Dear Minister

I am pleased to submit for presentation to Parliament, the Department of Public Works Annual Report for the year ended 30 June 2007.

The report has been prepared in accordance with the Financial Administration and Audit Act 1977 and the Financial Management Standard 1997.

This report is prepared on the basis of the current administrative arrangements for this department applying for the 2006–07 financial year. It reflects the structure, operations and performance of the department as it exists following the machinery-of-Government changes in September 2006.

The report highlights the department’s performance in the past financial year and places particular emphasis on our organisation’s most valuable asset — our people.

I commend the Annual Report 2006–07 to you for presentation to Parliament.

Yours faithfully

Mal Grierson
Director-General
Communication objectives

- To clearly show how the Department of Public Works supported the Queensland Government in delivering its programs and services during the 2006–07 financial year.
- To demonstrate the department’s commitment to its staff and to addressing Queensland Government Priorities.
- To give an account of the department’s activities and achievements during the financial year as required by the Financial Administration and Audit Act 1977.

Our Vision
Excellent policy options and service delivery.

Our Mission
To provide excellent policy options, legislation, products and services that ensure the delivery of successful government outcomes.

Values
The organisational values of the department were developed in consultation with staff.

The values REFLECT the philosophy and behaviour being sought from all levels of the organisation.

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

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

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

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

Encouragement – in career progression and personal development, and to think of innovative ways of doing business.

Communication – that is open, consistent and two-way.

Trust – between management and employees, and between the department and its clients.
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For the Department of Public Works and its staff, 2006–07 was a year of significant achievement, challenge and change.

Following the recommendations of the Service Delivery and Performance Commission’s Report on the Review of Information and Communication Technology (ICT) Governance in September 2006, the department was given a lead role in implementing a much stronger and more integrated whole-of-Government approach to ICT governance across the Queensland Government. This included the establishment of the Queensland Government Chief Information Office, the Queensland Government Chief Technology Office, and a reorientation of CITEC’s role as the Government’s primary ICT service provider. In other developments, following machinery-of-Government changes after the State election, the Racing portfolio was transferred to the Department of Local Government, Planning, Sport and Recreation.

In one of its key roles, the Department of Public Works is responsible for carrying out a large capital works construction program on behalf of the Queensland Government.

The department provides a range of services including design, construction, project management and maintenance. In this area, the department recorded a number of notable achievements during 2006–07. These included:

- the successful completion of the $291.3 million Millennium Arts Project at the Queensland Cultural Centre, on behalf of Arts Queensland, with the opening of the Queensland Gallery of Modern Art and the redevelopment of the State Library of Queensland
- significant progress on the construction of the $160 million Skilled Park at Robina on the Gold Coast, on behalf of the Major Sports Facilities Authority
- progressing the design and development stages of the $63.3 million Tank Street pedestrian and cycle bridge which will cross the Brisbane River from Tank Street to Kurilpa Point at South Brisbane
- progressing the design phase of the Knowledge Based Research and Business Project on behalf of the Department of State Development
- commencing the Stage Two (extension) of the Gold Coast Convention and Exhibition Centre.
During 2006–07, the Department of Public Works continued to play its part in improving the environmental aspects of the built environment. For example, the Government Buildings Water Conservation Program exceeded all expectations by reducing water usage in government buildings by more than 25%. The department also continued to monitor the removal of asbestos from school roofs and, through the Government Energy Management Strategy, improved government agencies’ use of energy.

As part of its broad range of responsibilities, the Department of Public Works serves as lead agency in procurement and recordkeeping in the public sector.

In these areas, the department’s key achievements included:

- progressing a review of the State Purchasing Policy following wide consultation with government agencies, industry and unions
- developing and testing, ready for trialling, the whole-of-Government Travel Management System, aimed at reducing travel costs
- creating a database of ‘green’ products suitable for government procurement and supporting the integration of sustainability considerations into standing offer arrangements including personal computers and laptops, multifunction devices, printers and photocopiers, and tyres
- developing a new procurement arrangement for the hire of motor vehicles. This was developed in collaboration with four other state/territory governments
- duplicating master microfilm of the State’s historic records to safeguard these resources for future generations and to support the Queensland State Archives business continuity planning process
- implementing a redesigned version of the collection management system ‘Archives One’ and its companion application, the online public access catalogue ‘Archives Search’.

Without the continued support and dedication of the department’s staff, these achievements would not have been possible. I would like to congratulate staff members on the professionalism and expertise displayed.

I am proud of the department’s achievements in 2006–07. Contributions of this kind demonstrate the department’s ongoing commitment to Queensland Government priorities and to delivering the vital services that support other agencies in achieving their mission.

Mal Grierson
Director-General
Our organisation

section 1
The Department of Public Works is a diverse agency, consisting of three major divisions: Works Division and Services Division, each containing commercialised business units, and Corporate and Executive Services. The department plays a vital role in supporting the Queensland Government by assisting agencies to deliver their services across the State.

The department’s diverse range of specialist services, provided to other government agencies, are backed by an extensive bank of knowledge, expertise and service delivery skills built up over many years.

The department’s role supports government priorities, reduces whole-of-Government risk, and assists other agencies to achieve their individual outputs.

The major functions of the department are as the Government’s lead agency in the design, construction, fitout and maintenance of government buildings; in the application of whole-of-Government information and communication technology; in procurement; in the provision of support services such as vehicle fleet management, printing and office supplies; and in recordkeeping in Queensland’s public sector.

In all these functions, the department has a strong policy and strategic development role through which it provides leadership and support to other government agencies in helping them meet government priorities. This extends to the department’s relationship with the private sector in construction, information and communication technology and other fields with which the department is associated. Wherever possible, the department partners with industry by sharing knowledge, using its research and development abilities, and helping drive business and technical initiatives.
The department’s larger business units are: Project Services, the Queensland Government’s in-house building design and professional services agency; QBuild, the Government’s building construction and maintenance provider; and CITEC, the information and communication technology service provider.

The department leads the Queensland Government’s capital works building program, designing and constructing Government-owned facilities. For example, the department was project director for the $291.3 million Millennium Arts Project and is currently project director for the $160 million Skilled Park at Robina. The department is also undertaking the development of the $63.3 million Tank Street Bridge Project and the Stage Two extension of the Gold Coast Convention and Exhibition Centre. As well, it is responsible for maintenance management of the majority of government buildings.

In provincial and metropolitan areas of the State, the department’s presence directly influences job creation and skills development, particularly in the building professions and trades. The department’s regional network also provides the Government with exceptional response capability in relation to disasters, or where community support is needed quickly.

The department also plays a major role in protecting and preserving the State’s public records. Through Queensland State Archives, the department is custodian of the largest and most significant documentary heritage collection in the State. It has legislative responsibility for making policies, standards and guidelines about how agencies make, keep, manage and preserve public records, and how access to archival records is managed.

The department’s strategic policies and innovative services align strongly with government accountability, governance and leadership.

Works Division and Services Division are supported by Corporate and Executive Services, which provides human resource management, financial services, legal services, contract services, information services, executive services, project governance and planning and performance management.

The External Relations Directorate provides media and communication expertise, manages Indigenous relations, market research and intergovernmental matters.
Works Division
Works Division provides integrated capital works, building asset management planning, maintenance and operational services, built asset policy development and research, and accommodation and related services to the Government and client agencies. It comprises Infrastructure and Major Projects, Building Policy Unit, Technology and Development Division, the Queensland Government Accommodation Office, as well as the commercialised business units of Project Services and QBuild.

Project Services (commercialised)
Project Services is a multidisciplinary, professional services consultancy business that assists clients in the delivery of their capital works programs and projects within the Government’s capital works framework. Project Services partners with Queensland Government agencies to identify and provide the products and services they need to deliver government outcomes. By outsourcing work and entering joint ventures with the private sector, Project Services helps to develop Queensland’s building and construction industry.

QBuild (commercialised)
QBuild plans, manages and delivers a broad range of building and construction services to government agencies. In addition, QBuild provides other facility management services including State Government Protective Security, in-house cleaning and horticultural services. QBuild contributes to Queensland communities and regions by offering employment and business opportunities, apprenticeships and traineeships.

Building Policy Unit
The Building Policy Unit provides policy advice and analysis to all government departments and the Government on building matters. It administers and maintains the whole-of-Government Capital Works Management Framework, Maintenance Management Framework and the associated Prequalification (PQC) System for building industry consultants and contractors. The Building Policy Unit also provides a strong link between Government and building industry stakeholders to enhance the client–supplier relationship and encourages supplier development as a means of improving industry competition, productivity, innovation and sustainability.

Technology and Development Division
Technology and Development ensures the Queensland Government is able to take the lead in promoting management excellence in relation to the built environment. The division develops whole-of-Government policy, based on practical research on issues relating to management of the built environment, with a strong focus on environmental impacts. It also takes a lead role in managing whole-of-Government strategic initiatives, including disaster preparedness.

Queensland Government Accommodation Office
The Queensland Government Accommodation Office provides whole-of-Government leadership, planning and policy advice to ensure that the State’s office accommodation is efficient, environmental and meets agency needs. The Office provides strategic direction and best practice management of the Government’s office and employee housing portfolios and special facilities.

Infrastructure and Major Projects
Infrastructure and Major Projects manages the initiation stages of major state projects where a number of agencies are key stakeholders. It also assumes an advisory and facilitator role for many individual building and property projects.
Services Division

Services Division comprises Queensland Purchasing, Queensland State Archives, Queensland Government Chief Information Office, ICT Governance Initiative Implementation Office and four commercialised business units – CITEC, Goprint, QFleet, and SDS. While diverse in their core activities, each of these units is responsible for the delivery of expert services and advice to support the operations and program delivery for government agencies. In the case of the commercialised business units, each is expected to value-add through application of commercial principles to its large-scale service delivery operations.

CITEC (commercialised)

CITEC is the primary information and communication technology (ICT) solutions integrator and infrastructure provider to the Queensland Government, delivering ICT solutions to its agencies. CITEC achieves savings for Government through economies of scale in areas such as data centres, infrastructure, networks, security, disaster recovery, solutions integration and support services. CITEC also provides an information brokerage service and houses the Queensland Government Chief Technology Office.

Goprint (commercialised)

Goprint – the Queensland Government printer – provides printing services to the Government and government-funded agencies. Its role is to support Government by providing reserved services such as the printing of legislation, gazettes and confidential documents. Goprint also provides commercial offset and digital printing, and associated services including graphic design, photography, new media, binding and finishing, distribution and project management.

Queensland Purchasing

Queensland Purchasing’s key role is to improve procurement outcomes for the Queensland Government. The division develops and manages services designed to improve purchasing policy and practice, and assists client agencies to develop effective procurement practices to achieve cost savings and benefits.

Queensland State Archives

As well as storing, preserving and managing public access to the State’s largest and most significant collection of public archival records, Queensland State Archives is also the lead agency for recordkeeping in Queensland and is responsible for the administration of the Public Records Act 2002.
SDS – Sales and Distribution Services (commercialised)

SDS operates three distinct lines of business – SDS Publications, SDS Logistics and SDS Distribution. SDS Publications offers a publishing, retail, warehousing and single distribution point for all government publications and information to the community. SDS Logistics offers Shared Service Provider warehousing efficiencies and distribution services to agencies within Government. SDS Distribution is an online retail and distribution business trading merchandise, office supplies and furniture products to schools and government.

QFleet (commercialised)

QFleet provides fleet management services to clients including public sector departments and agencies as well as publicly-funded, non-government organisations.

Queensland Government Chief Information Office

The Queensland Government Chief Information Office provides strategic leadership, management and advice to ensure that the outcomes of whole-of-Government information and communication technology (ICT) initiatives are optimised. This is achieved through whole-of-Government portfolio analysis, the development of information management and ICT strategies and directions, the Government Enterprise Architecture, industry liaison, telecommunications strategic direction and the development of methodologies and toolkits to strengthen the planning and project management capability of agencies.

