

Our strategic objectives

Our strategic plan maps our future directions and the steps we intend to take over four years to deliver our strategic outcomes and the Queensland Government objectives of the *Our Future State: Advancing Queensland's Priorities*. The plan also guides how we will work together with our customers and key stakeholders.

Our *Strategic Plan 2019-23* objectives include:

- Two core objectives relating to frontline service delivery:
 1. Services for Queenslanders
 2. Services for Government

- Two enabling objectives that support the delivery of frontline services:
 3. Future-facing Strategy and Policy
 4. A Unified Organisation

We deliver our objectives according to the Queensland Government's objectives for the community, *Our Future State: Advancing Queensland's Priorities* as follows:

Our Future State: Advancing Queensland's Priorities

	 Be a responsive government	 Create jobs in a strong economy	 Keep Queenslanders healthy	 Give all our children a great start	 Keep communities safe	 Protect the Great Barrier Reef
Services for Queenslanders	✓	✓	✓	✓	✓	✓
Services for Government	✓	✓			✓	✓
Future-facing Strategy and Policy	✓					
A Unified Organisation	✓					

Objective one

Services for Queenslanders

Our objective is to provide services for Queenslanders that are responsive, citizen-centric, integrated, accessible, easy to use and that will benefit Queenslanders and future generations and their communities.

We deliver this strategic objective through two service areas:

1. Services for Queenslanders – Community

These services benefit Queenslanders and their communities by providing housing, homelessness, sports and active recreation, and building policy services, that are responsive, integrated and accessible, and promoting healthier lifestyles by supporting and encouraging participation in sports and recreation.

The services provided are:

- delivery of safe, secure and sustainable housing by funding and improving housing and homelessness services and providing support which meets the needs of Queenslanders and enables social and economic participation
- support to Queenslanders to be more physically active, healthier and better connected while also supporting elite athletic success, economic growth and jobs
- ensuring safe and fair industry building standards in the building and construction industry.

2. Services for Queenslanders – Digital and Information

These services benefit Queenslanders and future generations by providing digitally-enabled, simple and easy access to integrated, person-centric and responsive Queensland Government services.

The services delivered are whole-of-government customer service, government recordkeeping and archives and open data services, including:

- developing and delivering innovative digitally-enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels
- leading Queensland public authorities in managing and preserving Queensland public records in a useable form and improving public access to the collection by embracing digital government practices
- responsibility for implementing the government's commitment to making government data open for anyone to access, use and share.

Our Achievements

In response to COVID-19, we:

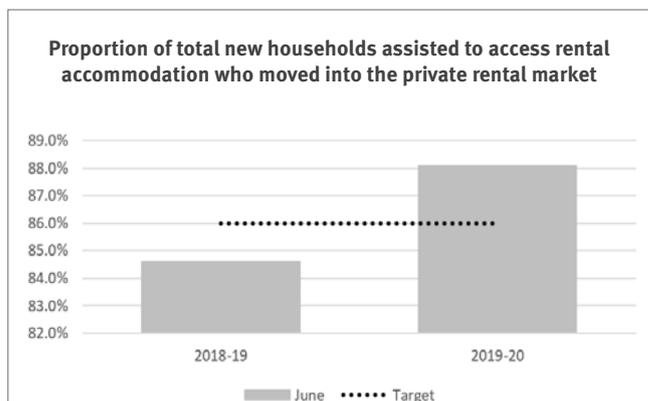
- delivered a \$24.7 million Housing and Homelessness Immediate Response package, providing temporary accommodation, brokerage, outreach and other support to people experiencing homelessness, while protecting vulnerable people and supporting public health outcomes
- introduced the \$51.3M Sport and Recreation COVID SAFE Restart Plan to support Queenslanders return to play, including recovery assistance package for community sport, recreation and fitness organisations including:
 - \$14 million for the COVID SAFE Active Clubs Kickstart program providing \$2,000 for clubs to purchase hygiene supplies, products, training or equipment, as well as for operational costs such as utilities and bills
 - \$11 million for FairPlay vouchers to help pay membership, registration or participation fees for children from low-income families
 - \$15.5 million for the Active Restart Infrastructure Recovery Fund, providing grants of up to \$20,000 for minor works, supporting up to 3,000 clubs to purchase revenue generating equipment and undertake minor upgrades to their facilities to help them return
 - \$10.8 million for the bring forward of the Active Industry Fund payments providing funding for 77 state level sporting organisations and industry peak bodies through existing arrangements.
- worked with multiple agencies to deliver pandemic services to support Queenslanders, including:
 - 13HEALTH call triage
 - vulnerable Queenslanders outbound calls
 - self-quarantine and self-isolation compliance outbound calls and SMS
 - Care Army community recovery line
 - international student grants applications
 - seniors and accessibility assistance
 - information and referrals regarding Queensland border travel restrictions
- launched the 134COVID single phone number to provide Queenslanders with a single entry phone channel point
- launched the COVID19.qld.gov.au and COVID rental hub websites and online eligibility checker tools to provide Queenslanders with accurate and up-to-date information
- led the data sharing and analytics activities between Queensland Health, the Department of Justice and Attorney-General, and the Department of Housing and Public Works, to enable the delivery of a number of initiatives, including the COVID-19 Compliance Service and the Vulnerable Queensland Outbound Service
- led whole-of-government advice to support the Queensland Government to record and store business information during the pandemic
- worked in partnership with Aboriginal and Torres Strait Islander Councils and local stakeholders to deliver urgent and essential housing services to those impacted by COVID-19 access restrictions
- developed communications including fact sheets, mailouts, and updated web content for retirement villages, manufactured home/residential parks and residential services to ensure the safety of homeowners and residents throughout the pandemic
- increased the supply of Community Rent Scheme headleased properties, and removed the time limitations on transitional housing properties, enabling more Queenslanders to be housed safely and securely without the need to relocate during the pandemic

- engaged regularly with the building and construction industry about the impacts of COVID-19
- streamlined accounts payable processes to facilitate faster payments in response to concerns about small and medium enterprises experiencing financial hardship.

