therefore, able to achieve economies of scale in distribution.

Consideration of future options for SDS has resulted in a decision to cease its operations over a nine-month period. During this period, arrangements will be made with relevant agencies for the transition of consumable and publication services and other warehousing functions, as well as for the sale of existing stock.

Performance statement

<table>
<thead>
<tr>
<th>Sales and Distribution Services</th>
<th>Notes</th>
<th>2011–12 Target/est.</th>
<th>2011–12 Est. actual</th>
<th>2011–12 Actual</th>
</tr>
</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>29.53</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td>Gross profit as a percentage of sales</td>
<td>2</td>
<td>(0.04)</td>
<td>(5.12)</td>
<td>(5.12)</td>
</tr>
<tr>
<td>Net profit before tax and dividends as a percentage of sales</td>
<td>3</td>
<td>1.09:1</td>
<td>0.89:1</td>
<td>0.89:1</td>
</tr>
<tr>
<td>Current ratio</td>
<td>4</td>
<td>57.99%</td>
<td>101.25%</td>
<td>101.25%</td>
</tr>
<tr>
<td>Gearing level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Variance between the 2011–12 target/estimate and 2011–12 actual is due to a price reduction in consumables in line with the introduction of a freight charge to customers.
2. Variance between the 2011–12 target/estimate and 2011–12 actual is due to lower sales volumes than anticipated in both furniture and consumables.
3. Variance between the 2011–12 target/estimate and 2011–12 actual is due to an increase in short-term borrowings.
4. Variance between the 2011–12 target/estimate and 2011–12 actual is due to the anticipated deficit and the need to fund operations from the working capital facility.
3. Governance framework

Overview

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

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

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

• 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.

Effective governance and accountability

The department’s governance arrangements ensure that the department’s strategic objectives are achieved and resources are allocated appropriately to maximise the cost-effective delivery of services. The department’s governance framework effectively supports strategic management and monitors the achievement of departmental business objectives.

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

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

The Board is supported by the following committees:

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

Each committee:

• is chaired by a member of the Board of Management
• has an approved Terms of Reference that outlines its roles, responsibilities and reporting requirements
• undertakes self-assessment reviews to ensure that activities remain relevant to the strategic and business objectives of the department
• identifies opportunities to improve accountability requirements.

The chair of each committee reports to the Director-General and provides regular updates to the Board as required.
3. Governance

Board of Management members

**Natalie MacDonald**

*Chair: Director-General*

BA, MBA, MComm  
(Professional Accounting)

Natalie was appointed Director-General on 18 April 2011, after being with the department since May 2009. Prior to this, Natalie was the Director-General of the Department of Housing from 2004–2009.

**Graham Atkins**

*Deputy Director-General, Building Services and Works*

Fellow Australian Institute of Building, BA Science (Quantity Surveying), Associate Dip. of Applied Science (Building)

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

**Tony Waters**

*Deputy Director-General, Housing Services*

BA (Social Services)

Tony was appointed to the role of Deputy Director-General, Housing Services in May 2012. Tony transferred into this role from the Department of Communities where he had been the Deputy Director-General, Housing and Homelessness Services since 2009. Tony had previously been the Deputy Director-General, Services, Department of Public Works from 2003–2009.

**Dr Peter Stewart**

*Deputy Director-General, Communities’ Property Portfolio*

PhD (RMIT), M Bldg, GradDip Eng Maint Mgt, Bach Bldg (H2A)

Peter was appointed to the role of Deputy Director-General, Communities’ Property Portfolio in May 2012. He transferred into this role from the Department of Communities’, where he had been the Deputy Director-General, Communities’ Property Portfolio. Prior to this appointment, Peter held the roles of General Manager of the Infrastructure Division for the Department of Education and Early Childhood Development in Victoria, and Associate Professor and Head of the School of Property, Construction and Project Management at RMIT University. He also undertakes a part-time role as Adjunct Professor at Queensland University of Technology.

**Robyn Turbit**

*Assistant Director-General, Corporate and Executive Services*

BComm, B Econ

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

**Geraldine O’Grady**

*Executive Director, Planning and Performance Management*

BEcon, MBA

Geraldine transitioned into the role of Executive Director, Planning and Performance Management as part of the machinery of government changes in May 2012. Prior to this appointment, Geraldine was the Assistant Director-General, Corporate Planning and Performance in the Department of Communities.
3. Governance

Warren Pashen
Chief Finance Officer
BComm, FCAP, ACIS

Warren has performed the role of Chief Finance Officer since March 2007. Warren is responsible for strategic financial planning, budget management, financial policy and statutory reporting across the department.

Stephen Long
Executive Director, Human Resources
BA

Stephen has performed the role of Executive Director, Human Resources since October 2002. Stephen is responsible for strategic human resource management, recruitment and retention, industrial relations and workplace health and safety.

Tim Dunn
Chief Information Officer
BBus (Computing)

Tim has been a member of the Board since February 2010 and was appointed to the position of Chief Information Officer in May 2011. Tim is responsible for strategic information management, systems development and the provision of ICT services across the department.

Paul Krautz
Assistant Director-General Strategy and Performance
BAppSc (BuiltEnv), GradDipArch, MBA

Paul joined the Board in September 2010 and commenced in the role of Assistant Director-General Strategy and Performance in August 2011. Paul has been responsible for leading a number of significant initiatives and projects.