ICT Governance Initiative Implementation Office

The ICT Governance Initiative Implementation Office was established to implement the recommendations of the Service Delivery and Performance Commission’s Report on Review of ICT Governance in the Queensland Government. The main focus of the recommendations is achieving improved efficiencies in the government’s ICT governance arrangements to enable the provision of seamless services to Queenslanders. The Implementation Office oversees six programs of work arising from the recommendations including the reorientation of CITEC to focus on providing services to Government and the establishment of the Queensland Government Chief Technology Office; the establishment of the Queensland Government Chief Information Office; and the development of a business case to consolidate Government’s ICT data centres, networks and infrastructure.

QFleet leases more than 14,000 vehicles.
Internally, the Department of Public Works recognises excellent outcomes and contributions through an integrated reward and recognition system that flows from unit-specific awards to whole-of-department awards.

The department recognises employees for long service (25 years of service and above), and also awards outstanding contributions to the department with Australia Day Achievement Medallions. In 2006–07, 27 employees received these medallions.

During 2006–07, the department hosted its ninth Recognition of Excellence Awards which recognise seven categories of excellence – Community Contribution, Innovation and Creativity, Partnerships and Reconciliation, Strengthening Rural and Regional Queensland, Service Excellence, Valuing our People, and the Director-General’s Award for Leadership.

Each year, QBuild recognises and rewards the achievements of its apprentices through the Apprentice of the Year Awards. All QBuild apprentices are eligible to nominate for the awards at each stage of their apprenticeships.

CITEC continued its Excellence Recognition Program in 2006–07. The program recognises excellence in individual staff and teams. The aim of the program is to focus on initiatives and activities that improve CITEC’s performance and are in line with CITEC’s five organisational values. The three awards under which staff and teams may be nominated for recognition are the Service Excellence Award, the Community Service Award, and the Growth and Innovation Award.

Staff members are recognised quarterly at CITEC staff forums. They receive a recognition certificate and commemorative pin presented by the Managing Director.

Individually, QBuild’s Northern Group Director Allen Cunneen was awarded the Order of Australia Medal in the Queen’s Birthday 2007 Honours List for his role in rebuilding the devastated North Queensland region after Cyclone Larry.

It was a successful year for the team at Project Services, winning a number of industry awards:

- Australian Institute of Project Management's National Construction and Project of the Year awards for the Queensland Transplant Tissue Service facility
- Australian Institute of Project Management's Queensland Construction and Project of the Year awards for the Queensland Transplant Tissue Service facility
- The Royal Australian Institute of Architects Queensland Art and Architecture Award for 33 Charlotte Street, Brisbane
- The Architectural Practice Academy received a Regional Commendation from the Royal Australian Institute of Architects for the Zilzie Sustainable Home.

In pursuit of excellence

The award-winning Queensland Transplant Tissue Service facility.
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Beaudesert
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Biloela
Borallon/Ipswich
Bowen
Caboolture
Camp Hill
Charters Towers
Chinchilla
Cloncurry
Cunningham
Doomadgee
Gatton
Gayndah
Gladstone
Gumdale
Gympie
Inala
Ingham
Innisfail
Kingaroy
Kowanyama
Longreach
Mareeba
Moranbah
Mornington Island
Mt Isa
Nambour
Noosa
Normanton
Northgate
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SDS staff at the Distribution Warehouse at Zillmere prepare an order.
Our business reporting
section 2
The Department of Public Works is best known for its role as leader of the Government’s capital works building program but its responsibilities extend much further.

The department provides a range of advice and support in infrastructure development and asset management to Queensland Government departments and agencies addressing the Department of Public Works’ major government priority, “Delivering responsive government.”

For the Department of Public Works, there are four specific outputs that relate to delivering responsive government:

- Building Procurement and Asset Management
- Procurement Services
- e-Government and ICT Strategies
- Public Records Management and Advisory Services.

As well as fulfilling the main priority, the department also contributes directly to other government priorities in a number of ways including integrated service delivery for building asset management from a whole-of-Government perspective and service delivery initiatives to support regional, rural and remote areas.

Further contributions to government priorities include:

- employment initiatives that involve the ongoing training and employment of apprentices, new graduates and trainees throughout the State
- disaster management by strengthening preparedness and response capability
- development and retention of a skilled and creative ICT workforce in Queensland
- providing the community with access to historical and cultural records
- contributing to reconciliation through the coordination of statewide Indigenous training and employment programs, and active engagement with Aboriginal and Torres Strait Islander communities.

The department continues to support environmental initiatives in important areas such as sustainability, greenhouse gas emissions and waste management.

In 2006–07, across a broad range of responsibilities, the department’s support for government priorities resulted in a number of significant achievements detailed in the following pages.
The Building Procurement and Asset Management activities facilitate building industry improvement and provide advice and support to the Government and its agencies in the delivery of services through the cost-effective provision and management of building assets.

1. Major initiatives and programs improving the environmental aspects of the built environment.

Develop and implement major initiatives, policies and tools, provide advice, guidance and programs, and conduct applied research, to improve and better manage the environmental aspects of the built environment.

**Government Buildings Water Conservation Program**

As a result of persistent drought conditions in South East Queensland and a growing awareness of the need to manage water use more carefully, the department continued in its lead role with the Government Buildings Water Conservation Program. Known as Water Smart Buildings, the program aims to reduce water consumption by at least 25% primarily in new and existing government commercial buildings, facilities and parks.

More than 40 Government-owned buildings in South East Queensland were retrofitted with water-saving technologies such as flow restrictors, water-efficient shower heads, dual-flush toilets and smartflush urinals. Chemical enhancement systems, data loggers and meters were installed in cooling towers in 23 government buildings to collect water usage data and increase water efficiency.

In addition, the department developed and implemented the Water Efficiency Labelling and Standards (WELS) for plumbing fixtures for all new buildings, retrofits and refurbishments and for maintenance correction works.

Since the implementation of water-saving initiatives, approximately 299,709 kilolitres of water have been saved (comparing water use data from 2004-05 to 2006-07). This equates to approximately 44% in water savings as at 30 June 2007 – well above the original target of 25%. 

Water-saving technologies were installed in Government-owned buildings as part of the Water Smart Buildings Program.
Government Energy Management Strategy

Throughout 2006–07, the department continued implementation of the Government Energy Management Strategy (GEMS). This strategy aims to encourage energy-efficient practices across the Queensland Government, resulting in more efficient energy use, reduced greenhouse gas emissions and reduced government expenditure on energy.

In 2006–07, GEMS delivered savings in excess of $10 million.

Renewable Energy Purchase Program

In 2006–07, the Queensland Government exceeded its target of sourcing more than 5% of its total energy requirements from renewable energy.

The Department of Public Works makes a separate purchase of renewable energy for its own portfolio of buildings and in 2006–07, sourced almost half of its total energy requirements from renewable resources.

Examples of Queensland Government buildings using green energy include Parliament House, the Executive Building, 61 Mary Street and 80 George Street.

The whole-of-Government purchase of green energy this year has reduced carbon dioxide emissions by 85,000 tonnes, the equivalent of taking 8,500 cars from Queensland roads.

Asbestos management

The department continued in its role as the Government’s management authority for asbestos-containing material in government buildings. It successfully program-managed the accelerated Asbestos Roof Replacement Program for schools on behalf of the Department of Education, Training and the Arts.

In 2006–07, the department completed the development of the Asbestos Management and Control Policy for Government Buildings, undertook sector wide consultation, established a website and developed guidance material to assist agencies with implementation of the policy.

In addition, development and trialling of the Built Environment Materials Information Register was completed, with sector wide training for implementation of the system in progress.
Sustainable housing development

The department is supporting sustainability in the housing sector through the Smart and Sustainable Homes Program. The Smart Housing initiative, transferred from the Department of Housing in January 2007, provides the design objectives while the Sustainable Homes Program provides the practical demonstration of sustainable design using the triple-bottom-line approach of environmental, social and economic sustainability.

The program is educating communities throughout Queensland by partnering with industry to build display homes which incorporate principles of sustainable design and performance. In 2006–07, three display homes built on the principles of the Smart Housing Design Objectives were opened for display at the Gold Coast, Zilzie and Brisbane, attracting more than 21,000 visitors.

In addition, a number of educational resources were developed on the principles of sustainability in the home.

2. Facilitate the delivery of major buildings/infrastructure projects

Facilitate and manage the initiation and delivery of major building and infrastructure projects.

Boggo Road Urban Village

The Boggo Road Urban Village at Dutton Park on Brisbane’s south side will include residential, retail, commercial, environmental research and recreational facilities, and the adaptive re-use of the heritage-listed gaol buildings.

In 2006, the site was cleared to prepare for future site infrastructure works including roads, services and landscaping.

As a result of changes to the alignment with the adjacent Boggo Road Busway, brought about by a comprehensive community consultation process by Queensland Transport, the department lodged an amended application with the Brisbane City Council for a Material Change of Use in December 2006. Approval of the application will allow for the 9.5 hectare site to be subdivided into useable parcels.

The site infrastructure works, which will leave the site ready for development by the public and private sectors, are planned for completion in early 2009.

In 2006, the site was cleared to prepare for future infrastructure works
The Gallery of Modern Art at the Millennium Arts Precinct opened to the public in December 2006.
Millennium Arts Project
The construction phase of the $291.3 million Millennium Arts Project at the Queensland Cultural Centre, South Brisbane, was completed this year. Work comprised the construction of the Gallery of Modern Art, redevelopment of the State Library, development of associated public spaces and construction of a new entry to the existing Queensland Art Gallery. The project was completed on target, with the public opening of the new precinct occurring on 2 December 2006, and within budget. On site, more than 12,000 people worked on the Millennium Arts Project.

Brisbane Supreme Court and District Court Project
On 1 June 2007, the Premier and Minister for Trade, Peter Beattie, announced the winning competition design entry for the $600 million Brisbane Supreme Court and District Court was Architectus Brisbane Pty Ltd.

The project will include a proposed Australian benchmark higher courts facility housing 42 courtrooms, associated functional areas and judges’ chambers. The winning design proposed a significant public square for the people of Queensland and for the occupants of buildings in the western end of the Central Business District.

Pre-design and schematic design stages are under way and due for completion in February 2008. The project is due for completion in late 2011.

Skilled Park, Robina
The Department of Public Works continued to project-manage the design and construction of the $160 million Skilled Park at Robina on the Gold Coast on behalf of the Major Sports Facilities Authority. Site works started in May 2007 and the stadium, which will be the home ground of the Gold Coast Titans, is due for completion in time for the 2008 National Rugby League season.

Work on an associated project, the Robina Transport Hub, commenced in February 2007 and is due to be completed prior to the stadium opening. This $15 million project is being procured by the Department of Public Works for Queensland Transport. It is a key element of the stadium’s event management planning, providing event bus interchange facilities and non-event carpark facilities adjacent to the existing Robina Railway Station.

Gold Coast Convention and Exhibition Centre Stage Two
The Gold Coast Convention and Exhibition Centre Stage Two extension will provide the Gold Coast with a world-class convention and exhibition centre with seating for up to 6,000 patrons, doubling the space in the exhibition hall and allowing the centre to host larger national and international events.

The scope of work has been confirmed as fitting within the established budget of $40 million through completion of the Developed Design Cost Plan. Full stakeholder endorsement of the scope of works, the brief, and the confirmed budget requirements have been achieved.
63 George Street Office Refurbishment

The first stage of construction on the $49.8 million office refurbishment project commenced at 63 George Street in October 2006. The innovative two-stage project will initially see the former Health and Welfare Building and the ground floor of the adjacent David Longland Building refurbished to contemporary standards incorporating ecologically sustainable development principles.

The current stage, built under a construction management contract by Watpac Refurbishment, is due for completion in early 2008.