Delivering and funding safe, secure and affordable housing and improving housing and homelessness services and support which meets the needs of Queenslanders

In 2019-20, we:

- awarded contracts for the commencement of 540 new social housing dwellings through the Housing Construction Jobs Program (HCJP). Since the inception of the HCJP in June 2017, 1,949 new social housing dwellings have commenced construction which has exceeded the three-year target by 249 dwellings
- ensured the safety and security of social housing tenants in well-maintained homes through a combined \$416.4 million maintenance and upgrade program
- established place-based response teams and provided funding to support care coordination in nine priority locations (Brisbane, Cairns, Gold Coast, Logan, Mackay, Moreton Bay, Redlands, Sunshine Coast and Townsville) under the Coordinated Housing and Homelessness Response – Integrating Services Initiative
- delivered new social housing dwellings with environmentally sustainable features and design elements responsive to varying climates across the state
- delivered over 65 percent of new urban dwellings to livable design standards (gold and platinum levels) to help ensure more social housing tenants can be housed in properties that suit their individual needs
- won the Government award for Queensland at the Get Ready Queensland Resilient Australia Awards for the Household Resilience Program. The program has helped over 1,740 Queensland households improve the cyclone resilience of their homes, as well as helping to increase jobs for local tradespeople in cyclone affected areas
- developed and delivered a suite of new products and services to an expanded group of low income households to facilitate their entry into the private rental market or to support existing private renters to maintain their existing tenancy and divert these households from the social housing waitlist.



This was a new measure in 2017-18. As a result only two years of data is available.

We improved housing opportunities for Aboriginal and Torres Strait Islander peoples by:

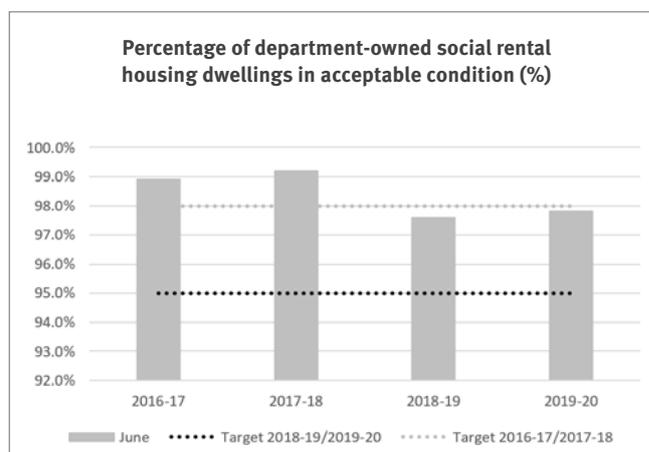
- launched and commenced implementation of the *Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023*, which commits to a new way of working to enable Aboriginal and Torres Strait Islander Queenslanders to have more choice and control over their housing
- approving all 17 proposals under the \$40 million Interim Remote Housing Program. This new approach is benefiting each community by enabling their local council to be the decision-makers around what is built, how it is built, and how it is managed
- securing from the Australian Government of \$105 million contribution for remote Indigenous housing in Queensland across 17 Aboriginal and Torres Strait Islander Councils, while also reserving the right to advocate to a future Australian Government for further funding. The \$105 million comprises \$5 million in 2019-20 and \$100 million in 2020-21
- supporting people displaced by community unrest in Aurukun in March 2020 by finding temporary accommodation for families and assessing homes that were affected. The Aurukun Recovery Response Team was stood up in Cairns to support affected or displaced families. Repairs and maintenance to homes were coordinated, and safe, alternative and appropriate housing solutions were offered
- delivering approximately 31,000 maintenance and upgrade projects to the social housing portfolio within the 34 remote Aboriginal and Torres Strait Islander communities
- completing the construction of the Pormpuraaw women’s shelter, a centre for supporting Aboriginal and Torres Strait Islander women escaping domestic and family violence. Development of a similar women’s shelter in Woorabinda has commenced.

We supported retirement villages and manufactured homes by:

- establishing the Queensland Resident Operated Retirement Village Support Service to assist resident-operated freehold retirement villages to meet their obligations under the *Retirement Villages Act 1999*
- commencing changes to the *Manufactured Homes (Residential Parks) Act 2003* and the *Retirement Villages Act 1999*. These laws will help deliver certainty for the residential parks and retirement village industries and improve transparency between operators, manufactured homeowners and residents
- supporting the establishment of a panel of independent experts to conduct a review of mandatory payment of retirement village exit entitlement payments and report back to the Minister by 30 November 2020.