Mike Burnheim
(2011–May 2012)
Assistant Director-General Services
BA, MSocSc (Australian Government)

Mike was appointed to the role of Assistant Director-General, Services on 23 July 2009. As part of the machinery of government changes, Mike transferred in May 2012 to the Department of Science, Information Technology, Innovation and the Arts.

Andrew Spina
(2011–May 2012)
Associate Director-General
BSc (Comp.)

Andrew was appointed Acting Associate Director-General in April 2011 and then Deputy Director-General, Information and Procurement in August 2011. As part of the machinery of government changes, Andrew transferred in May 2012 to the Department of Science, Information Technology, Innovation and the Arts.
Governance committees

Board of Management
The Board of Management is the department’s principal policy-setting and decision-making authority and supports the Director-General as the department’s accountable officer. The role of the Board within the department is to:

- advise the Director-General on the department’s strategic direction, goals and performance
- provide effective stewardship to oversee the implementation of programs and policies
- monitor performance and reporting requirements
- manage and monitor risk
- monitor the implementation of recommendations from management and other reports to improve business processes and work practices
- provide a forum for decision making and to debate/discuss and agree departmental direction where conflicting internal views, with respect to strategic departmental issues, cannot be or have not been resolved.

Audit Committee
The Audit Committee provides independent advice and assurance to the Director-General. Key areas of focus include compliance with legislative requirements and the effectiveness of systems and processes relating to internal controls, risk mitigation and the status of implementation of internal and external audit recommendations.

<table>
<thead>
<tr>
<th>Chair</th>
<th>Director-General</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Deputy Director-General (Building Services and Works)</td>
</tr>
<tr>
<td>Members</td>
<td>Deputy Director-General (Housing Services)</td>
</tr>
<tr>
<td></td>
<td>Deputy Director-General (Communities' Property Portfolio)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director-General (Strategy and Performance)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director-General (Corporate and Executive Services)</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Planning and Performance Management</td>
</tr>
<tr>
<td></td>
<td>Chief Finance Officer</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Human Resources</td>
</tr>
<tr>
<td></td>
<td>Chief Information Officer</td>
</tr>
</tbody>
</table>

The Board is supported by six governance committees.

Achievements
The Audit Committee has observed the terms of its charter and has shown due regard to Queensland Treasury’s Audit Committee Guidelines.

In 2011–12, the Audit Committee:

- provided advice on and reviewed the departmental financial statements
- reviewed the 2011–2012 Internal Audit Annual Plan and the 2011–2014 Internal Audit Strategic Plan
- monitored Internal Audit performance against the endorsed and approved 2011–2012 Internal Audit Annual Plan
- monitored and reviewed the implementation and resolution of internal audit and Queensland Audit Office issues (including those of direct relevance to the department and those issues identified in Auditor-General Reports to Parliament)
- received and reviewed all internal audit reports
- monitored the implementation by management of internal audit recommendations
- reviewed the Audit Committee Charter to ensure compliance with legislative and policy requirements
- reviewed and endorsed the Internal Audit Charter.

The Audit Committee met on five occasions in 2011–12 and during that period, remuneration was paid to the independent member, Ms Jenny Parker, Partner of Ernst and Young (total remuneration paid to Ms Parker during this period was $10,890 [incl GST]).
3. Governance

Contracts Committee

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

Chair

Deputy Director-General (Building, Services and Works)

Members

General Manager, Project Services
General Manager, QBuild
General Manager, Building Industry and Services
Executive Director, Strategic Projects
Executive Director, Contract Services
Director, Building Policy Unit

Achievements

During 2011–12, the Contracts Committee reviewed procurement strategies for capital works projects for compliance with capital works policy requirements and best value-for-money outcomes.

A significant number of projects were reviewed for various agencies. These included the QEII Hospital Emergency upgrade, cyclone shelters and Ormeau Woods.

Executive Finance Committee

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

Chair

Director-General

Members

Deputy Director-General (Building Services and Works)
Deputy Director-General (Housing Services)
Deputy Director-General (Communities’ Property Portfolio)
Assistant Director-General (Corporate and Executive Services)
Executive Director, Planning and Performance Management
Chief Finance Officer

Achievements

During 2011–12, the Executive Finance Committee:

- monitored issues arising from Internal Audit and Queensland Audit Office audit reports
- monitored the department’s progress on significant finance-related issues, such as the preparation of the financial statements and the management of the annual and mid-year reviews
- reviewed the financial performance of the department’s business areas and provided advice to the Board of Management and the Director-General
- introduced new quarterly reporting for the department
- reviewed the net debtors position of the department and introduced new reporting requirements
- monitored the department’s savings submissions as determined by government.
Procurement Sub-committee
This sub-committee, which is chaired by the Assistant Director-General (Corporate and Executive Services), comprises representation from all areas of the department. The sub-committee provides strategic procurement direction for the department to deliver improved and best practice procurement deliverables at a whole-of-Government, entity or client level. The Procurement Sub-committee reports through the Executive Finance Committee to the Board of Management.

Achievements
During 2011–12, the Procurement Sub-committee:
- monitored progress against agreed procurement-related activities and targets, which were reported monthly to the Board of Management
- endorsed the Building Capital Works Procurement Framework and supporting documentation for implementation within the department and for use by all other government departments to drive increased procurement value for capital works.