Tank Street Bridge

The department continued to progress the design, tender and approvals process for construction of a new pedestrian and cycle bridge across the Brisbane River from Tank Street in the city to Kurilpa Point in South Brisbane.

The $63.3 million project will complete a walking and cycling loop that takes in the city, Queensland Cultural Centre, South Bank and the Goodwill Bridge, providing enjoyable and environmentally friendly pathways around inner Brisbane.

Rockhampton Riverbank Redevelopment

Construction work continued on the $9.5 million Rockhampton Riverbank Redevelopment. The redevelopment is designed to revitalise sections of the riverbank between the North Rockhampton Bowls Club and the Alexandra Rail Bridge, and areas on the south side between Hall Street, Victoria Park and the rail bridge.

On the north side, work completed this year included carparking at Queens Park, the construction of amenities, barbecue and picnic shelters, amphitheatre, pathways, revegetation by Greening Australia, and civil works. On the south side, roads, carparking facilities, fishing piers, playground equipment, barbecues and picnic shelters were finished.

Additional works to be finalised in 2007–08 are the toilet amenities, pathways, built-in art, electricity, and security services and vegetation works by Greening Australia and Rockhampton City Council.

Mackay Convention Centre

The department continued to administer the $38 million capital grant for the Mackay Convention Centre to be located on the Mackay City Council site adjacent to the existing Mackay Entertainment Centre. A new aquatic lagoon development will also be nearby at Canelands Park.
3. **Provision and management of government accommodation and other infrastructure**

Provide and efficiently manage cost-effective and viable government office accommodation, employee housing and infrastructure that meets government objectives and supports agencies’ service delivery requirements.

**Restoration of the Old Museum**

Work continued on stage three of the restoration of the Old Museum Building at Bowen Hills in Brisbane. Originally built in 1891, the Old Museum has undergone significant restoration of the Concert Hall exterior, including complete restoration of windows and doors; and repairs to the facade, brickwork and masonry. As part of the $7.3 million project, works undertaken in the 2006–07 financial year included a public art project in the building’s forecourt, replacement of the Exhibition Hall roof sheeting and associated structural repairs.

**Queensland State Archives Stage Two**

The Queensland State Archives Stage Two expansion project aims to double the storage capacity of paper-based storage, expand office accommodation, and make provision for a future digital archive. The project also features a number of environmentally sustainable design initiatives such as water harvesting and recycling as well as intelligent lighting systems. Documentation of the project was completed in November 2006 with construction commencing on site in January 2007. The new facilities are expected to be completed by the middle of 2008.

**Regional office accommodation strategies**

Regional office accommodation strategies were completed for Cairns, Gold Coast and Rockhampton providing equitable and cost-effective office space to meet the long-term service delivery needs of agencies in each of these significant centres in South East, Central and Far North Queensland.
4. Building policy and advice, government and industry relationships, and industry supplier base development

Develop and administer whole-of-Government policies and guidelines, and provide advice to Government and agencies on policy aspects of building asset management and building capital works procurement. Promote an innovative, efficient, competitive and safe building industry; an improved client–supplier relationship between Government and industry; and effective risk management.

The building and construction industry in Queensland continued to be characterised by high levels of activity throughout 2006–07. In response to this environment, the Building Policy Unit undertook research and monitored industry activity to support the department’s role in the planning and delivery of government building projects. It also maintained its role to address risks to Government through the administration of the whole-of-Government Capital Works Management Framework and the Prequalification (PQC) System for building industry contractors and consultants.

Following comprehensive reviews of the Capital Works Management Framework and the Maintenance Management Framework conducted last year, updated and improved policy frameworks were developed and circulated to stakeholders for endorsement. Pending appropriate approvals, the enhanced frameworks will be published in 2007–08. The Capital Works Management Framework is the Queensland Government’s key policy instrument for managing risks in the planning and delivery of government building projects. It covers the initiation, development and implementation of building projects and programs undertaken by the Queensland Government.

The Maintenance Management Framework is the key policy instrument for managing risks associated with the maintenance of government buildings.

The Building Policy Unit also reported on the trial of a proposed Building Asset Performance Framework and developed a revised draft framework for future consideration as a whole-of-Government policy.

The Building Policy Unit produced the annual *Industry Guide: Queensland Government Building Projects 2006–07* and provided quarterly updates on the Online Project Search Facility to enable building industry contractors to better plan for their provision of services to Government.

Through the online *Building Industry Bulletin*, the Building Policy Unit provided industry-useful data to agencies on the results of economic and capacity surveys, tendering patterns, building price indicator forecasts and other policy and legislative information.

The Building Policy Unit continued to contribute to research and improvement initiatives, including the Cooperative Research Centre for Construction Innovation (CRCCI). The unit also contributed to the work of the Australian Procurement and Construction Council (APCC) in promoting a consistent and coordinated national approach to emerging issues in procurement, construction and asset management disciplines.
Queensland Purchasing, which delivers the Procurement Services Output, is focused on achieving cost savings and benefits through effective procurement policy, practice and education. Queensland Purchasing provides a procurement policy framework for the whole-of-Government, advice, and a range of services to Queensland Government agencies to assist them to advance government priorities and achieve value for money with probity and accountability.

The total value of goods and services (excluding capital works) procured by the Queensland Government was approximately $6.6 billion in 2006–07. It is therefore important that the Queensland Government is an effective and demanding purchaser. By assisting agencies to improve procurement expertise and practices, significant gains are made towards the achievement of government priorities and cost savings.

**Major achievements and projects:**

- Queensland Purchasing completed a review of the State Purchasing Policy in early 2007. Recommendations for changes to the policy were well supported by stakeholders, including Queensland Government agencies, and industry and union peak bodies. The revised policy strengthens the relationship between good procurement and sound governance. It raises the bar with regard to transparency and accountability, and provides clearer direction concerning the Government’s commitment to a sustainable future and the fair treatment of workers.

- The Government Disposals Service operated by Queensland Purchasing successfully sold more than $4.5 million in surplus assets and services in 2006–07. The disposals service — open to all forms of government including federal, state and local authorities — offers clients the ability to sell goods or services by auction or tender.

- In June 2007, Queensland Purchasing entered into new fuel contracts, for the Queensland Government’s bulk and pump fuel needs, with Caltex Australia. This is the largest contract managed by Queensland Purchasing with an annual spend of more than $110 million.

- Following the Service Delivery and Performance Commission Review of Information and Communication Technology (ICT) Governance, responsibility for the Government Information Technology Contracting (GITC) Framework was transitioned to Queensland Purchasing.
As part of the Government Disposals Service, Queensland Purchasing sells goods via auction through its standing offer arrangement.
• During 2006–07, Queensland Purchasing’s Travel Management Unit took delivery of the whole-of-Government Travel Management System (TMS). This represented the culmination of nearly two years work with the TMS supplier to design and develop customisations for the Queensland Government. The TMS represents the state-of-the-art in travel management and will save time and money in the management of travel across the Queensland Public Sector. The TMS is currently being tested before a pilot is conducted in Public Works. Following successful completion of testing and the pilot the TMS will be rolled out to all departments and a number of other government agencies.

• A Travel Management working group was established with other States to reduce the cost of travel. The group, led by Queensland Purchasing, has adopted a cross-jurisdictional purchasing arrangement for hire cars, the first of its kind in Australia, greatly reducing costs. Other travel commodities are now being considered for similar cooperation.

• The Sustainable Procurement Program has assisted procurement managers develop more environmentally sustainable whole-of-Government purchasing arrangements. Queensland Purchasing is currently leading the planning for the 2008 National Buying Green Conference to be held in Brisbane for the first time.

• A contract management solution that integrates pre-tender functions, tendering, contract letting, contract management and analysis and reporting for all Queensland Purchasing supplier arrangements was implemented.

• The Procurement Graduate Development Program initiated in 2006 is continued in 2007. All eight graduates from 2006 have been employed in full-time procurement roles within the public and private sectors. The Procurement Graduate Development Program has increased in 2007 to 14 graduates in 10 different agencies/Government-owned corporations.

• The online supply positioning and risk assessment tool was updated to include additional functionality to enable agencies to analyse their procurement profile and assist in the development of their strategic procurement plans.

• Queensland Purchasing commenced the implementation of an agency procurement capability and performance review program. These reviews provide agencies with a comparative international benchmark with both public sector and best in class/world organisations as well as a road map for improving procurement capability and outcomes.

• Queensland Purchasing Levels Three and Four certification training programs received international recognition by the peak body for purchasing and supply management, the Chartered Institute of Purchasing and Supply (CIPS).

• The United Nations through its Inter-Agency Procurement Services Office (IAPSO) purchased, under licence agreement, the training curriculum for Queensland Purchasing’s Certification Program.

• NSW government, through NSW Department of Commerce, is continuing to use the Queensland Purchasing Certification training materials under licence arrangement.
The Department of Public Works, through CITEC, houses Queensland Government computer systems in purpose built, secure and highly resilient data centre facilities.
E-Government and information and communication technology (ICT)

The Department of Public Works provides leadership, direction and support in information and communication technology (ICT) strategies through the Queensland Government Chief Information Office (QGCIO) in collaboration with the Queensland Government Chief Technology Office within CITEC.

Major achievements and projects:

- The Queensland Government Chief Information Office was established to respond to the new roles and responsibilities identified in the Service Delivery and Performance Commission’s Report on Review of ICT Governance in the Queensland Government.

- The ICT Governance Initiative Implementation Office, including the project to deliver the technology consolidation business case, the project to deliver the ancillary services consolidation business case, and the future CITEC operating model, was established.

- The Queensland Government ICT Career Graduate Development Program, with an inaugural intake of 35 graduates across 10 agencies, was established.

During 2006–07, QGCIO:

- developed and launched the Desktop Best Practices Framework, providing agencies with practical advice and examples for assessing and improving their desktop management

- reviewed and extended the whole-of-Government Mobile Panel arrangement to provide competitive mobile voice and data products and services to departments and budget-funded agencies until 30 November 2008

- introduced the $2 million threshold ICT procurement review process to enhance investment and to develop better quality ICT tenders for release to the market

- assisted agencies to prepare coordinated funding applications for improved broadband services throughout regional and remote Queensland under the Australian Government’s Clever Networks component of the Connect Australia program

- improved working relationships with the ICT industry through the introduction of ICT industry presentations and the Small to Medium Enterprise participation scheme

- developed the ICT in Government Marketing and Communication Strategy, which focuses on attracting and retaining ICT skills in the sector

- was selected as one of two government participants for the Smart Services Cooperative Research Centre Program. The five-year program will receive Commonwealth funding and will focus on increasing productivity and global competitiveness in media, finance and government sectors

- implemented the ‘Ignite’ program of workshops across the State, under the ‘Dimensions’ initiative, to provide an opportunity for Queensland Government employees to put forward ideas on improving the way Government provides services to the community

- executed a new agreement between the Queensland Government and Copyright Agency Limited in relation to reproduction of copyrighted print material in hard copy.
Queensland State Archives is established under section 21 of the Public Records Act 2002 as the State’s archives and records management authority. Queensland State Archives is the custodian of the largest and most significant documentary heritage collection in Queensland. It manages and preserves the State’s permanent public records and facilitates public access to these archival public records.

In addition, Queensland State Archives is the lead agency for public recordkeeping in Queensland. The Public Records Act and its accompanying Information Standards enable Queensland State Archives to develop and implement a comprehensive Recordkeeping Policy Framework to ensure a consistent approach to the creation, management, disposal, storage, preservation and retrieval of government information.

Queensland State Archives also provides support to the Public Records Review Committee, established to advise the Minister and the State Archivist on the administration and enforcement of the Public Records Act, and to resolve any disputes referred to the Committee.

Major achievements and projects:
- Construction commenced on Queensland State Archives Stage Two which will double the current repository capacity at the Runçorn facility.