We took action to reduce homelessness by:

- developing a critical response plan to house vulnerable people who are homeless or at risk of homelessness due to unstable or inappropriate housing. People living in shared accommodation settings were quickly relocated to more suitable self-contained accommodation
- completing recent extensions to the purpose-built crisis accommodation facility in Redland City and a further two facilities in the Moreton Bay and Gold Coast regions. The additional beds and new facilities will provide accommodation for women and children escaping family violence
- standing up the Gold Coast Agency Coordination Project and working with non-government services and government agencies to take an immediate, coordinated response to visible homelessness on the Gold Coast
- partnering with peak organisations, specialist homelessness services and other organisations involved in the delivery of services to people experiencing or at risk of homelessness to deliver *Partnering for Impact* to reduce homelessness, and 14 projects on the *Queensland Homelessness Compact Workplan 2018-2020*
- providing \$3.1 million to 42 organisations across Queensland under Round 4 of the Dignity First Fund (DFF) to deliver 43 projects that help Queenslanders experiencing homelessness to live with dignity, and prevent or reduce homelessness. As part of the COVID-19 Immediate Response Fund, the next \$2.5 million round of the DFF was brought forward from the 2020-21 budget and funded 24 organisations across Queensland to deliver projects that focus on assisting vulnerable people affected by the pandemic
- continuing delivery of the Next Step Home – Women on Parole Program to support women at risk of homelessness to find safe and secure housing following their release from custody.



Report on Government Services - Measure	Queensland	National Average
Greatest need allocations as a proportion of all new allocations – public housing	95.4%	76.4%
Proportion of clients with an identified need for services who did not have this need met	29%	33.8%

Source: Report on Government Services 2020, Part G, Section 18 and 19: Released on 23 January 2020. Latest available data is for 2018-19.

Supporting Queenslanders to be more physically active, healthier and better connected while also supporting elite athletic success

In 2019-20, we:

- launched the *Activate! Queensland Sport and Active Recreation Strategy 2019-2029*, a 10-year blueprint for getting more Queenslanders moving, more often. This strategy is a key part of our work toward the Advancing Queensland's Priorities of 'Keeping Queenslanders healthy' and 'Giving all of our children a great start'
- contributed to the development of the Boost your Healthy campaign and a series of activity challenges, including a website go-live which hosts a number of health and wellbeing resources for all Queenslanders to access
- delivered Active Clubs Round 1, providing \$2.85 million for equipment and training to enable physical activity opportunities through local and regional organisations
- opened rounds one and two of FairPlay with vouchers worth up to \$150 to help Queensland children and young people from low-income families participate in sport and active recreation. The program has been one of the most popular initiatives under the *Activate! Queensland Strategy* with 69,083 vouchers issued.
- executed pilot partnership agreements with six state level sporting organisations to transition from existing funding arrangements to partnership agreements, to achieve health, wellbeing and social outcomes for Queenslanders through physical activity
- opened the first round of the Active Community Infrastructure Program, and approved 19 projects totalling \$13.9 million to deliver infrastructure projects to sport and recreation organisations
- completed Stage One of the planned redevelopment of the Gold Coast Recreation Centre, an iconic facility located at Tallebudgera Creek, visited by some 30,000 Queensland school students each year
- worked in partnership at the Queensland Academy of Sport with the Australian Olympic Committee to continue to encourage young Queenslanders to be physically active and healthier through the Olympics Unleashed program. This program also provides financial support to elite athlete presenters to assist with living and training expenses. In 2019-20, 249 Queensland athletes visited and inspired 38,351 school children.

Shaping sustainable communities and industries by ensuring safe and fair industry building standards and environmental sustainability in the building and construction industry and supporting good design practices

In 2019-20, we:

- banned highly flammable aluminium composite panels with polyethylene core greater than 30 percent by mass on all buildings in Queensland
- introduced the *Building Industry Fairness (Security of Payment) and Other Legislation Amendment Bill 2020*. The amendments will ultimately help ensure people in the building and construction industry are paid for the work that they do and contribute to the government's Advancing Queensland's Priority of creating jobs in a strong economy
- commenced the *Plumbing and Drainage Act 2018, Plumbing and Drainage Regulation* and *Queensland Plumbing and Wastewater Code* to keep Queenslanders healthy and safe and make our building construction industry safer, fairer and more sustainable
- commenced the mechanical services licensing framework to ensure people working on commercial air-conditioning or medical gas systems are appropriately qualified
- held nine Ministerial Construction Council meetings, providing a platform for key stakeholders and statutory bodies to discuss matters relating to the building construction industry.

Providing digitally-enabled and integrated Queensland Government services that are simpler, more accessible and faster for the community and ensuring Queensland public records are managed and preserved

In 2019-20, we:

- implemented new telephony payment technology which makes it easier for Queenslanders to securely make payments over the phone, while also providing a simpler way for contact centre staff to receive payments
- upgraded the qld.gov.au content management system that gives agencies the ability to manage their content using a single system. The upgrade will enhance the publishing experience for users through an improved interface for editors and better infrastructure for faster load times
- launched the new Customer Contact Rapid Response capability which allows staff to log on at home within 15-30 minutes to take SES and Community Recovery calls. This significantly enhances our ability to respond quickly to customer requests during unpredictable events
- delivered a four-week program of GetOnlineQld digital skill training at the Charles Avenue Housing complex in Logan. This program supported community groups and digital mentors to provide free, one-on-one digital skills training for Queenslanders. Since June 2018, more than 400 people have registered to volunteer as digital mentors and more than 500 people have enhanced their digital skills
- developed and released the *Guideline for creating and keeping records for the proactive protection of vulnerable persons* in response to the Queensland Government commitment to address recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse
- continued to co-contribute to the Australian Government Mobile Black Spot Program to extend mobile coverage for Queenslanders. The Queensland Government's Round 5 contribution of \$1.1 million secured \$10.3 million of telecommunications infrastructure investment for Queenslanders
- delivered open data policy and services, engaged with key stakeholders to encourage the release of high quality and high value datasets, and increased the number of datasets available to the public on the Open Data Portal by 3.7 percent
- hosted the annual Serve You Right forum for government service delivery organisations from across Australia that included networking, information sharing and in-depth conversations about the delivery of services to the public via online, counter and contact centre channels
- made an impressive showing at the Queensland Auscontact Awards, with Smart Service Queensland winning three categories in and winner of the National Awards for Best Contact Centre in the categories of 'Change, Innovation and Improvements' and 'Workforce Management Champion'