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

Chair
Director-General
Members

Achievements
During 2011–12, the Human Resources Committee:
- monitored implementation of the department’s Strategic Workforce Management Plan 2010–2012
- monitored implementation of the 2011 Voluntary Separation Program for Department of Public Works employees
- monitored workforce management performance against targets set within monthly Workforce Profile and Key Performance Indicator reports
- monitored workplace health and safety performance against targets set within Workplace Health and Safety Monthly Chief Executive Officer’s reports
- reviewed and monitored the implementation of new human resource management directives and policies
- reviewed the Human Resources Risk Register
- considered emerging strategic human resource management issues, including:
  - industrial relations and employee relations
  - recruitment, selection and retention of staff
  - strategic workforce planning
  - employment equity, diversity, targets and programs
  - succession planning, management and development
  - organisational capability including skills profiling, training and development
  - organisational structures and change management
  - deployment of human resource staff
  - performance management
  - leadership development and management training
  - organisational culture
  - recognition and reward programs
  - remuneration
  - staff engagement
  - legislation directives and policies
  - the human resources impacts of significant projects within the department.
Information Steering Committee

The Information Steering Committee advised the Director-General on the ICT services and capabilities employed by the department (through the Information Services Directorate) to support the efficient operation of the department’s business areas while also aligning with whole-of-Government and departmental ICT strategies and objectives.

<table>
<thead>
<tr>
<th>Chair</th>
<th>Director-General</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Deputy Director-General (Building Services and Works)</td>
</tr>
<tr>
<td></td>
<td>Deputy Director-General (Housing Services)</td>
</tr>
<tr>
<td></td>
<td>Deputy Director-General (Communities’ Property Portfolio)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director-General (Corporate and Executive Services)</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Planning and Performance Management</td>
</tr>
<tr>
<td></td>
<td>Chief Information Officer</td>
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<tr>
<td></td>
<td>Observer: Executive Director, Internal Audit</td>
</tr>
</tbody>
</table>

**Achievements**

During 2011–12, the Information Steering Committee:

- provided strategic governance and direction over significant ICT-related projects for the department
- noted the progress of the Department of Housing and Public Works ICT Program of Works for 2011–12 which lists current, new and potential major and minor initiatives across the department
- noted the implementation of the Right to Information and Information Privacy reforms
- endorsed the policy and procedures for the Use of ICT Facilities and devices
- noted the default classification for the department and supported the application of the associated information security controls
- noted the ICT Planning Baseline Report
- noted the development and implementation of the *ICT Resources Strategic Plan 2011*. The *ICT Resources Strategic Plan* follows the requirements of the *Information Standard 2 (IS2) – ICT Resources Strategic Planning* and provides guidance on how agencies are to conduct ICT resources strategic planning to better ensure business needs, maximise value from ICT investment and satisfy legislative and government policy requirements
- noted the process for rationalising intranet and applications migration, and decommissioning a number of the department’s intranet sites
- endorsed the implementation of the System Centre Configuration Manager, a Microsoft management tool that has the ability to manage power consumption through the desktop fleet within the department
- endorsed the ICT Governance Framework for the department. The ICT Governance Framework is part of the department’s corporate governance framework and identifies all the components of the ICT Governance process and their role at a high level.

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.

<table>
<thead>
<tr>
<th>Chair</th>
<th>Director-General</th>
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<tbody>
<tr>
<td></td>
<td>Deputy Director-General (Building Services and Works)</td>
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<td>Deputy Director-General (Housing Services)</td>
</tr>
<tr>
<td></td>
<td>Deputy Director-General (Communities’ Property and Portfolio)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director-General (Corporate and Executive Services)</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Planning and Performance Management</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Human Resources</td>
</tr>
<tr>
<td></td>
<td>General Manager, QBuild</td>
</tr>
<tr>
<td></td>
<td>General Manager, Project Services</td>
</tr>
<tr>
<td></td>
<td>Director, Workplace Health and Safety</td>
</tr>
</tbody>
</table>

**Achievements**

During 2011–12, the Workplace Health and Safety Peak Committee:

- endorsed the completion of an external review of its safety management system. The department will continue to implement the *Audit Report Action Plan* throughout 2012–13
- continued to develop the Safety, Health and Environment (SHE) software system. The system now comprises the electronic lodgement and management of workplace hazards, incidents,
worker rehabilitation and claims management modules, including capability to upload WorkCover portal data. The SHE system also comprises the audit module

- endorsed the continuation of the Early Intervention Centre (EIC) to support injured or ill workers. As at 30 June, a total of 454 referrals had been managed through this service. Throughout 2011–12, the EIC facilitated Mental Health Awareness workshops across the department, including in regional areas. Approximately 450 employees attended these workshops

- endorsed the provision of information sessions relating to the introduction of the Work Health and Safety Act 2011 and its associated implications for the department. The department continues to implement strategies to ensure it remains compliant with legislation

- maintained accreditation to the AS/NZS 4801 Occupational Health and Safety Management System for the QBuild business unit

- endorsed the provision of free seasonal influenza vaccinations to employees as part of the department’s Workplace Health and Safety program. A total of 2,461 seasonal influenza vaccinations were administered across the department, including in regional and remote areas.

**Risk management**

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

The department’s Board of Management acts as the risk committee and is responsible for:

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

Executive management is responsible for ensuring risks are being identified and managed within their area of responsibility, and governance committees are responsible for monitoring the risks and associated treatments that relate to the committees’ governance charter.

The Audit Committee reviews the adequacy of internal controls to mitigate risks in relation to audit findings reported by the Internal Audit Unit and the Queensland Audit Office.