During 2006–07, Queensland State Archives:
- implemented a redesigned version of the collection management system ‘Archives One’ and its companion application, the online public access catalogue ‘Archives Search’
- provided support to Queensland Indigenous councils through the provision of recordkeeping information and advice to senior management consultants working with the councils
- organised a lecture, event and travelling display with internationally renowned Dutch archivist Professor Eric Ketelaar as part of the national Australia on the Map celebrations marking 400 years since the Dutch charted the Australian coastline
- continued to participate in the international archival community as a member of the Australasian Digital Recordkeeping Initiative and hosted a delegation of Beijing Archivists in November 2006
- duplicated master microfilm of the State’s historic records to safeguard these resources for future generations and to support the Queensland State Archives business continuity planning process
- reviewed and approved new Retention and Disposal Schedules for the Crime and Misconduct Commission, the Commissions of Inquiry into Queensland Hospitals, Queensland Studies Authority and the Office of Racing (Department of Local Government, Planning, Sport and Recreation)
- reviewed and approved Retention and Disposal Schedules for ministerial offices, for the local government sector in Queensland, and the Queensland Rural Adjustment Authority.
Queensland State Archives staff retrieve items for researchers in the Public Search Room at its Runcorn facility.
QBuild

QBuild is a commercialised business unit of the Department of Public Works and is responsible for planning, managing and delivering a broad range of building maintenance and construction-related services to government agencies. In addition, other facility management services are provided including building security, in-house cleaning and horticultural services. QBuild is also responsible for delivering a number of Community Service Obligations on behalf of Government, such as disaster management and apprentice training, including Indigenous apprentices.

Major achievements and projects:

- During 2006–07, QBuild generated sales revenue of $738.2 million, comprising construction revenue ($210.3 million), maintenance revenue ($470.5 million) and building services revenue ($57.4 million). Other income included Community Service Obligations ($9.3 million), other grants and contributions ($1.3 million), and other revenue ($1.9 million). Approximately 72% of the sales revenue was delivered by the private sector under contract to QBuild throughout Queensland regions.
- On behalf of the Department of Education, Training and the Arts, QBuild managed an accelerated program to replace 939 asbestos roofs at 344 state schools. As at 30 June 2007, 859 roofs at 321 state schools were replaced at a cost of approximately $92 million.
- In June 2007, the National Safety Council of Australia certified that QBuild met the requirements of AS/NZS 4801:2001 Occupational Health and Safety Management Systems. The implementation of this Safety Management System will ensure safer workplaces, consistent adherence to safety systems and procedures across QBuild and will improve management responsibility and accountability for health and safety targets.
- In collaboration with Project Services, QBuild delivered Preparatory Year facilities throughout regional Queensland on behalf of the Department of Education, Training and the Arts.
- As at 30 June 2007, QBuild provided employment and training for 334 trade apprentices — including 15 school-based apprentices, nine construction worker trainees and an additional 33 office administration trainees.
- QBuild undertook a variety of construction and maintenance projects across the State including:
  - refurbishment of the Anzac Square Shrine of Remembrance;
  - refurbishment of 102 kitchens in various Doomadgee residences;
  - upgrade of 14 houses in the Clinton Gladstone area under the Property Renewal Program;
  - refurbishment of an administration building at the Leslie Dam Recreation Camp;
  - alterations and refurbishments to a number of regional Court Houses;
  - refurbishment of a block at the Rosemount Hospital;
  - establishment of Edens Landing Residential Police Beat;
  - delivery of responsive and planned maintenance works for the 34 discrete Indigenous communities in remote areas of Queensland;
- repairs to a number of swimming pools in a number of regional areas; and
- replacement of tanks and a water reticulation system at the Rolleston Police Station.

QBuild continued to progressively repair government infrastructure affected by Tropical Cyclone Larry. As at 30 June 2007, the indicative value of work undertaken was approximately $10.2 million (excluding new construction and total rebuilds). In addition, 677 inspections of uninsured privately owned properties were conducted on behalf of the Department of Communities and 71 inspections conducted on behalf of the Premier’s Relief Fund.

A partnership agreement between QBuild and the Department of Education, Training and the Arts was reached in July 2006. It is a performance-oriented agreement aimed at delivering improved maintenance services through shared responsibility for agreed program and budget outcomes supported by an agreed governance structure.

QBuild and the Department of Housing entered into a renewed partnership agreement for a further three years, from July 2006 to June 2009. The new agreement is performance-based and covers maintenance and upgrade of all housing stock.

In 2006–07, approximately 500,000 people visited Roma Street Parkland. Throughout the year, approximately 250 events were conducted ranging from private weddings through to major public festivals. Major events included the Queensland Multicultural Festival that attracted more than 30,000 people. Roma Street Parkland staff and volunteers play a significant role in contributing to the success of each event and to each visitor’s experience at the parkland.

QBuild maintained disaster preparedness and response capabilities through its involvement in various disaster preparedness committees and internal training. During the year, QBuild provided responses following a number of natural disaster events including storms across South East Queensland in December 2006 and the flooding across Northern and Western Queensland during January and February 2007.
(Clockwise from top) QBuild at work; QBuild provides security services; QBuild stonemasons continued the refurbishment of the Anzac Square Shrine of Remembrance.
Environment

- Through the Water Smart Buildings Program, QBuild has worked with other areas of the department to deliver water audits and retrofitting water-saving devices in Queensland Government-owned and leased properties. The total value of the work delivered during 2006–07 was $2.9 million.

- QBuild undertook a water restrictor program, which allows Department of Housing residences to have water restriction devices installed to various outlets within the home. In 2006–07, these devices were fitted to Department of Housing properties within South East Queensland, Darling Downs and Wide Bay Regions. In addition, QBuild will continue to inspect all plumbing fixtures and fix any leaking taps or toilet fixtures. All defective toilet cisterns will be replaced with dual-flush units.

- Roma Street Parkland staff have responded positively to the challenge of water restrictions and developed and implemented a range of innovative strategies which have dramatically reduced potable water consumption and maximised the use and effectiveness of any available recycled water. These strategies have included changes to work practices, implementation of new water-saving devices and systems and more effective use of the parkland’s lake for water storage and irrigation. Despite the drought conditions, Roma Street Parkland has continued to maintain its reputation as a showcase horticultural and recreational destination which can be enjoyed by the broader community. At present, the volume of recycled water used at the parkland is approximately 20% of the total potable water used prior to the introduction of water restrictions.

- The proportion of E10 fuel used by QBuild’s vehicle fleet has increased from 14.5% to 28% in support of the Queensland Government’s Ethanol Industry Blueprint.

Roma Street Parkland maximised the use and effectiveness of any available recycled water.
Project Services

Project Services is a multi-disciplinary, professional services, building and property consultancy operating in the public sector business environment. It assists its clients to manage the delivery of Queensland’s capital works programs and projects within the Government’s capital works framework, minimising risk and assisting in meeting reporting obligations of Government. It provides a full suite of consultancy services including project risk management, design, procurement and contract administration.

Project Services partners with government agencies to identify and provide products and services they need to deliver government outcomes, and is a committed partner of the Cooperative Research Centre for Construction Innovation (CRCCI).

Project Services outsources a significant portion of its work to the private sector by packaging and brokering contracts with consultants and contractors, and managing the commercial interface between the Government (as client) and the building industry.

Major achievements and projects:

- During 2006–07, Project Services, on behalf of clients, managed approximately $1.15 billion in major capital works programs/projects, representing an increase of $293 million or 34% from the previous year. Project Services generated sales revenue of $140.8 million in 2006–07, an increase of 4.3% on 2005–06.

- Project Services delivered professional services on major Queensland Government projects completed in 2006–07 including:
  - project and contract management services for the Millennium Arts Project at the Queensland Cultural Centre;
  - project and contract management services for the Queensland Transplant Tissue Service facilities for Queensland Health;
  - Preparatory Year of Schooling facilities for the Department of Education, Training and the Arts for the half-cohort commencement in 2007 including new buildings, refurbishments, extensions, and associated works at 358 sites. Delivery is on schedule for the additional new classrooms and refurbished classrooms at 167 school sites required for the full-cohort intake of Prep students in 2008;
  - stage one of the ‘Lady Bowen’ project incorporating the renovation of the existing heritage-listed nurses’ quarters for the provision of crisis housing;
  - three new schools and new school stages at Caloundra West, Chancellor State College Stage Two, and Narangba Valley;
  - eight two-storey special teaching blocks for Preparatory Year of Schooling at Holland Park, Surfers Paradise, Graceville, Forest Lake, Upper Coomera, Greenbank, Calamvale and Ipswich Central;
  - procurement, project management and design consultancy services for the Townsville and Thuringowa Aboriginal and Torres Strait Islander Community Health Centres; and
  - ward upgrades at Gold Coast Hospital to provide accommodation for the new renal unit, relocation of executive offices, infectious diseases ward, and the refurbishment of wards.
(Clockwise from right) Skilled Park at Robina started to take shape in 2006–07; Stage one of the Lady Bowen project; Project Services supported and mentored members of the Architectural Practice Academy.
• Project Services also provided professional services on major ongoing Queensland Government projects including:
  - project and contract management services for Skilled Park, Robina, a home ground facility primarily for the Gold Coast Titans;
  - project and contract management services for new facilities at the Townsville, Arthur Gorrie and Sir David Longland Correctional Centres;
  - project management services for the proposed Gatton Correctional Facility;
  - performed the State’s representative role for the Tennyson Riverside redevelopment, incorporating the State Tennis Centre;
  - project and contract management services for the design and construction of the Ecosciences project at the Boggo Road Precinct redevelopment;
  - project management services for the Rockhampton Riverbank project, Stages One and Two;
  - Government representative in the development of the Southbank Institute of TAFE;
  - design, project and contract management services for the Queensland State Archives Stage Two project at Runcon;
  - procurement and contract management services for the new Weipa hospital development;
  - project and contract management services for the design and construction of the new Ipswich Courthouse and Watchhouse;
  - project management services for the proposed Supreme and District Courts Complex in Brisbane; and
  - procurement management services for the three major hospital development projects at the Gold Coast, Sunshine Coast and the Queensland Children’s Hospital.

• During 2006–07, Project Services:
  - delivered facilities on behalf of the Department of Emergency Services including the new Roma Street Fire and Ambulance Station;
  - commenced Queensland Health Regional Staff Accommodation, Transportable Housing and Acquisitions Programs;
  - maintained certification to ISO 9001: 2000. This indicates commitment to quality assured delivery of services to clients;
  - maintained certification in ISO 14001: 2004. Project Services is committed to working with clients to provide sustainable environmental solutions and is taking the lead with clients to incorporate Environmental and Sustainable Development (ESD) principles in all developments;
  - completed its workforce planning strategy which identified issues and solutions to managing workforce pressures such as skills shortages, staff retention and attraction, and ageing of the workforce;
  - together with the Royal Australian Institute of Architects and a number of practising private sector architectural companies, continued to support and mentor the Architectural Practice Academy (APA). The APA completed its intake of graduates to a total of 12 and continues to gain recognition from clients and industry groups while providing invaluable experience for its graduates.
SDS

SDS incorporates three business divisions: SDS Publications, SDS Logistics and SDS Distribution. SDS Publications offers a publishing, retail, warehousing and single distribution point for all government publications and information to the community. SDS Logistics provides shared service warehousing and distribution services to agencies within Government. SDS Distribution is an online retail and distribution business which trades merchandise, office supplies and furniture products to schools and Government.

Major achievements and projects:

- SDS played a significant role in the delivery of educational resources and furniture to schools throughout Queensland, as a part of the Government’s initiative to commence the Preparatory Year in February 2007. In 2006–07, SDS delivered $2.1 million of furniture supplies and $5.8 million of educational resources delivering actual savings to Education Queensland of $649,000 and $2.3 million respectively.

- In addition to the role in the Preparatory Year roll out, SDS provided schools and corporate areas within the Department of Education and the Arts savings and rebates to the value of $2.85 million.