In 2019-20, Queensland State Archives (QSA):

- implemented a new archival management system that provides Queenslanders with an intuitive and accessible online platform to engage with QSA's historical collection
- released Q-Album – a mobile-first platform that enables and empowers regional historical organisations to share their collections online
- delivered a program of community engagement within a dementia-friendly space, the 'Memory Lounge', an initiative that provides a social experience to share stories inspired by QSA's collection, comprising millions of records dating back to 1822
- collaborated with the Cairns Museum with the launch of the exhibition 'Toad vs Beetle: Clash in the Cane 1935', a part of QSA's ongoing Regional Program. The interactive exhibition combined augmented reality with archival material and museum objects
- completed a whole-of-government survey which showed that agencies are holding over 100km of permanent hard copy records and 250 Tb of permanent digital records spanning 150 years. The insights gained through the survey will allow QSA to better prioritise the most historically significant records to be preserved for future generations
- significantly increased engagement with over 14 million public records being accessed by Queenslanders and the global community
- delivered school holiday workshops for school children to interact and 'play' with the collection and also provided professional development workshops for educators to expand their knowledge of Queensland history and the many ways the collection can contribute to educational outcomes
- launched a new space 'PlayLab', where QSA experiments with different interactive technology and methods of engaging. Each project in the space encourages the public to play with interactivity and discover the collection in new ways.

Looking forward

While firmly focused on delivery, we also have an eye on the future. In 2020-21, we will continue to support government priorities by:

- contributing to Queensland's Economic Recovery Strategy: *Unite and Recover for Queensland Jobs* by:
 - delivering an additional 215 new social housing dwellings which will support more than 235 jobs in the construction sector through the \$100 million Works for Tradies initiative
 - delivering the \$21.25 million extension to the Household Resilience Program, with \$11.25 million funded by the Queensland Government and \$10 million funded by the Australian Government, which supports people in cyclone affected areas to improve the resilience of their homes, while also stimulating the local jobs economy
- delivering the *Sport and Recreation COVID SAFE Restart Plan* to support the Queensland sport and recreation industry, save and create jobs and support Queensland communities to be healthier and better connected including:
 - support, advice and guidance for the sporting industry, clubs and organisations to facilitate a safe return to play
 - \$15.5 million for the *Active Restart Infrastructure Recovery Fund* – grants for minor works. It will support up to 3,000 clubs to purchase revenue generating equipment and undertake minor upgrades to their facilities to help them return to play
 - \$11 million to FairPlay with vouchers of up to \$150 to help around 73,000 young Queenslanders get back into their chosen sport or recreation activity and support families experiencing hardship due to COVID-19
 - \$10.8 million Active Industry Fund to provide funding for 77 state level sporting organisations and industry peak bodies through existing arrangements
- delivering improved housing outcomes for Queenslanders through continued implementation of the *Queensland Housing Strategy 2017-2027* and its action plans
- resolving the ownership of social housing dwellings impacted by leases and lease entitlements that arose under the *Aborigines and Torres Strait Islanders (Land Holding) Act 1985* which increases home ownership opportunities for Aboriginal and Torres Strait Islander peoples living in urban, regional, remote and discrete communities
- delivering improved housing outcomes for Aboriginal and Torres Strait Islander Queenslanders through continued implementation of the *Queensland Housing Strategy 2017-2027*, the *Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023* and the \$105 million capital program
- developing place-based, community-led local housing plans with communities to identify and respond to local priorities, with a strong focus in the Torres Shire Region
- supporting the development of an Aboriginal and Torres Strait Islander Housing Body to work with Indigenous Community Housing Organisations and Aboriginal and Torres Strait Islander Councils to improve Indigenous housing outcomes and strengthen sector capacity
- inducting the first intake of trainees under the Aboriginal and Torres Strait Islander Traineeship Program. Trainees will gain experience in policy, programs or service delivery across the department
- providing housing and support to vulnerable people, and particularly young people and older Queenslanders, through investing in homelessness support services across Queensland and delivering *Partnering for Impact* through broadening our partnerships with the homelessness sector
- completing implementation of reforms to regulatory frameworks for retirement villages and manufactured homes and increasing consumer protections and providing certainty for industry
- enhancing sport performance excellence to ensure Queenslanders are supported through coordinated athlete and coach pathways by investing in high performance programs, services and knowledge, and partnerships (including support for Athlete Bonus Grant)
- prioritising the preservation and transfer of permanent public records by focusing on those that have significant interest to the public and are immediately available to access
- delivering programs to our regional communities that provide access to QSA's historical collection
- developing QSA's partnership with Google Arts and Culture to further online access for our community
- streamlining and personalising the way people connect and engage with government by reducing the effort and burden to provide information to multiple agencies
- transitioning services to online methods to reduce the requirement to present in person to transact with government.