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

Throughout 2011–12, the department undertook significant work to strengthen its risk management approach through the revision of the risk management policy and development of a new Risk Management Framework and associated guidelines and tools. The framework supports an effective and consistent approach to risk management across the department and aims to improve decision making through strengthening risk management processes and expanding reporting capabilities.

The department has also revised its Business Continuity and Disruption Management Policy and Guidelines, and introduced robust arrangements for the prevention of fraud and corruption.

**Strategic planning, performance monitoring and reporting**

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

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

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

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

In 2011–2012, key achievements included:

- providing an Annual Report to the Director-General and the Audit Committee on the control environment of the department
- quarterly reporting to the Audit Committee on the status of the annual Audit Plan 2011–2012 as approved by the Director-General
- quarterly reporting to the governance committees on the status and implementation of internal audit recommendations
- facilitated discussions between the Queensland Audit Office and departmental business units on audit issues and implementation strategies and timeframes; recording, monitoring and reporting of the status of implementation of external audit recommendations; and reporting of status to governance committees, the Director-General and divisional heads
- providing ongoing advisory and consultancy services within the agency to address control weaknesses and perceived risks
- acted as secretariat to the departmental Audit Committee
- drafted revised Audit Committee and Internal Audit Charters for consideration by the Audit Committee.

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

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

External reviews

In 2011–12, the operations of the department were subject to a number of external audits by the Auditor-General. The key Auditor-General reports to Parliament containing matters relevant to the department relate to:

- internal control systems
- managing employee unplanned absence
- Nation Building – Economic Stimulus Plan
- management of public sector employee housing
- QBuild’s Ellipse system.

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

Overview

Staff numbers

<table>
<thead>
<tr>
<th>Service areas</th>
<th>MOHRI FTE* as at 30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Services</td>
<td>1,270</td>
</tr>
<tr>
<td>Building Services</td>
<td>243</td>
</tr>
<tr>
<td>Procurement Services</td>
<td>111</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,624</strong></td>
</tr>
</tbody>
</table>

Commercialised business units

<table>
<thead>
<tr>
<th>Business units</th>
<th>MOHRI FTE*</th>
</tr>
</thead>
<tbody>
<tr>
<td>QBuild</td>
<td>2,515</td>
</tr>
<tr>
<td>Project Services</td>
<td>654</td>
</tr>
<tr>
<td>Sales and Distribution Services</td>
<td>99</td>
</tr>
<tr>
<td>QFleet</td>
<td>118</td>
</tr>
<tr>
<td>Goprint</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total commercial units</strong></td>
<td><strong>3,441</strong></td>
</tr>
</tbody>
</table>

Corporate services (recovered from business units) | 348

**Total Department of Housing and Public Works** | 5,413

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

Annual earnings by gender

<table>
<thead>
<tr>
<th>Annual Earnings FTE Groupings ($)</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,999 and Less</td>
<td>19.05%</td>
<td>80.95%</td>
<td>100.00%</td>
</tr>
<tr>
<td>30,000 - 39,999</td>
<td>14.71%</td>
<td>85.29%</td>
<td>100.00%</td>
</tr>
<tr>
<td>40,000 - 49,999</td>
<td>47.12%</td>
<td>52.88%</td>
<td>100.00%</td>
</tr>
<tr>
<td>50,000 - 59,999</td>
<td>53.90%</td>
<td>46.10%</td>
<td>100.00%</td>
</tr>
<tr>
<td>60,000 - 69,999</td>
<td>27.42%</td>
<td>72.58%</td>
<td>100.00%</td>
</tr>
<tr>
<td>70,000 - 79,999</td>
<td>36.08%</td>
<td>63.92%</td>
<td>100.00%</td>
</tr>
<tr>
<td>80,000 - 89,999</td>
<td>40.40%</td>
<td>59.60%</td>
<td>100.00%</td>
</tr>
<tr>
<td>90,000 - 99,999</td>
<td>40.72%</td>
<td>59.28%</td>
<td>100.00%</td>
</tr>
<tr>
<td>100,000 - 109,999</td>
<td>32.18%</td>
<td>67.82%</td>
<td>100.00%</td>
</tr>
<tr>
<td>110,000 - 119,999</td>
<td>30.86%</td>
<td>69.14%</td>
<td>100.00%</td>
</tr>
<tr>
<td>120,000 and Over</td>
<td>31.29%</td>
<td>68.71%</td>
<td>100.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38.86%</strong></td>
<td><strong>61.14%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
Workforce planning

In 2011–12, the department continued to implement strategies in the department’s Strategic Workforce Management Plan 2010–2012 to assist the department to retain a workforce that was skilled, experienced and productive.

The following key workforce planning activities were addressed:

- business unit-specific workforce plans that are integrated with business planning
- formal and informal recognition of employee performance through a revised recognition policy
- an award-winning Pathways to Better Health and Safety program
- attraction of new talent through the following employment programs—apprenticeships, traineeships (full-time and school-based), graduate programs, cadetships and scholarships
- a focus on reducing the level of unplanned absenteeism.

A number of human resources policies which support the department’s workforce were updated during the 2011–12 year. These included the:

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

Employee performance management framework

During 2011–12, the department reviewed its Employee Performance Management Framework, which consists of strategies, systems and processes for managing the performance of employees. Activities included:

- maintaining an online induction program
- providing training to several departmental areas in giving and receiving feedback
- implementing a Senior Managers Governance Program for senior managers to gain a greater understanding of their responsibilities
- providing training for supervisors and managers as part of the Managing for Results (M4R) program
- reviewing the Employee Recognition Policy.