- In October 2006, SDS introduced a second shift at the Zillmere Distribution warehouse. The second shift, running from 3.30pm until 9pm, was introduced to meet growth needs as well to meet commercially competitive delivery standards.

- In the past financial year, SDS relocated most administrative personnel from Zillmere to more appropriate and permanent office accommodation at the Brendale warehouse facility.

- In 2006-07, SDS continued to work in partnership with Smart Services Queensland to support the transition of agencies across Government to the Publications Distribution Centre (PDC). The PDC now manages the more than 74% of paid-for government publications (representing 13 agencies).

- SDS played a major role in supporting the mail-out of information for the Queensland Government’s WaterWise scheme.

- In April 2007, SDS launched its Logistics website which allows rapid delivery of the Department of Main Roads critical items. The site is being developed to carry a range of items for rapid delivery to various government departments, including pandemic and disaster recovery equipment and will vastly increase the Queensland Government’s ability to respond to community demands for service in these areas.
CITEC

CITEC is the primary technology service provider for the Queensland Government delivering both whole-of-Government and agency-specific information and communication technology (ICT) services, particularly in data centres, infrastructure, networks, security, disaster recovery, solutions integration and support services.

The Queensland Government Chief Technology Office (QGCTO) is established within CITEC. The QGCTO provides leadership, collaboration, management and direction on whole-of-Government ICT matters.

Major achievements and projects:

During 2006–07, CITEC:

- contributed to the Service Delivery and Performance Commission Review of ICT Governance in the Queensland Government
- commenced a reorientation program to focus on providing services to the Queensland Government
- established the Queensland Government Chief Technology Office
- completed key whole-of-Government projects concerning shared services and infrastructure in collaboration with CorpTech
- provided access to more key government information databases through CITEC Confirm
- completed systems integration projects with its major clients
- engaged in partnership projects with ICT industry companies
- revised and enhanced IT Service Management, Project Governance and Pursuit Management Frameworks
- developed, implemented and tested business continuity plans, disaster recovery plans, quality and security accreditations
- met all quality and security standards to ensure continuing national accreditation.
Secure data storage is one of CITEC’s operating strengths.
Goprint

Goprint performs the role of the Queensland Government’s printer which has existed for more than 140 years. Traditionally, Goprint’s primary charter has been to print and distribute a range of Reserved Services products, which, in the main, are provided to support the workings of Parliament and ensure there is a permanent record of Parliament, legislation and Government declarations.

Goprint is also responsible for producing highly-sensitive documents under the strict security required of Executive Government and according to very tight, often mandatory, timeframes. That type of work and the conditions under which it is undertaken are extremely well understood within Goprint, with the organisation being geared to respond to priorities and meet strict accountability requirements.

Consequently, to support the production of Reserved Services, Goprint maintains a production infrastructure that enables it to operate within a highly secure environment while meeting tight deadlines for the Queensland Parliament.

To minimise the cost to the Queensland Government, Goprint also provides a full range of printing and copying services for government agencies and other organisations in receipt of government funding. These services encompass concept development, research, design and production across a wide range of media.

Those services include creative design, bureau services, and desktop publishing, on-demand digital printing and copying, variable data and offset printing and the publishing of information using new technologies such as the Internet/Intranets, CD ROMs and traditional print.

Major achievements and projects:

During 2006–07, Goprint:

- replaced its aged six-colour press with a modern equivalent, to introduce computer-to-plate technology to replace the outmoded film process, and acquire some modern binding equipment
- implemented an arrangement with Yeronga TAFE to provide all digital printing work that was previously produced through their print cell, allowing Yeronga TAFE to realise savings and to focus on core activities
- commenced a program to realign staffing levels, on a voluntary basis, through career counselling, increased training and voluntary outplacements
- met all requirements of the Queensland Parliament on time, with no security breaches.
(Top) Goprint staff with the new press; (bottom) printing ballot papers are among the variety of services Goprint provides.
QFleet

QFleet’s key role is to provide vehicles to a client base which includes government departments and agencies, as well as publicly-funded, non-government organisations. By delivering enhanced fleet management services on a whole-of-Government basis to improve efficiencies and generate savings, QFleet is working to ensure that overall fleet costs and environmental impacts are kept to a minimum. QFleet leases more than 14,000 vehicles.

QFleet’s core business is to provide:

- fleet leasing
- fleet management and advisory services
- vehicle rentals
- vehicle servicing, maintenance and repairs.

These services include the funding, acquisition, management, disposal and maintenance of the Government’s fleet and are supported by:

- management of the risks associated with vehicle ownership and operation
- advisory services.

Major achievements and projects:

During 2006–07, QFleet:

- finalised the stage one implementation of ‘Fleetscape’, the whole-of-Government Fleet Management System, to the majority of government clients, assisting in better management of the fleet profile, enhanced client service, and reduction of the risk of asset ownership to the Queensland Government
- reduced the percentage of larger passenger vehicles by proactively influencing the current and projected size and composition of the Government fleet
- maintained the use of hybrid vehicle technology in clients’ fleets
- undertook detailed client and staff research, to identify opportunities to deliver improved service delivery and value to Government
- assisted the Service Delivery and Performance Commission in undertaking its QFleet review
- implemented significant revision of Senior Executive vehicle entitlements, in line with the introduction of the revised government policy
- supported and promoted the Queensland Government’s ethanol fuel initiatives, including participation in the Saab BioPower Vehicle Evaluation
- completed an organisational restructure, to achieve more effective service delivery to clients and government stakeholders.
Our corporate governance

section 3
Under the existing departmental governance framework, the Corporate Governance Board provides stewardship for the department. Governance committees provide assistance to the Corporate Governance Board. The Audit Committee gives advice as required to the Director-General.

The Corporate Governance Board meets monthly to provide strategic direction and consider policy, plans, strategies and projects.

The Executive Committee focuses on achieving communication and information sharing throughout the department.

The Director-General chairs the Corporate Governance Board and the Executive Committee.
Corporate Governance Board

Director-General

Mal Grierson
BCon, MPubAdmin, FACS

Mal was appointed Director-General in October 1998.

Previously, he held numerous senior Queensland Government positions, with extensive involvement with the private sector in the areas of information technology and building construction.

Mal is a member of the Institute of Public Administration Australia, a Fellow of the Australian Computer Society and is the Chair of the Australian Procurement and Construction Council.

Deputy Director-General (Works)

Max Smith
BCon, FIE(Aust), CP Eng, FAICD, FAIB

Max was appointed to the role of Deputy Director-General (Works) in February 2005.

The majority of Max’s career has been in the management of public works including roles as the General Manager of QBuild and Project Services. He has also held senior positions in the Australian Government including Construction Manager for the Brisbane International Airport and Deputy Commissioner-General of the Australian Pavilion at Expo 88.

Max is a Civil Engineer and a Fellow of the Institution of Engineers – Australia. He is also a Registered Practising Engineer in Queensland, a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Building.
Deputy Director-General (Services)

Tony Waters
BA, FAICD

Tony began in the role of Deputy Director-General in October 2003, having spent the previous seven years as General Manager of QBuild. Prior to that, he had more than 10 years’ experience in a range of executive management roles relating to the provision of public housing services.

He brings to the position extensive experience in public sector service delivery.

In his current role, as well as supporting the Director-General in the running of the department, Tony is actively involved in the pursuit of improved service delivery outcomes through the adoption of a stronger whole-of-Government approach to service delivery.

A/Executive Director, Corporate and Executive Services

Robyn Turbit
BCom, BEcon, MIIA

Robyn is acting in the newly-created position of Executive Director, Corporate and Executive Services. Robyn previously held the position of Director, Governance and Review from November 2004, and prior to that was Manager, Internal Audit from 2001.

In this new position, Robyn is responsible for human resource management, financial services, legal services, contract services, information services, executive services, project governance and planning and performance management.

She has extensive private and public sector experience in financial management and auditing including five years in financial management consulting.

Robyn is a member of the Institute of Internal Auditors.
A/Director, Finance

**Warren Pashen**  
BComm, FCPA, ACIS

Warren has performed this role since March 2007.

He has 16 years’ experience in the Queensland public sector and a wealth of private sector experience including roles as Finance Manager for Spicers Paper limited and Financial Accountant for a leading newspaper company.

Warren is responsible for strategic financial planning, budget management, financial policy and statutory reporting across the department.

Director, Human Resources

**Stephen Long**  
BA

Stephen has performed this role since October 2002.

He has more than 20 years’ experience in human resource management and has held senior positions in the Australian and Queensland public sectors.

Stephen is responsible for the department’s human resource management, industrial relations, organisational development and change management functions.
Tony Woodward
BBus (Accountancy), MFinPlan, FCPA

Tony was appointed to the position of Chief Information Officer in March 2007 having held previously the position of Director, Finance.

He has more than 30 years’ private and public sector experience in both finance and information communication and technology.

Tony is responsible for strategic information management, systems development and the provision of information communication and technology services within the department across a diverse range of commercial and non-commercial business areas.

Malcolm McMillan
GAICD

Malcolm has held senior executive positions in different agencies of the Queensland public sector. He joined the Queensland public sector in 1971.

He heads the department’s corporate marketing communications, international business, market research, community engagement, intergovernmental relations and Indigenous affairs initiatives.
Executive Committee

Chair
Mal Grierson – Director-General

Members
Boyd Backhouse – Director, Legal Services
Selwyn Clark – Deputy General Manager, QBuild
Bruce Cory – Director, QBuild Southern Group
Allen Cunneen – Director, QBuild Northern Group
Keith Eaton – General Manager, QBuild
Bob Giles – Director, Contract Services
Peter Grant – Queensland Government Chief Information Officer
Bob Hunt – General Manager, Goprint
Evelyn Jelliffe – Director, Queensland Purchasing
Terry Kelly – Regional Director, North Queensland
Paul Krautz – A/Executive Director, Strategic Projects
Richard Hawkes – A/Executive Director, Technology and Development Division
Deb McLeod – Director, Project Governance
Stephen Long – Director, Human Resources
*Ben Klaassen – A/Director, External Relations
Karen Lyon Reid – Director, Queensland Government Accommodation Office
Mark Nix – Manager, Audit Operations
Warren Pashen – A/Director, Finance
Anthony Perrau – Director, QBuild Metropolitan Group
Janet Prowse – Director and State Archivist
Bryan Quant – Manager, ICT Governance Initiative Implementation Office
Don Rivers – General Manager, Project Services
Tony Skippington – Managing Director, CITEC
Don Allan – Director, Building Policy Unit
Max Smith – Deputy Director-General (Works)
Robyn Turbit – A/Executive Director, Corporate and Executive Services
Tony Waters – Deputy Director-General (Services)
Tony Woodward – Chief Information Officer
Fiona Wright – A/General Manager, QFleet
Sue Wright – Director, Executive Services and CLLO

*Ben Klaassen was Acting Director, External Relations from February 2007 for the remainder of the financial year while Malcolm McMillan was seconded to the Department of State Development.
Governance committees report directly to the Corporate Governance Board.

**Audit Committee**

**Chair: Director-General**

Assists the Director-General to discharge financial management responsibilities, imposed under the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, by giving advice on audit-related matters.

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

**Achievements**

- Endorsed the risk-based 2006–07 Internal Audit Plan.
- Endorsed the Audit Committee Charter.
- Endorsed the Internal Audit Charter.
- Monitored Internal Audit Performance against the approved 2006–07 Plan targets.
- Checked the resolution of prior-period Queensland Audit Office audit issues.
- Reviewed audit reports (moderate and high-risk findings) with action taken to address these findings.

**Contracts Committee**

**Chair: Deputy Director-General (Works)**

Oversees the department’s role in the review, development and application of building procurement strategies and practices. Ensures that 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 Purchasing Policy.