Service Delivery Statements – Performance

We track our performance through a range of service standards, as published in the 2019-20 Service Delivery Statements (SDS) budget paper.

Services for Queenslanders – Community

Service standards are provided for three service types:

- Housing
- Homelessness
- Sport and Recreation

Housing	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Level of overall client satisfaction <i>These service standards are based on a biennial survey, with the next survey to be undertaken in 2020-21. The overall client satisfaction in 2018-19 was 87 percent for public housing and 82 percent for community housing.</i>		
Public Housing
Community Housing
Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need <i>Positive variance between 2019-20 Target/Estimate and 2019-20 Actual reflects the continued commitment through the Queensland Housing Strategy 2017-2027 to ensure those most in need are provided supportive housing</i>	94%	97.6%
Percentage of department-owned social rental housing dwellings in acceptable condition	95%	97.8%
Proportion of total new households assisted to access rental accommodation who moved into the private rental market	86%	88.2%
Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards <i>Positive variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to more projects being delivered that incorporate lifts, resulting in all dwellings in those developments being 'accessible'</i>	50%	66.7%
Average wait time to allocation for assistance (months) with government-owned and managed social rental housing for clients in very high or high need	8	7.9
Percentage of under occupied government-owned and managed social rental housing	15%	15.7%
Proportion of government-owned social rental housing stock matched to greatest demand	54%	54%
Efficiency measure		
Average tenancy and property management administration cost per household assisted with social rental housing	\$1,302	\$1,296

Homelessness	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Percentage of clients who were homeless or at risk of homelessness who needed assistance to obtain or maintain independent housing and obtained or maintained independent housing after support <i>This is an annual measure and the result is from Report on Government Services (ROGS) data published in 2020 for 2018-19 (the last available data). The variance between 2019-20 Target/Estimate and 2019-20 Actual is due to a number of factors impacting the sustainable housing outcomes for clients, such as cost of rent in the private rental housing market, level of income support and client circumstances.</i>	67%	63.8%
Percentage of homelessness services clients who requested assistance relating to domestic and family violence and received this assistance <i>This is an annual measure and the result is from ROGS data published in 2020 for 2018-19 (the last available data).</i>	87%	87.2%
Efficiency measure		
Recurrent cost per client accessing homelessness services <i>This is an annual measure and the result is from ROGS data published in 2020 for 2018-19 (the last available data). The variance between 2019-20 Target/Estimate and 2019-20 Actual is due to varying costs of individual services provided to clients and is higher than estimated due to more complex needs clients receiving services.</i>	\$3,400	\$3,808

Sport and Recreation	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Percentage of young people redeeming a Get Started voucher who have not played club sport before <i>The name of the program changed from Get Started to FairPlay in July 2019. The variance between 2019-20 Target/Estimate and 2019-20 Actual result is due to the lockdown restrictions introduced for the COVID-19 response and recovery from March 2020. The Department of Housing and Public Works used this unprecedented time of disruption to the public as an opportunity to support FairPlay registered activity providers through this difficult time. This measure has been discontinued as of 30 June 2020.</i>	20%	16.2%
Percentage of athletes selected for national teams supported by the Queensland Academy of Sport <i>The variance between 2019-20 Target/Estimate and 2019-20 Actual result is due to the lockdown restrictions introduced for the COVID-19 response and recovery from March 2020, including the postponement of all sporting events and competitions. The Department of Housing and Public Works used this time as an opportunity to realign athlete conditioning with a changed and unknown competition schedule. It is expected that results for this measure will return to 25% in the future</i>	25%	21%
Co-contribution ratio of partnership investment to the Queensland Academy of Sport investment in grants research	1:1	1:1.34
Utilisation of Queensland Recreation Centres accommodation facilities <i>The variance between 2019-20 Target/Estimate and 2019-20 Actual result is due to the lockdown restrictions introduced for the COVID-19 response and recovery from March 2020. The Queensland Recreation Centres used this unprecedented time of the venues being closed to the public as an opportunity to provide accommodation to vulnerable Queenslanders and undertake a full review of WHS and risk management procedures and planning to operate camps under a COVID Safe industry plan. This measure has been discontinued as of 30 June 2020</i>	42%	33%
Efficiency measure		
Queensland Recreation Centres operational bed cost per night <i>The variance between 2019-20 Target/Estimate and 2019-20 Actual result is due to the lockdown restrictions introduced for the COVID-19 response and recovery from March 2020. Recreation Centres used this unprecedented time of closure to the public as an opportunity to provide accommodation to vulnerable Queenslanders. This measure has been discontinued as of 30 June 2020.</i>	<\$45	\$63.29

Services for Queenslanders – Digital and Information

This is a new Service Area for the 2019-20 SDS. These service standards were presented in the Digital Capability and Information Service Area in the 2018-19 SDS.