The department continues to have a strong commitment to ensuring its employees have the right capabilities to perform in their roles.

Employment initiatives

During 2011–12, the department employed 22 new graduates under specific whole-of-Government graduate employment programs, within areas as diverse as accountancy, procurement, Human Resources, Information Communication Technology, project management, engineering, architecture and quantity surveying. As at 30 June 2012, there were 36 graduate employees working within the department.

Administration trainees

During 2011–2012, the department’s intake of administrative trainees was 19. As at 30 June 2012, the department employed 16 administration trainees.

Apprentices and field trainees

As at 30 June 2012, the department employed 294 apprentices and field trainees, comprising 293 apprentices employed within QBuild and one apprentice within Goprint.

In 2011–12, QBuild employed 100 new apprentices and field trainees. These comprised 76 full-time apprentices, including 11 graduating school-based to full-time apprentices and two horticultural apprentices, eight new school-based apprentices and three new construction worker trainees.

Leadership and management development

The department recognised that there were many leadership and management development programs being run across the department and in 2011, implemented a significant project to create a single management development program. The aim of this project was to reduce duplication, achieve cost effectiveness and increase management capabilities. The project undertook to review, redefine and consolidate existing departmental management development into a single program that could be used in all business areas.
This program was called Managing for Results (M4R) and in the first half of the 2011–12 financial year, a pilot program was delivered to two cohort groups:

- AO4–AO5 with 17 participants
- AO6–AO8 with 20 participants.

The department participated in the Australia and New Zealand School of Government (ANZSOG) Executive Fellows program, Executive Masters of Public Administration program (two participants), and the Public Sector Management program (nine participants).

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

**Work–life balance**

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

The department also continued its participation on the whole-of-Government Inter-Agency Coordination and Advisory Committee (ICAN) on Flexible Work Practices.

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

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

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

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

**Supporting diversity**

During 2011–12, the department continued to support diversity through the implementation of the following plans:

- **Equity and Diversity Plan 2011–2012**
- **Disability Services Plan 2011–2014**
- **Multicultural Action Plan 2011–2012**
- **Reconciliation Management Plan 2010–2012**

The department’s **Aboriginal and Torres Strait Islander Employment Development Plan 2011–2013** contains a number of strategies to recruit, develop and retain more Aboriginal and Torres Strait Islander people employed in the department. Through implementation of the plan, the department currently sponsors:

- 17 Aboriginal and Torres Strait Islander secondary students in the Education to Employment program to assist them in completing Year 12
- one Aboriginal and Torres Strait Islander university student in the National Indigenous Cadetship program.

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


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

**Equity statistics as at 30 June 2012**

<table>
<thead>
<tr>
<th>Employment and Equal Opportunity Group</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management (SES/SO positions)</td>
<td>25%</td>
<td>25.48%</td>
</tr>
<tr>
<td>Women in management (A06–A08)</td>
<td>30%</td>
<td>40.69%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islanders</td>
<td>3%</td>
<td>3.45%</td>
</tr>
<tr>
<td>People from a non-English speaking background</td>
<td>13.5%</td>
<td>9.61%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>8.5%</td>
<td>5.94%</td>
</tr>
</tbody>
</table>
Women's career development

A number of strategies have been implemented to increase the representation of women employed in the department, particularly in non-traditional fields such as trades, construction, engineering and technology.

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

During 2011–12, QBuild employed nine new female apprentices in the annual intake of the apprenticeship program. In support of this program, QBuild is actively engaged in a number of other innovative initiatives that not only support women employed by QBuild but also help guide them as they develop their careers. QBuild partnered with Housing and Homelessness Services in running the Indigenous Women in Hard Hats program. This program was designed to increase participation, provide support and raise awareness of women working in non-traditional roles and forging careers in the construction industry. QBuild employed six Indigenous women in carpentry and painting in 2011–12.

The department arranged two Springboard Career Development programs in 2011–12 aimed at women from AO2 (administrative officer) to AO5 levels (or equivalent). A total of 53 women from across the department attended the Springboard program.

The department developed and ran a new program – Managing for Results (M4R). Two separate cohorts attended: AO4–AO5 with 13 women participating, and AO6–AO8 with eight women participating.

As at 30 June, there were 2,093 women working in the department. Of these, 483 were at the AO6 to AO8 (or equivalent) levels, and 53 were in Senior Officer and Senior Executive Service positions.

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

Workplace health and safety

The department continued to focus on the implementation of its workplace health and safety management systems, as well as the implementation of a number of initiatives that focus on employee health and safety. These initiatives include:

Safety, health and environment

The Safety, Health and Environment (SHE) software program, an online management system for reporting incidents and hazards, assists the department in managing audit functions and rehabilitation case management. In operation since 2006, the SHE system uses an email-based workflow process to address incidents and hazards, which are logged into the system. The system allows the department to provide timely and effective data to enable the completion of the Workplace Health and Safety monthly Chief Executive Officer report.

Early Intervention Centre

The Early Intervention Centre (EIC), which commenced in December 2006, provides early assistance and support to workers who have reported an injury or illness, in order to facilitate their safe and sustainable return to work. The EIC provides individual support to the injured/ill worker and also assists managers in dealing with rehabilitation programs and complex case management activities. The EIC has also assisted managers to deal with difficult conflict situations.