**Achievements**

- Reviewed procurement strategies of significant capital works projects for compliance with Capital Works policy requirements and best value-for-money outcomes. Projects reviewed included the Statewide Housing Accommodation program for Queensland Health, Knowledge Based Research and Business projects at Boggo Road and Coopers Plains and the upgrade of Prince Charles Hospital at Chermside.
- Consulted with industry in respect of changes to construction contracts and amended generic contracts.
- Reviewed and endorsed tendering strategies for significant major projects including major hospitals, correctional centres and higher courts projects.
Finance Committee

Chair: Director, Finance

Provides advice and reports to the Corporate Governance Board on the financial strategies and practices required to achieve sound financial corporate governance within legislative requirements.

Achievements

- Monitored issues arising from Internal Audit and Queensland Audit Office audit reports.
- Monitored the department’s progress on significant finance-related issues such as preparing annual financial statements, and the annual and mid-year budget processes.
- Reviewed the financial performance of the department’s business areas and provided advice to the Corporate Governance Board and to the Director-General.
- Monitored the department’s planning for preparation to meet the shortened statutory financial reporting deadlines introduced for the 2007-08 financial year.

Information Steering Committee

Chair: Deputy Director-General (Services)

Ensures that ICT services and capability employed by the department support the efficient achievement of whole-of-Government objectives, departmental objectives and business unit objectives.

Achievements

- Oversaw ongoing development of a centralised ICT organisation for the department.
- Oversaw ongoing development of departmental ICT project management and reporting standards.
- Oversaw implementation of the department’s ICT Strategic Plan for 2006–07, with particular emphasis on strategies for ensuring alignment of departmental initiatives with whole-of-Government objectives and directions.
- Provided strategic governance over significant ICT-related projects and a major program to establish a standard ICT architecture within the department.
Risk Management Committee

Chair: (currently operating as component of Corporate Governance Board)

Develops and manages the department’s risk management policy and plans, and distributes information on risk management priorities.

Achievements

• Maintained the in-house-developed software to support risk management.
• Monitored the department’s risk assessment and risk mitigation approach.
• Undertook preliminary investigations into more formal integration of risk management with departmental planning activities.

Workplace Health and Safety Peak Committee

Chair: Deputy Director-General (Works)

Checks and reports on issues relating to workplace health and safety, and ensures a coordinated approach to managing workplace health and safety activities and projects.

Achievements

• In conjunction with the Department of Employment and Industrial Relations, successfully implemented the Safety, Health and Environment (SHE) software system which enables the electronic lodgement and management of workplace hazards and incidents.
• Introduction of an Early Intervention Centre to support injured or ill workers.
• Accreditation to the AS/NZS 4801 Safety Management System for the QBuild business unit.
• Further development of the department’s Pathways to Better Health program.
Our people

section 4
### Staff numbers

<table>
<thead>
<tr>
<th>Service Division</th>
<th>Staff Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director-General’s Office</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Office of Corporate and Executive Services</strong></td>
<td>2</td>
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<tr>
<td><strong>Executive Services</strong></td>
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<tr>
<td><strong>Human Resources</strong></td>
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<tr>
<td><strong>Finance</strong></td>
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<tr>
<td><strong>Legal Services</strong></td>
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<tr>
<td><strong>Contract Services</strong></td>
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<tr>
<td><strong>Shared Services</strong></td>
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<tr>
<td><strong>Project Governance</strong></td>
<td>9</td>
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<tr>
<td><strong>Internal Audit</strong></td>
<td>10</td>
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<tr>
<td><strong>External Relations</strong></td>
<td>12</td>
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<tr>
<td><strong>Information Services Directorate</strong></td>
<td>87</td>
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<tr>
<td><strong>Planning and Performance Management Unit</strong></td>
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### Works Division

<table>
<thead>
<tr>
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<th>Staff Numbers</th>
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<td><strong>Office of the Deputy Director-General (Works)</strong></td>
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<tr>
<td><strong>Project Services</strong></td>
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<tr>
<td><strong>QBuild</strong></td>
<td>2600</td>
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<tr>
<td><strong>Infrastructure and Major Projects</strong></td>
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<tr>
<td><strong>Building Policy Unit</strong></td>
<td>18</td>
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<tr>
<td><strong>Technology and Development Division</strong></td>
<td>61</td>
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<tr>
<td><strong>Queensland Government Accommodation Office</strong></td>
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### Services Division

<table>
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<tr>
<th>Service Division</th>
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</thead>
<tbody>
<tr>
<td><strong>Office of the Deputy Director-General (Services)</strong></td>
<td>3</td>
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<tr>
<td><strong>Queensland Government Chief Information Office</strong></td>
<td>72</td>
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<tr>
<td><strong>Queensland Purchasing</strong></td>
<td>67</td>
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<tr>
<td><strong>Queensland State Archives</strong></td>
<td>51</td>
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<tr>
<td><strong>GoPrint</strong></td>
<td>102</td>
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<td><strong>SDS</strong></td>
<td>141</td>
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<tr>
<td><strong>QFleet</strong></td>
<td>106</td>
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<tr>
<td><strong>CITEC</strong></td>
<td>519</td>
</tr>
<tr>
<td><strong>ICT Governance Initiative Implementation Office</strong></td>
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</table>

**Total** | 4745
To ensure that the Department of Public Works is meeting its obligations under Section 23 of the *Public Sector Ethics Act 1994* the department has in place a Code of Conduct which outlines the ethics principles and conduct obligations that apply to its employees.

Following a revision of the department’s Code in 2005–06, new and existing employees received comprehensive Code of Conduct training during 2006–07. The training sessions covered:

- the *Public Sector Ethics Act*, including the five ethics principles;
- the standards of conduct expected of employees as outlined in the Code; and
- the rights and obligations of public officials in relation to contraventions of the Code.

The department’s revised Code of Conduct is available in hardcopy and on the department’s Intranet. Members of the public can request a copy of the Code at the department’s head office at 80 George Street, Brisbane, and at each regional office.

Administrative procedures and management practices within the department are consistent with the ethics principles and the obligations of public officials as set out within the Code.

The department also has representatives on the Queensland Public Sector Ethics Network to assist with improving outcomes for the department in ethics matters.

The primary objective of the *Whistleblowers Protection Act 1994* is to promote the public interest by protecting persons who make disclosures about unlawful, negligent or improper public sector conduct or danger to public health or safety or the environment.

Section 30 of the Act requires public sector agencies to report the number of disclosures received by it or referred to it and the number of disclosures substantially verified during the reporting period.

In 2006–07, 38 public interest disclosures were received by or referred to the Department of Public Works. Each of these disclosures was made by a public officer under section 15 of the Act. During 2006–07, seven public interest disclosures, each made by a public officer under section 15 of the Act, were substantially verified.
During 2006–07, the Department of Public Works approved 12 voluntary early retirements for staff who had been identified as surplus to operational requirements. The total cost of severance payments to these staff was $451,175.

**Training and development**

Learning and development initiatives were undertaken throughout the department, targeting all levels from professional, technical and management/administrative, and all diversity groups.

The core areas of training across all business areas included those in procurement, communication, client services, information and communication technology (ICT), health and safety, leadership, and supervisory management development. Specific training needs were provided in relation to trade skills for the field staff of QBuild, best practice in IT Service Management Training for CITEC, and graduate development in Project Services.

The department continued its involvement in the Senior Executive Mobility Program, the Australia New Zealand School of Government (ANZSOG) Executive Masters Program and the Public Sector Management Program. In addition, a number of staff participated in the formal development options offered within the Public Services Training Package.

The department continued to provide subsidised study opportunities and support through the Study and Research Assistance Scheme and the Public Services Training Package.

The department recommitted to its focus on training and development. A number of initiatives across a range of specialist technical skills, and professional and personal development will be delivered in 2007–08, such as the Building Leaders Program identified through the department’s Key Strategic Succession Management and Development Capability Framework.
Consultancies

<table>
<thead>
<tr>
<th>Consultancies</th>
<th>$</th>
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</thead>
<tbody>
<tr>
<td>Management</td>
<td>169,856</td>
</tr>
<tr>
<td>Information Technology</td>
<td>0</td>
</tr>
<tr>
<td>Legal</td>
<td>41,221</td>
</tr>
<tr>
<td>Professional Technical/Non-Technical</td>
<td>144,441</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>355,518</strong></td>
</tr>
</tbody>
</table>

Note: Figures are GST inclusive and include payments made over the full 2006–07 financial year.

Employment initiatives

Graduates and cadets

Under its Graduate Employment Program, during 2006–07 the department employed 29 new graduates from areas as diverse as accountancy, procurement, information and communication technology (ICT), project management, engineering, architecture and quantity surveying. At 30 June 2007, the department had 52 graduates and four cadets employed under this program.

Trainees

Since 1 July 1998, the Department of Public Works has achieved its trainee quota under the Breaking the Unemployment Cycle (BUC) initiative, providing 385 traineeship opportunities. In 2006–07, 40 traineeships were provided.

Apprentices

As at 30 June 2007, the department employed 338 apprentices, comprising 334 apprentices at QBuild and 4 apprentices at Goprint. In addition, during the year QFleet provided training for eight group scheme apprentices.

In early 2007, QBuild took on 101 new apprentices and field trainees including:

- 69 new full-time apprentices
- 4 new full-time Indigenous apprentices
- 11 continuing school-based apprentices who converted to full-time apprenticeships
- 6 new school-based apprentices
- 5 new Indigenous school-based apprentices
- 5 construction worker field trainees
- 1 Indigenous construction worker field trainee.
The Department of Public Works continued to support diversity through the implementation of the following plans:

- Equity and Diversity Management Plan 2006–11
- Disability Service Plan 2007–08
- Multicultural Action Plan 2007–08

As part of the Aboriginal and Torres Strait Islander Employment and Development Strategy, the department sponsored:

- 11 students on the Education-to-Employment Scheme
- six cadets on the National Indigenous Cadetship Project
- two employees on the Indigenous Advancement Program.

The department now has 115 Indigenous staff working throughout Queensland as apprentices, tradespeople, supervisors and managers.

During National Reconciliation Week in June 2007, the department’s new Reconciliation Management Plan 2007–10, Working towards Reconciliation, was launched. It followed on from the Reconciliation Management Plan 2002–06, Working for Reconciliation, reconfirming the department’s commitment to reconciliation.

Cultural awareness training continues to be delivered to staff in Brisbane and regional offices and a cultural awareness session has now been incorporated into all departmental and business unit Inductions. During NAIDOC Week, a wide range of activities took place statewide throughout the department.

People with a disability were supported through the activities of the Network Supporting People with a Disability. Lunchtime seminars were organised in Brisbane and various Brisbane metropolitan locations.

The department continued to sponsor the Building Accessible Housing and Environments Award held during Disability Action Week. Home Access, from the Department of Housing, won this award for the initiative of focusing on accessibility in the private housing market and on improving housing options for older people with a disability.

The Multicultural Action Plan was also put into action with Harmony Day celebrations, participation in the Migrant Work Experience Program, and the development of a Multilingual Staff Network.

### Equity Targets as at 30 June 2007

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Target</th>
<th>Actual as at 30/06/07</th>
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</thead>
<tbody>
<tr>
<td>Women in Senior Management (SES/SO positions)</td>
<td>25% by end 2009</td>
<td>20.2%</td>
</tr>
<tr>
<td>Women in Management (AO6 level positions and above)</td>
<td>30% by end 2011</td>
<td>26.3%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islanders</td>
<td>3% by end 2011</td>
<td>2.4%</td>
</tr>
<tr>
<td>People from non-English-speaking background</td>
<td>13.5% by end 2011</td>
<td>11.0%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>10% by end 2011</td>
<td>7.2%</td>
</tr>
</tbody>
</table>
The Women in Works Committee develops strategies and undertakes activities that work towards achieving the following targets:

- Increase in women in Senior Officer and Senior Executive Service positions (to 25% by 30 June 2009 – currently 20.2%).
- Increase in women in middle-to-upper management positions (to 30% by 30 June 2011 – currently 26.3%).