Digital and Information	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
<p>Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies</p> <p><i>The 2019-20 Actual result is not available as the satisfaction survey was not undertaken for 2019-20 due to changing priorities in order to provide key services during the bushfires and COVID-19 pandemic. This measure will resume for the 2020-21 reporting period.</i></p>	≥90%	N/A
<p>Percentage increase in number of Queensland State Archives records accessed</p> <p><i>This new service standard demonstrates Queensland State Archive (QSA)'s effectiveness in ensuring more of the government records of Queensland are available and accessible to the public. This service standard better measures QSA's effectiveness in achieving its statutory purpose of access and replaces the discontinued measure 'Overall customer satisfaction with Queensland State Archives delivery of services to the public'.</i></p> <p><i>The positive variance between 2019-20 Target/Estimate and 2019-20 Actual reflects QSA effectiveness in ensuring more of the public records of Queensland were made available by utilising multiple digital channels particularly during COVID-19.</i></p>	20%	121%
<p>Percentage of data sets available on qld.gov.au with an Open Data Certificate</p> <p><i>The positive variance between 2019-20 Target/Estimate and 2019-20 Actual is due to the team keeping pace with certifying new datasets and the lower number of anticipated datasets published during the period.</i></p>	70%	95%
Efficiency measures		
<p>Cost per customer interaction (phone, counter, online) provided by Smart Service Queensland</p> <p><i>The wording of this service standard has been amended to clearly describe the scope of the measure. The service standard was previously called 'Cost per customer service interaction (all interaction)'. The method of calculating the results remains unchanged. The positive variance between 2019-20 Target/Estimate and 2019-20 Actual is due to increased online transactions.</i></p>	\$1.00	\$0.65
<p>Average cost to Queensland State Archives per record accessed</p> <p><i>The positive variance between 2019-20 Target/Estimate and 2019-20 Actual reflects QSA effectiveness in ensuring more of the public records of Queensland are available via more digital channels. The positive variance is directly related to the increase in records accessed.</i></p>	\$2.50	\$1.04

Objective two

Services for Government

Our objective is to provide services for government that are responsive and make it easier to do business with the Queensland Government and that support government agencies to effectively and efficiently deliver their services to Queenslanders.

We deliver this strategic objective through the service area of 'Services for government'.

Our services for government support government agencies in the effective and efficient delivery of their services and deliver for the whole Queensland community including through procurement, major government projects and government accommodation.

The services provided are:

- assisting government agencies in the delivery of major government building and construction projects that support Queensland's growing communities
- delivering office accommodation and government employee housing solutions for the Queensland Government
- providing expert advisory and enabling procurement services to government agencies, including category management for general goods and services, building construction and maintenance, and ICT strategic procurement arrangements
- collaborating across government to enable and support agencies to deliver digital services
- developing and implementing digital strategies and policies to guide government investment decisions, as well as cyber security, and drive digital capability programs.

Other services include Major Government Projects and advice on digital ICT and investment. Advice on digital ICT and investment was provided by the Queensland Government Chief Information Office until September 2019. The Customer and Digital Strategy division and the Office of Assurance and Investment were established at this time and continue to provide these services.

This strategic objective also includes the services of three commercialised business units and one shared service provider, as follows:

QBuild

- partners with and supports Queensland Government agencies to effectively and efficiently deliver their core services to Queenslanders by strategically managing and delivering their building, construction and maintenance activities and programs statewide
- delivers strategic and responsive asset management to its Queensland Government agency customers by managing risks for diverse building asset portfolios and providing expertise in planning, procurement and delivery of new building infrastructure, building maintenance and asset and facilities management
- provides agency customers with access to professional, technical and ancillary services, and works closely with industry and suppliers to maximise value-for-money procurement and contract management outcomes.

QBuild was known as Building and Asset Services until 25 August 2019.

CITEC

- provides Queensland Government departments, statutory bodies and commercial clients with ICT infrastructure and information brokerage services that support the delivery of quality frontline services to Queensland communities and businesses
- delivers consolidated, core ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services
- delivers information solutions to customers in business and the community Australia-wide on a fully commercial basis.

QFleet

- fleet manager for the Queensland Government and provides vehicle leasing and strategic fleet management services for approximately 10,000 vehicles across Queensland. Services include provision of expertise in fleet management and fleet management services, to enable the Government and government-funded organisations to safely deliver frontline services to the community
- responsible for whole-of-government fleet management and advisory services. These services include vehicle procurement and contract management, fleet advisory services to public sector departments, as well as government-funded organisations, in-service maintenance, accident management, end-of-life repairs and vehicle remarketing.

Queensland Shared Services

- provides modern and trusted corporate services and advice to other government departments and statutory bodies to enable them to meet government policies and objectives
- provides a range of corporate services for finance, human resource (HR) management and supporting technology functions to government departments and statutory bodies.

Our Achievements

In response to COVID-19, we:

- provided leadership across the sector to assist government agencies following the emergence of the COVID-19 pandemic, with the planning and implementation of returning public servants to the workplace in accordance with physical distancing measures
- defended Queensland Government infrastructure from the onset of COVID-19 related cyber-attacks at the Internet Gateway through the Queensland Government Cyber Security Operations Centre
- provided additional support to agencies during COVID-19, facilitating remote access solutions and internet bandwidth and infrastructure capacity uplifts to ensure they could support their customers
- facilitated whole-of-government ICT security and technical meetings to address COVID-19 challenges, opportunities and to share learnings
- enhanced resources for government buyers including the COVID-19 Supplier Portal
- issued guidance on emergency procurement, along with a series of Procurement Advisory Notices on priority subjects
- collaborated with the Department of Employment Small Business and Training (DESBT) to establish a 25 percent target commitment to increasing procurement spend value with Queensland small and medium enterprises and enacting immediate payment terms to ensure Queensland businesses are supported in the response and recovery post-COVID19
- developed a short form contract to enable emergency and fast turnaround procurement of ICT products and services, and support agile government procurement from small and medium enterprises and local suppliers during COVID-19
- connected suppliers of critical personal protective equipment with government buyers, ensuring that frontline workers were safe during COVID-19
- established an arrangement with three local Queensland companies for the emergency supply of hand sanitiser across government.