During 2011–12, 482 referrals were managed through this service. Throughout the year, the EIC facilitated Mental Health Awareness workshops across the department, including regional areas. Approximately 450 employees attended these workshops.

Review of workplace health and safety management system

In early 2011–12, the department undertook a third party review of its safety management system. A subsequent audit report has been completed that will enable the department to make incremental improvements to its workplace health and safety performance. The department will continue to implement the Audit Report action plan throughout 2012–13.

Harmonisation of workplace health and safety legislation

Information sessions were conducted across departmental business areas from September 2011 to January 2012, providing managers and employees with information relating to the introduction of the Work Health and Safety Act 2011 and its associated implications to the department. The department continues to implement strategies to ensure it remains compliant with legislation.
4. People

Pathways to Better Health and Safety program

The Pathways to Better Health and Safety program is a whole-of-department employee health program which has been in place since 2001. The department provides free seasonal influenza vaccinations to employees as part of the workplace health and safety program. A total of 2,461 vaccinations were administered across the department, including in remote and regional locations.

Other initiatives included subsidising entry fees for employees participating in the Queensland Corporate Games and the annual Bridge to Brisbane event as part of the Queensland Government team. The Queensland Government team took out the three major awards at the Games, including breaking the world record for the biggest team to ever compete.

AS/NZS 4801 Accreditation for QBuild

In 2011–12, QBuild maintained its accreditation to the AS/NZS 4801 Occupational Health and Safety Management System.

Early retirements, redundancies and retrenchments

During 2011–12, the department approved four redundancies for employees who had been identified as surplus to operational requirements. There were no early retirements or retrenchments. The total cost of severance payments, including incentive payments, was $154,461.

Voluntary Separation Program

A Voluntary Separation Program was introduced as part of the Mid-Year Fiscal and Economic Review in January 2011. This program was one of a number of measures designed to deliver additional savings and reprioritise spending. The program was targeted primarily at non-frontline areas as a service reprioritisation strategy, with resources redirected to front line areas.

The department sought expressions of interest from all permanent staff in some areas, while in other areas, only staff who were engaged in areas that were identified for business change were invited to express an interest. Business areas identified as delivering frontline services were excluded from participating.

Offers were made to eligible employees who were engaged in areas that were identified for business change or who were identified as not having the skills required for the future business needs of the area.

In 2011–12, a total of 383 employees accepted offers for voluntary separation packages at a cost of $43,470,682.22

Communication staff

Communications about government services is essential to keep the community informed on matters such as employment opportunities, responses to storms and other natural disasters, and progress on important infrastructure. The department also produces communications about important issues such as housing assistance, building codes and the introduction of changes to legislation.

As at 30 June 2012, the department employed 33.6 full-time equivalent staff whose functions relate to media, public affairs and communications.

Code of Conduct

(Public Sector Ethics Act 1994)

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

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

In January 2012, the department implemented an online public sector ethics training program. This program provides education and training in public sector ethics, the Code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters. The training also provides information on the rights and obligations of employees in relation to contraventions of the Code.

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

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

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

**Building Act 1975**
This Act regulates building development approvals, building work, building classification, building certifiers and pool safety inspectors, and provides for swimming pool safety and sustainable buildings. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3) 2012*.

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

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

**Housing Act 2003**
This Act seeks to improve access of Queenslanders to safe, secure, appropriate and affordable housing and helps to build sustainable communities. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3) 2012*.

**Housing (Freeholding of Land) Act 1957**
This Act provides for the freeholding of certain land to which the *Housing Act 2003* applies. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3) 2012*.

**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. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3) 2012*.

**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. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3) 2012*.

**Plumbing and Drainage Act 2002**
This Act regulates the licensing of plumbers and drainers and onsite sewerage facilities. It also outlines the establishment and functions of the Plumbing Industry Council. The Act was transferred to the Department of Housing and Public Works by *Administrative Arrangement Order (No. 3)*.

**Professional Engineers Act 2002**
This Act regulates the registration of professional engineers and protects the public by ensuring professional engineering services are provided by a registered professional engineer in a professional and competent way, public confidence in the standard of services provided by registered professional engineers is maintained, and the standards of practice of registered professional engineers are upheld. The Act is administered through the Board of Professional Engineers of Queensland.
Queensland Building Services Authority Act 1991
This Act regulates the building industry and establishes a licensing and regulatory system for the conduct of building work in Queensland. The Act also establishes the Queensland Home Warranty Scheme, which provides assistance to consumers in the event that they suffer financial harm as a result of a building contractor carrying out defective or incomplete residential construction work. The Act is administered through the Queensland Building Services Authority.

Residential Services (Accreditation) Act 2002
This Act regulates the conduct of residential services to protect the health, safety and basic freedoms of residents; encourages service providers to continually improve the way they conduct residential services, and supports fair trading in the residential services industry. The Act was transferred to the Department of Housing and Public Works by Administrative Arrangement Order (No. 3) 2012.

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, and providers and agents for rooming accommodation. The Act requires the use of written tenancy or rooming accommodation agreements with standard terms, provides a process for parties to resolve tenancy disputes, and requires rental bonds to be lodged with the Residential Tenancies Authority. The Act was transferred to the Department of Housing and Public Works by Administrative Arrangement Order (No. 3) 2012.