During 2006–07, the Women in Works Committee:

- Celebrated International Women’s Day with more than 50 staff attending a function with guest speakers in Brisbane and regional functions held in 19 offices around the State.
- Commenced redevelopment with major enhancements to the Short Term Opportunities Database which facilitates the location and selection of departmental employees to fill temporary vacancies. The database provides learning and career development opportunities for employees at AO2–AO5 (or equivalent) level.
- Held professional development seminars on:
  - Working your financial resources: Effective planning for a woman’s working life;
  - Pro-Active Negotiation and Relationship Skills at Work; and
  - Ethical Decision Making – What is it about?
- Commenced Women in Works networking visits to regional offices.
- Held four Springboard Programs — personal and work development training for non-management women — in Brisbane. Several participants have been successful in gaining secondments to higher levels as a result of attending this training.
In December 2006, the Department of Public Works’ second annual Multicultural Action Plan was launched to comply with the State Government Policy: *Multicultural Queensland – making a world of difference.*

The plan continued the focus of the previous annual plan on strengthening multiculturalism in the Queensland public sector, one of several themes in the Government’s approach to multiculturalism.

One significant example of this was the ongoing development of a Department of Public Works’ Work Experience Plan which offers newcomers to Australia from culturally and linguistically diverse backgrounds the opportunity to develop the work skills they brought to Australia with them.

This program is particularly suited to the Department of Public Works because the department offers a wide range of semi-professional and trade-based jobs in which newcomers may already be skilled but not had the opportunity to develop in Australia because of language or other issues. The Department of Public Works program gives newcomers the chance to try those skills out here and possibly re-establish a career in that particular field.

In 2006–07, departmental staff actively participated in Harmony Day in March. A new set of staff awards – Harmony Day Heroes – were received by some staff members nominated by their colleagues for their contributions to multiculturalism.

At the Queensland Multicultural Festival in October, the department sponsored a chess competition at Roma Street Parkland. The competition was coordinated by members of the department’s Multilingual Staff Network. Also, the department was represented in the State Government marquee at the festival by Queensland State Archives, promoting its collection of immigration records to family history enthusiasts. The focus of the display was a presentation marking the arrival of the Dutch ship, the *Duyfken*, in Queensland waters in 1606 and as such, the 400th anniversary of the first European contact with north-eastern Australia.

The Work Experience Plan offers newcomers to Australia from culturally and linguistically diverse backgrounds the opportunity to develop the work skills they brought to Australia.
Roma Street Parkland hosted the Queensland Multicultural Festival in October 2006.
Performance management is designed to ensure efficient and effective operations. Appropriate systems and processes are needed to enable performance to be measured and reported against.

Within the department, corporate and business unit plans were developed to set the organisational direction and to support the establishment of individual performance plans. The planning regime followed a cascading business strategy, ensuring strong linkages across all departmental planning documents.

The Director-General actively promoted the use of performance and development plans for all levels of staff, including senior management.

At the operational level, managers and staff established individual performance goals that were linked to operational and business plans. An annual review monitored progress and identified and addressed individual training and development needs.

The Aurion HRM Information System was used for comprehensive monthly and quarterly reporting against human resource management performance indicators.

The department continued to refine and enhance its financial reporting system to improve understanding and monitoring of financial performance at all levels.
Other reporting
section 5
The Internal Audit unit operates as an independent function within the Department of Public Works, reporting directly to the Director-General. The Audit Committee acts as an advisory body to the Director-General and has no line authority. Internal Audit unit checks and advises on:

- adequacy and accuracy of accounting and computing systems
- legislative and statutory compliances
- operational cost-effectiveness and efficiency
- reliability of financial and related management information
- use of public funds and assets under the department’s control.

Internal Audit also:

- conducts investigations as requested by the Director-General, the Crime and Misconduct Commission (CMC) Liaison Officer and others
- examines controls identified as a result of the investigations and provides recommendations to strengthen the control environment
- liaises with, and provides assistance to, the CMC in its investigations
- performs agency or department-wide operational reviews to assess the extent of weaknesses in existing processes
- provides an advisory function with respect to business improvement processes and systems of internal controls
- reviews actions taken by business units in relation to control issues identified through previous investigations undertaken by Internal Audit, External Audit or the CMC.

In 2006–07, Internal Audit findings confirmed that a satisfactory internal control environment appears to exist within the department.
Board of Architects of Queensland

The board is responsible under the Architects Act 2002 for the registration of individuals as architects in Queensland. The key functions of the board are to:

- maintain a register of architects and list certain architectural corporations which have given notice to the board in relation to the provision of architectural services
- protect the public by ensuring architectural services of an architect are provided in a professional and competent way
- maintain public confidence in the standard of services provided by architects
- uphold the standard of practice of architects
- investigate complaints against architects and institute proceedings before the Commercial and Consumer Tribunal
- investigate complaints against persons for compliance with the Act and instigate legal proceedings in the Magistrates Court.

Board of Professional Engineers of Queensland

The board is responsible under the Professional Engineers Act 2002 for the registration of professional engineers in Queensland. The key functions of the board are to:

- maintain a register of registered professional engineers
- assess applications made under the Act, register persons who are eligible for registration and issue certificates of registration
- conduct, or authorise, investigations about the professional conduct of registered professional engineers and contraventions of the Act
- assist with achieving the main objectives of the Act which are to:
  - protect the public by ensuring that professional engineering services are provided by a registered professional engineer in a professional and competent way;
  - maintain public confidence in the standard of services provided by registered professional engineers; and
  - uphold the standards of practice of registered professional engineers.

Public Records Review Committee

The Committee was established under the Public Records Act 2002. The key functions of the Committee are to:

- advise the Minister and the State Archivist about issues affecting the administration and enforcement of the Act
- resolve disputes between the State Archivist and a public authority regarding restricted access notices applicable to certain public records
- review disposal decisions made by the State Archivist when a public authority applies for such a review.
Costs of boards, committees

<table>
<thead>
<tr>
<th>Board of Architects of Queensland</th>
<th>The costs and achievements of this Board can be found in its 2006–07 Annual Report.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Professional Engineers of Queensland</td>
<td>The costs and achievements of this Board can be found in its 2006–07 Annual Report.</td>
</tr>
</tbody>
</table>

Public Records Review Committee

Role

The Public Records Review Committee (PRRC) was established in March 2003 under the Public Records Act 2002. It advises both the Minister for Public Works, Housing and Information and Communication Technology and the State Archivist on the administration and enforcement of the Act.

If requested by a public authority, the Committee can review decisions of the State Archivist not to authorise the disposal of particular public records. The Committee can also be asked to resolve disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record.

Members in 2006–07

Mr Brian Herd (Chair)
Mr Chris Gorry
Dr Jennifer Harrison
Mr George O’Farrell
Ms Kay Ryan
Ms Leonie Short
Prof Malcolm Thomis
Mr Ken Toogood
Mr Peter Wood
Mr Brian Carroll**

Achievements

The Committee has addressed a wide range of information management and recordkeeping issues, including:

- the compliance framework for Information Standard 40: Recordkeeping
- recordkeeping challenges in Indigenous councils and non-government organisations
- improvements in the area of electronic records management
- digital rights management
- Queensland’s privacy regime
- planning for Queensland State Archives’ expanded infrastructure
- archival collection management issues
- the impact of machinery-of-Government changes on the custody and ownership of public records.

Costs 2006–07

<table>
<thead>
<tr>
<th>Costs 2006–07</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting fees</td>
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<tr>
<td>Special assgn</td>
<td>$1,553.00</td>
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<tr>
<td>Travel &amp; accm</td>
<td>$2,634.20</td>
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<tr>
<td>Catering &amp; venue hire</td>
<td>$1,881.80</td>
</tr>
<tr>
<td>Community/PRRC reception</td>
<td>$310.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$9,973.00</strong></td>
</tr>
</tbody>
</table>

* Mr O’Farrell resigned in February 2007.
** Mr Carroll was appointed to the Public Record Review Committee in March 2007.
Throughout 2006–07, the department was proactive in engaging communities and key stakeholders in government decisions and processes.

Boggo Road Urban Village

The redevelopment of Boggo Road Gaol, Brisbane, into an inner city urban village involves the community and the department in a number of consultative processes, such as:

- providing newsletter communication to the local community explaining the content of the development application, highlighting the public notification period, advising of project progress and next steps
- holding a public notification period including a public display, staffed information sessions and a public submission process
- establishing and regularly meeting with a community reference group
- ongoing meetings with community groups and site neighbours, such as Dutton Park State School and Police Station
- ongoing management of a project website, email and telephone hotline
- coordinating with other agencies on neighbouring projects such as Queensland Transport’s Boggo Road Busway and the Department of State Development’s Ecosciences Precinct.

Acts administered

- Architects Act 2002
- Professional Engineers Act 2002
- Public Records Act 2002
- State Buildings Protective Security Act 1983
Queensland State Archives

Queensland State Archives communicated with its key stakeholders using a number of methods, including a survey of public authorities and historical organisations leading up to Queensland’s 150th celebrations in 2009.

Queensland State Archives also hosted its regular outreach programs to regional and rural areas across the State. During 2006–07, Queensland State Archives:

- organised a Small Archives Seminar in Mackay to support local small heritage-collecting institutions
- hosted seminars at North Stradbroke Island, Boonah and Kandanga
- issued three Runcorn Record newsletters to family and local history researchers
- hosted six seminars on using the new online catalogue system, Archives Search
- hosted stalls at the Family History Fair and Multicultural Festival
- conducted the 2009 Capacity Survey with the Office of Economic and Statistical Research to determine the research requirements for agencies, departments and historical societies leading up to the 150th celebrations of Queensland.

Review of the State Purchasing Policy

During 2006–07, Queensland Purchasing completed a review of the State Purchasing Policy. The review placed a strong emphasis on consultation with stakeholder groups including Queensland Government agencies, industry and unions. Consultation processes included:

- invitations to comment. More than 200 stakeholders were invited to comment on an Issues Paper in May 2006, and a subsequent Policy Paper in November 2006
- consultation meetings. Queensland Purchasing met with industry representatives in Brisbane, Cairns and Townsville, and with the key union representative bodies in Brisbane
- raising community awareness. The review documents were published on the Queensland Government Marketplace website, and the review is a regular feature of Purchasing Update.

Roma Street Parkland

Roma Street Parkland engaged the community in a variety of methods in 2006–07 including:

- Roma Street Parkland Visitor Survey in October 2006. The face-to-face survey of visitors enabled the management team to gain a better understanding of the profile of visitors to the parkland
- Moonlight Wine Tour Market Research in April 2007. Surveys were conducted before, during and after the Moonlight Wine Tour to evaluate the event and ensure stakeholder satisfaction
The Department of Public Works is active and committed to partnering with industry to develop whole-of-Government initiatives.

The Queensland Government Chief Information Office (QGCIO) partners with industry to develop whole-of-Government information and communication technology (ICT) initiatives.

The department, through the QGCIO, supports the Industry–Government ICT Group which meets to discuss the challenges facing the ICT industry, its growth needs and associated issues, particularly those related to government ICT procurement policy and ICT industry development strategies and initiatives. The group has agreed to jointly progress a number of actions including:

- researching the structure, performance and drivers for growth of the ICT industry
- streamlining government ICT procurement processes
- defining the scope of 'whole-of-Government' when implementing mandatory ICT sourcing and product arrangements.

The QGCIO engaged with industry to participate in a number of other activities including:

- $2 million ICT procurement review process
- ICT industry presentations to government
- small to medium enterprise participation scheme.