Delivering safe, efficient, and environmentally sustainable whole-of-lifecycle asset management of government property and vehicles

In 2019-20, we:

- supported the government's transition to a zero emissions economy and the 2030 target to reduce emissions by 30 percent by:
 - procuring 39 electric vehicles (EV), exceeding our 2019 target of 36 EVs
 - showcasing the new EV range for our customers, introducing them to manufacturers and exploring some of the many benefits
 - supporting the Premier's *Queensland Hydrogen Industry Strategy 2019-2024* by committing to trial five hydrogen electric vehicles for evaluation
- held a Road Safety Focus Network Forum for more than 60 attendees from across Queensland. Highlights included Department of Transport and Main Roads' presentation of Queensland's latest *Road Safety Action Plan*, a deep dive into in-vehicle monitoring systems from Griffith University and a session on driver behaviour and safety from the RACQ
- commenced an asset data requirement exercise to enable QBuild to deliver improved asset lifecycle management services and data management.

Partnering with, and supporting Queensland Government agencies to strategically manage and deliver their building, construction and maintenance activities and programs

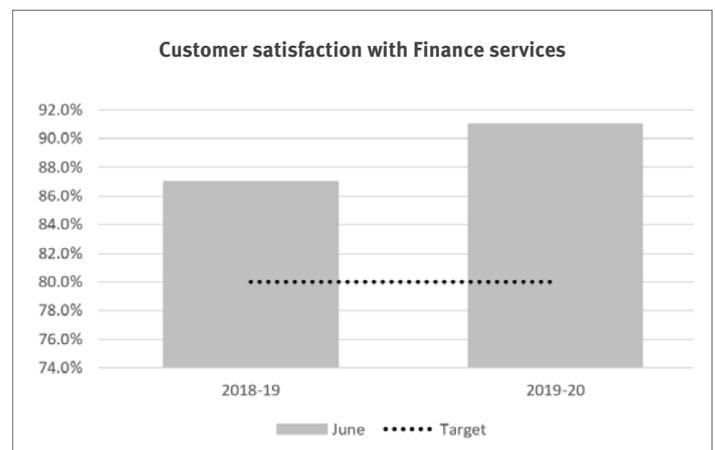
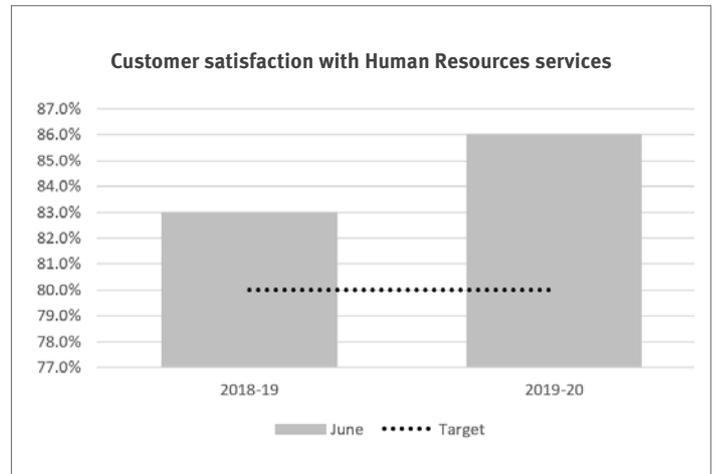
In 2019-20, we:

- progressed the Rebuilding QBuild Program including the hiring of 60 apprentices and 240 tradespeople over three years. Recruitment was completed for the first apprentice and tradespeople intake that will help deliver quality building and maintenance services for customers across the state and supply a skilled, trade-qualified workforce for the building and construction industry
- established the Women in Construction exemplar project at Cannon Hill to increase female participation rates in the industry and test initiatives to potentially inform future government policy
- supported local economies, businesses and jobs in Queensland by publishing future procurement opportunities that are searchable by region, agency and spend.
- conducted BCM Collaboration Forums in Cairns and Brisbane to build capability and collaborative engagement of government procurement professionals, capital planners and maintenance managers
- implemented the Government’s Ethical Supplier Mandate and Threshold requirements across the BCM category for government buyers and industry suppliers
- delivered the North Queensland Stadium, a 25,000-seat, best practice, purpose-built regional stadium in time for the commencement of the 2020 National Rugby League Premiership Season
- delivered the cross-agency Wairuna Homestead Conservation Works project including asbestos removal, refurbishment and modernisation of the existing buildings, and site restoration works to ensure continued operation of the site
- delivered 34 new government employee residences to support the retention of skilled staff in rural and remote areas for the delivery of government services across Queensland, which included the completion of the Aurukun multi-unit precinct in October 2019 (Stage 2 included the delivery of 15 residences for a total yield of 24 residences)
- commenced construction on a further nine government employee residences across rural, remote, and Aboriginal and Torres Strait Islander communities, which are due for completion by 30 June 2021
- delivered \$48 million in maintenance, upgrade and improvement programs to enhance the quality and standard of government employee housing.