Retirement Villages Act 1999
This Act provides for the establishment and operation of retirement villages. The main objects of the Act are to promote consumer protection and fair trading practices in operating retirement villages and in supplying services to residents, and to encourage the continued growth and viability of the retirement village industry in the state. The Act was transferred to the Department of Housing and Public Works by Administrative Arrangement Order (No. 4) 2012.

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

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

All Queensland Government legislation is available at www.legislation.qld.gov.au
5. 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>Building Services Authority</td>
<td>Queensland Building Services Authority Act 1991</td>
<td>Annual report to Parliament</td>
</tr>
<tr>
<td>Residential Tenancies Authority</td>
<td>Residential Tenancies and Rooming Accommodation Act 2008</td>
<td>Annual report to Parliament</td>
</tr>
</tbody>
</table>

Related entities

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

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

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

CSI Holdings Pty Ltd was also controlled by the department until 30 April 2012, when it was transferred with CITEC to the Department of Science, Information Technology, Innovation and the Arts. The Queensland Auditor-General audits the company.
Government boards and committees

<table>
<thead>
<tr>
<th>Government Body</th>
<th>Description</th>
<th>Total on-costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pool Safety Council</strong></td>
<td>The Pool Safety Council was established to oversee the pool safety inspector licensing system. As at 30 June 2011, 385 new and 614 renewed pool safety licences were issued. There were 131 written complaints received during 2011–12. Of these, 72 were finalised in the period. Eight Pool Safety Council meetings were held in 2011–12.</td>
<td>Expenditure total $1.61 million. This included $4,722 of total remuneration for members’ fees.</td>
</tr>
<tr>
<td><strong>Plumbing Industry Council</strong></td>
<td>Queensland’s plumbing and drainage system – comprising 16,183 licensees (plumbers, drainers and fire protection workers) – is managed through the Plumbing Industry Council which operates as an independent industry body. The work of the council includes granting licenses, investigating complaints and enforcing disciplinary decisions to assist in protecting public health and safety. In 2011–12, the council issued 111 Penalty Infringement Notices and as at 30 June 2012, is undertaking 32 investigations. Queensland’s plumbing industry was considered to be Australia’s most regulated. The introduction of notifiable work which commences on 1 November 2012 will align Queensland more closely with other jurisdictions.</td>
<td>In the 2011–12 financial year, expenses totalled $1,005,296. This included $7,573 total remuneration costs for the members, including on-costs.</td>
</tr>
<tr>
<td><strong>BHC Ltd</strong></td>
<td>BHC Ltd, formerly known as Brisbane Housing Company, is a not-for-profit organisation that delivers affordable housing and mixed tenure developments which incorporate elements of affordable housing, market for sale product, retail and commercial space. BHC has a portfolio in excess of 1,000 homes across more than 23 developments Brisbane-wide.</td>
<td>Nil</td>
</tr>
<tr>
<td><strong>Queensland Community Housing Standards and Accreditation Council</strong></td>
<td>The Queensland Community Housing Standards and Accreditation Council was established in 1999 to make decisions on the accreditation status of Queensland community housing providers. The Council was dissolved from 18 February 2012 following a decision that no further accreditation audits would be undertaken in order to reduce regulatory and compliance burden for housing providers as they prepare to meet the requirements of the National Regulatory System in 2013.</td>
<td>$5,150</td>
</tr>
</tbody>
</table>
6. Locations

Map of QBuild, Project Services and Housing Service Centre locations.
See page 47 for the complete list.
Housing Service Centres

Bundaberg Housing Service Centre
16 Quay Street
PO Box 1120
Bundaberg Qld 4670
Phone: (07) 4131 5990

Buranda Housing Service Centre
Level 1, 221 Logan Road
PO Box 230
Stones Corner Qld 4120
Phone: (07) 3405 5300

Queensland Government Service Centre
Level 3, 5B Sheridan Street
William McCormack Place 1
PO Box 471
Cairns Qld 4870
Phone: (07) 4036 5460

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

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

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

Collinsville Queensland Government Agent Program
64 Sonoma Street
PO Box 58,
Collinsville Qld 4804
Phone: (07) 4785 5567
Open 9 am to 12.30 pm and 2 pm to 4.30 pm Monday to Friday

Emerald Housing Service Centre
27A Hospital Road
PO Box 37
Emerald Qld 4720
Phone: (07) 4987 4871

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

Gladstone Housing Service Centre
147 Goondoon Street
PO Box 5082
Gladstone Qld 4680
Phone: (07) 4979 6560

Herberton Queensland Government Agent Program
56 Grace Street
PO Box 130
Herberton Qld 4887
Phone: (07) 4096 2702
Note: Open 9 am to 4 pm Thursdays only

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

Ipswich Housing Service Centre
5-7 Wharf Street,
PO Box 263,
Ipswich Qld 4305
Phone: (07) 3280 1420 –1800 636 390

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

Queensland Government Service Centre
Ground floor, 12 First Avenue
PO Box 99
Maroochydore Qld 4558
Phone: (07) 5352 7333

Maryborough Housing Service Centre
116 Lennox Street
PO Box 535,
Maryborough Qld 4650
Phone: (07) 4121 1918

Mt Garnet Queensland Government Agent Program
Garnet Street
Mt Garnet Qld 4872
Phone: (07) 4097 9005
Note: Open 10 am to 3 pm Mondays and Wednesdays only