CITEC is a member of a wide range of industry organisations and associations. Through these memberships, CITEC continues to offer its clients industry-recognised, best practice solutions. CITEC's memberships cover organisations such as:

- Australian Computer Emergency Response Team (AusCERT)
- Australian Information Industry Association
- IT Service Management Forum (itSMF)
- Information Brokers and Law Stationers Association Incorporated
- Bulk Electronic Clearing Systems Advisory Council
- Women in Technology
- Committee for Economic Development of Australia
- The Chartered Institute of Purchasing and Supply Australia
- Help Desk Association Australasia.

During 2006–07, CITEC staff contributed to industry development through membership and active participation in industry and academic forums such as the itSMF Australia. Members of the forum include a broad range of private companies and public sector agencies. CITEC's Director, Data Centre and Infrastructure Services, is the current state branch delegate (chairperson) of the Queensland branch of the itSMF. Through its association with itSMF, CITEC has access to best practice learnings from other organisations.

The department, through Works Division, works closely with industry on research and development. Collaboration is ongoing with companies involved in facilities management and building and construction, with a number of projects undertaken through the Cooperative Research Centre.
Sustainable Home Gold Coast (above); Sustainable Home Zilzie (right); and Sustainable Home Brisbane (below) were built in collaboration between the State Government, local governments and industry.
for Construction Innovation (CRCCI). The division’s contribution to the CRCCI in 2006–07 was valued at $262,750. QBuild purchased $520 million of building services and goods from Queensland industry in 2006–07. This important supply chain relationship was strengthened with a statewide program of business forums held in October 2006 in all regions, from the South Coast to Cairns. The business forums focused on procurement initiatives and were attended by more than 1,100 suppliers. The forums outlined upcoming work and explained how QBuild was streamlining its business processes and reducing red tape. The red tape benefits introduced were:

- a complete suite of new, plain English works and services contracts
- a simple internet web-based contractor and supplier registration process
- a statewide framework of regional standing offer arrangements for trade-based work up to $20,000 in value.

The 1,100 businesses who attended the forums were formally surveyed and consistently rated QBuild as a preferred client with an 80% approval rating across a range of performance criteria.

The Technology and Development Division’s Sustainable Homes Program relies heavily on partnering with industry. The program is a unique collaboration between the State Government, local governments and private industry. The program is managed by the Department of Public Works, with the construction and display of the homes being funded by either local government or private developers in a joint venture arrangement.

The Building Policy Unit acts as a primary interface between the building industry and government. It administers the whole-of-Government building industry contractor and consultant prequalification (PQC) system, and provides support to agencies and industry in the implementation of the whole-of-Government Capital Works Management Framework (CWMF) and the Maintenance Management Framework (MMF). The CWMF addresses risks in building capital works procurement and determines the manner in which the industry is engaged by government. The unit researches and publishes data (including economic forecasts, cost projections and the Government’s annual Building Capital Works Program) relating to issues that affect industry’s relationship with government. The unit administers other policies impacting on the industry, such as the Building Capital Works Occupational Health and Safety Management System requirements and auditing regime.

Strong links with industry are crucial to ensuring Goprint meets the Queensland Government’s print–communication needs. To fulfil its core function of printing for parliamentary, election and confidential products as well as its additional commercial printing services, Goprint works with a group of Brisbane-based trade printing and finishing businesses which are preferred suppliers with established quality track records.
Environmental Protection (Waste Management) Policy

The object of the Environmental Protection (Waste Management) Policy is to achieve improvement in resource conservation and waste management throughout all government departments. The primary purpose of the policy is to protect and enhance environmental values.

The Department of Public Works is focused on minimising the impact of waste generated from all sources, including the impact of waste on the environment, and promotion of the maximum use of wastes as a resource.

Water

In the midst of sustained drought conditions, water conservation is an essential priority in South East Queensland. The Government Buildings Water Conservation Program aimed to reduce water consumption by at least 25% in new and existing government commercial buildings, facilities and parks.

The results of the program to date have been impressive. Comparison of water use data from 2004–05 to 2006–07 shows that 299,709 kilolitres of water have been saved. This equates to savings of approximately 44% — well above the 25% target.

The program exceeded the requirements of Level 5 water restrictions and included the department developing an Integrated Water Efficiency Management Plan for its buildings in South East Queensland. The plan related to buildings using more than 20 megalitres of water per year, and buildings with cooling towers. The plan identifies high water use areas in commercial office buildings; outlines key actions to improve water efficiency; estimates associated water savings and outlines potential future improvements. The department obtained acceptance from a number of councils for the integrated plan template to be used by agencies.

Energy

The Government Energy Management Strategy (GEMS) program was established in 2003 and is administered by the Department of Public Works. The aim of the GEMS program is to reduce energy (electricity, gas and water) costs and greenhouse gas emissions across the whole-of-Government. In 2006–07, GEMS saved in excess of $10 million by tariff reviews, purchasing electricity in the contestable market and retrofitting buildings through the use of Energy Performance Contracts.

The GEMS team also oversees the Queensland Government’s purchase of renewable energy sourced from wind, hydro, bagasse, solar, etc. In 2006–07, green energy purchases by GEMS reduced the Queensland Government’s carbon dioxide emissions by more than 85,000 tonnes (equivalent to removing 8,500 cars from the road).
Other initiatives

QBuild contracted Wanless for the delivery of general and recycling waste management.

The main aim of the contract is to minimise waste going to landfill through maximised recycling services. Recycling services under this contract include paper recycling, cardboard recycling and co-mingled recycling such as plastic and glass.

Since July 2006, 358 tonnes of clean paper and cardboard have been recycled.

QFleet Workshops at Zillmere and South Brisbane met all waste collection, disposal and recycling standards including oil, tyres, solvents and batteries.

In 2006–07, CITEC continued its commitment to the sustainable development of the environment, adhering to State Purchasing Policy guidelines that promote practices dedicated to conserving resources and minimising waste.

CITEC is a participant in the Green Partnership between Ricoh and Close the Loop, a program dedicated to recycling printer and toner cartridges into valuable resources including park benches, speed humps, parking buffers, picture frames and rulers.

CITEC donated old personal computers, monitors and printers to benefactors including schools and organisations that supply computer equipment to the financially disadvantaged and regional communities.

Metal products and old cable removed from computer rooms were recycled through metal recycling companies rather than just added to landfill.
The department adopts an integrated approach to risk management.

The strategic planning process drives departmental risk management through the identification of key strategic and operational goals and the identification of risks.

The departmental risk management framework comprises:

- a governance framework which proactively addresses risk through a variety of committee structures, for example the Corporate Governance Board, Finance Committee and Audit Committee

- maintenance and ongoing review of risk management plans at a departmental and business unit level

- a suite of complementary policies including Risk Management, Business Continuity, Fraud and Corruption Control and Intellectual Property

- a reporting regime to monitor departmental risk management.

Specific risk management initiatives undertaken during the year include:

- ongoing review by Corporate Governance Board Workshop of departmental risk management priorities

- reviewing and testing of the department’s Business Continuity Plan.
# Freedom of information

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<tr>
<td>External</td>
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## Overseas travel

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<thead>
<tr>
<th>Officer and position</th>
<th>Destination</th>
<th>Reason for travel</th>
<th>Agency cost</th>
<th>Contribution from other agencies or sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynette Horsey</td>
<td>United Kingdom</td>
<td>Meetings with Hogg Robinson Group regarding the new Travel Management System (TMS). Discussions with software development team. Negotiate final details of next major stage of the TMS project, User Acceptance Testing, Training and Implementation.</td>
<td>$12,218</td>
<td></td>
</tr>
<tr>
<td>Mal Grierson</td>
<td>Germany, Japan and Singapore</td>
<td>Represented Queensland Government at CeBIT Hannover. Discussions with Volkswagen and Ford regarding fuel emissions and biofuels. Range of discussions with ICT companies regarding technology innovations.</td>
<td>$25,938</td>
<td></td>
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</table>
| Don Allan            | United Kingdom | Travel expenses incurred while undertaking official duties while on leave. Research with the United Kingdom Office of Government Commerce and report on areas of interest to the Department of Public Works, other Queensland Government agencies and the Australian Procurement and Construction Council (APCC). Topics of interest include:  
  - construction procurement policies  
  - industry development policies  
  - gateway process as it applies to construction projects  
  - Public Private Partnership process for buildings. | $1,520 |  |
<table>
<thead>
<tr>
<th>Officer and position</th>
<th>Destination</th>
<th>Reason for travel</th>
<th>Contribution from other agencies or sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delwyn Jones Principal Scientific Officer</td>
<td>The Netherlands</td>
<td>To advance and benefit departmental business and work invested in Advanced ICT, Design Science and Sustainable Building as a CRCCI partner in innovative software developed for local use and export. To demonstrate Smart State research developing world-first automated eco-profiling software with successful trials in Queensland, Victoria, Holland and California. To show how to protect the environment for a sustainable future with transformational software facilitating sustainable building.</td>
<td>$120 $16,616</td>
</tr>
<tr>
<td>Mark Jarrett Senior Chemist (Quality) and Bruce Young A/Principal Veterinary Officer (Racing Division)</td>
<td>Tokyo, Japan</td>
<td>• Active contribution to both policy and procedural debate with respect to both national and international racing industry scientific and analytical issues. • To share scientific information with other senior racing chemists. • To participate in drug control policy debate. • To keep abreast with current international drug control policies.</td>
<td>$4,949 This trip was jointly funded by the Department of Local Government, Planning, Sport and Recreation subsequent to the machinery-of-Government change.</td>
</tr>
</tbody>
</table>
All business areas within the Department of Public Works are required to comply with the principles of *Information Standard 40: Recordkeeping* as required by the *Public Records Act 2002*.

The department has:
- an approved Strategic Recordkeeping Implementation Plan
- an approved Operational Recordkeeping Implementation Plan
- a whole-of-department Recordkeeping Policy.

Most business areas within the Department of Public Works already have in place:
- a Retention and Disposal Schedule
- a Business Classification Scheme
- a Recordkeeping Policy
- assigned Recordkeeping Roles and Responsibilities
- recordkeeping procedures.

Following the whole-of-department compliance review, the Department of Public Works is in the process of assessing what additional activities need to be undertaken to ensure that all areas are managing their records in accordance with *Information Standard 40* and best practice guidelines for recordkeeping.

Staff from various areas within the department attended a Recordkeepers’ Forum, hosted by Queensland State Archives, to liaise with staff from other agencies and obtain a better understanding of their roles and responsibilities in relation to recordkeeping.

The implementation of the whole-of-Government Electronic Document and Records Management System (eDRMS) has been deferred pending the implementation of several new key business operational systems.
The Shared Service Initiative is a whole-of-Government approach to corporate service delivery. The vision is to provide high-quality, cost-effective corporate support services across the Queensland Government. Shared Services is underpinned by standardising business processes, consolidating technology and pooling resources and expertise.

Under the shared service model, government agencies joined together in ‘clusters’ to share corporate services and resources through shared service providers (SSPs). From 1 July 2006, the hosting arrangements for the SSPs CorporateLink, PartnerOne and Corporate Solutions Queensland were consolidated from three host agencies to the Shared Service Agency (SSA) hosted by Queensland Treasury. Approximately 2,200 staff from these SSPs transitioned into the SSA.

The SSA leads the evolution and refinement of a whole-of-Government model for shared service delivery and provides a dual role of policy and program management for the Shared Service Initiative as well as service delivery by PartnerOne, Corporate Solutions Queensland and CorporateLink. The SSPs continue to service their existing clusters of agencies through operating level agreements.

SSPs for Queensland Health and Education and the Arts (Corporate and Professional Services and the Corporate Administration Agency) and Parliamentary Services continue to operate under their existing hosts.

Corporate Solutions Queensland provides human resource, finance, telecommunications and mail functions to the Department of Public Works. During 2006–07, Queensland Treasury hosted Corporate Solutions Queensland as a separate entity, and will report on its activities in its annual report.

Corporate Solutions
Queensland provides human resource, finance, telecommunications and mail functions to the
Department of Public Works