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

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

Redcliffe Housing Service Centre
Level 1, Blue Water Square Shopping Centre
20 Anzac Avenue
PO Box 132
Redcliffe Qld 4020
Phone: (07) 3480 1550

Robina Housing Service Centre
Robina Town Centre
PO Box 4059
Robina Town Centre Qld 4230
Phone: (07) 5583 2200
6. Locations

Rockhampton Housing Service Centre
Level 3, 209 Bolsover Street
PO Box 1330
Rockhampton Qld 4700
Phone:  (07) 4938 4089

Thursday Island Housing Service Centre
37 Douglas Street
PO Box 514
Thursday Island Qld 4875
Phone:  (07) 4212 1117

Toowoomba Housing Service Centre
Level 2 Condamine Centre
10 Russell Street
PO Box 418
Toowoomba Qld 4350
Phone:  (07) 4615 3560

Townsville Housing Service Centre
2/143 Walker Street
PO Box 953
Townsville Qld 4810
Phone:  (07) 4760 7378

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

Project Services

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

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

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

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

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

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

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

QBuild

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

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

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

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

State Government Security Service
Ground Floor Mineral House
41 George Street
PO Box 15464 City East
Brisbane Qld 4002
Phone:  13 QGOV (13 74 68)
6. Locations

Roma Street Parkland
1 Parkland Boulevard
PO Box 13146
Brisbane George St
Qld 4003
Phone: 13 QGOV (13 74 68)
Fax: (07) 3006 4546

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

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

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

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

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

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

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

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

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

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

Depots
Atherton
Ayr
Barcaldine
Bamaga
Beaudesert
Beenleigh
Biloela
Borallon
Bowen
Bundaberg
Caboolture
Camp Hill
Charleville
Charters Towers
Chinchilla
Cloncurry
Cunnamulla
Doomadgee
Emerald
Gayndah
Gladstone
Gumdale
Gympie
Hervey Bay
Inala
Ingham
Innisfail
Kingaroy
Kowanyama
Kunda Park
Longreach
Mareeba
6. Locations

Maryborough
Moranbah
Mornington Island
Mossman
Mt Isa
Noosa
Normanton
Northgate
Palm Island
Redcliffe
Richlands
Rockhampton
Rocklea
Southport
St George
Tully
Warwick
Weipa
Wolston Correctional Centre Depot–Wacol

QFleet

Head Office
Level 16, Mineral House
41 George Street
GPO Box 293
Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 6242
Email: mail@qfleet.qld.gov.au
Internet: www.qfleet.qld.gov.au

QFleet Vehicle Hire Service
Level 2B, 80 George Street
Brisbane Qld 4000
Phone: 13 QGOV (13 74 68)
Fax: (07) 3224 4012

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

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

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

Sales and Distribution Services Administration
10 Deakin Street
Brendale Qld 4500
Phone: 13 QGOV (13 74 68)
Fax: (07) 3883 8720
Email: sdscustomerservice@sdss.qld.gov.au
Internet: www.sdss.qld.gov.au
## Glossary of terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZSOG</td>
<td>Australia and New Zealand School of Government</td>
</tr>
<tr>
<td>AS/NZS 4801</td>
<td>Australia/New Zealand Standard</td>
</tr>
<tr>
<td>AO</td>
<td>Administration Officer</td>
</tr>
<tr>
<td>CARRS-Q</td>
<td>Centre for Accident Research and Road Safety</td>
</tr>
<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>CPA</td>
<td>Certified Practising Accountant</td>
</tr>
<tr>
<td>EIC</td>
<td>Early Intervention Centre</td>
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<tr>
<td>GPO</td>
<td>General Post Office</td>
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<tr>
<td>GST</td>
<td>Goods and Services Tax</td>
</tr>
<tr>
<td>ICHO</td>
<td>Indigenous Community Housing Organisation</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>ICAA</td>
<td>Institute of Chartered Accountants Australia</td>
</tr>
<tr>
<td>ICAN</td>
<td>Inter-Agency Coordination and Advisory Committee</td>
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<tr>
<td>ISACA</td>
<td>Information Systems Audit and Control Association</td>
</tr>
<tr>
<td>LED</td>
<td>Light Emitting Diode</td>
</tr>
<tr>
<td>MOHRI FTE</td>
<td>Minimum Obligatory Human Resources Information Full Time Equivalent</td>
</tr>
<tr>
<td>NAIDOC</td>
<td>National Aborigines and Islanders Day Observance Committee</td>
</tr>
<tr>
<td>NRAS</td>
<td>National Rental Affordability Scheme</td>
</tr>
<tr>
<td>QAO</td>
<td>Queensland Audit Office</td>
</tr>
<tr>
<td>QGOV</td>
<td>Queensland Government</td>
</tr>
<tr>
<td>SARAS</td>
<td>Study and Research Assistance Scheme</td>
</tr>
<tr>
<td>SCCM</td>
<td>System Centre Configuration Manager</td>
</tr>
<tr>
<td>SDS</td>
<td>Sales and Distribution Services</td>
</tr>
<tr>
<td>SES</td>
<td>Senior Executive Service</td>
</tr>
<tr>
<td>SHE</td>
<td>Safety, Health and Environment software system</td>
</tr>
<tr>
<td>SO</td>
<td>Senior Officer</td>
</tr>
<tr>
<td>WHS</td>
<td>Workplace Health and Safety</td>
</tr>
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</table>