Optimising modern and trusted corporate services and advice to other government departments and statutory bodies to enable them to meet government policies and objectives

In 2019-20, we:

- Implemented technology improvements including:
 - single touch payroll in Department of Transport and Main Roads SAP
 - flexible real estate module in Rest-of-Government SAP Finance solution to ensure compliance with the new leasing accounting standards
- completed the Lattice Replacement Project, which saw some 16,000 Queensland Government employees brought across to a common payroll system
- celebrated the anniversary of the One Number initiative that was launched in February 2019. The initiative involved the introduction of a streamlined menu to transfer callers to the relevant area, with around 170,000 calls already answered since its launch
- delivered the single sign-on feature for payroll self-service users making it quicker and easier to access the services for approximately 30,000 staff across multiple government agencies.



Providing government and the ICT Industry with ICT infrastructure and information brokerage services that support the delivery of frontline services

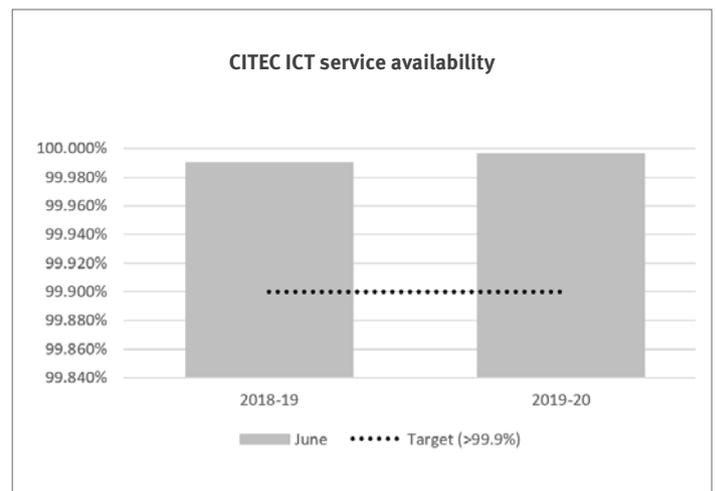
In 2019-20, we:

- implemented technology improvements including:
 - BPoint and BPAY technology to ensure compliance with the *Payment Card Industry Data Security Standard*
 - new Internet transit provider, providing redundancy for ISP services
 - Phase 1 of the Enterprise Monitoring and Reporting System
- held the GovHack hackathon, with 178 Queensland participants in Brisbane, Gold Coast, Mackay, Peregian Beach, Rockhampton and Sunshine Coast, helping to build trust between government, industry and citizens to improve communities by unlocking the power and potential of open data
- released the first phase of the new Queensland Data Analytics Portal, an initiative that will improve our capability to share and analyse information
- progressed the Queensland Government Regional Network service delivering improved ICT network connectivity across Queensland by consolidating connections for government departments and agencies. The service has delivered a total of 297 sites and has achieved increased connectivity capacity of 50 percent (average) while decreasing the cost to government by 40 percent (average)
- provided additional internet bandwidth, through CITEC, for the public safety agencies during the 2019 bushfires
- commenced the 317 Data Centre Relocation project in transitioning to a Data-Centre-as-a-Service Model which will allow flexible data centre solutions to support government business needs
- improved client experience by implementing an enhanced client interface for online traffic incident reports from Queensland Police Service
- worked with a number of agencies to implement Microsoft Azure Sentinel to deliver security analytics and threat intelligence for all Queensland Government Office 365 tenancies
- implemented pilot Microsoft Azure Windows Virtual Desktop with the aim of providing the Queensland Government with a highly scalable remote access capability
- commenced a distributed Denial-of-Service Proof of Concept to evaluate alternate technology solutions across government with the aim of meeting future demand and a reduced total cost of ownership.

Developing and implementing digital strategies and policies to guide government investment decisions and address cyber security, and driving digital capability programs

In 2019-20, we:

- provided advanced cyber protection, earlier detection, and coordinated incident response across agencies to protect Queensland against cyber security threats by collecting and analysing an average of 800 million events per day from over 1,400 sources
- successfully blocked, on average, 10,000 malicious Domain Name System requests per minute through the Queensland Government Cyber Security Operations Centre
- defended an average of 30,000 Denial of Service cyber-attacks per day of varying sizes, using always-on, on-premise Distributed Denial-of-Service protection
- received the Security Operations Team of the Year Award for the CITEC Information Security Services team at the annual cyber security sector update.



Providing expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes and reducing the cost of doing business with the Queensland Government

In 2019-20, we:

- launched the *Queensland Government Food and Beverage Supplier Directory* to support local producers, businesses and jobs throughout Queensland, listing over 500 businesses
- held the inaugural Buy Queensland Supplier Awards, and continued engagement with government buyers, suppliers and other interested businesses during the COVID-19 pandemic via a series of online webinars and engagement sessions
- Implemented the Ethical Supplier Mandate and Ethical Supplier Threshold to help ensure suppliers are treated fairly and not exposed to undercutting and unjust competition
- established a new Temporary and Contracted Workers Preferred Supplier Panel. The panel delivers opportunities for 145 businesses to become valued suppliers to the Queensland Government, including 95 Queensland businesses, 120 small and medium enterprises, three social enterprises and five Aboriginal and Torres Strait Islander owned businesses.

Looking forward

In 2020-21, we will continue to work across government to realise and support government priorities by:

- further strengthening the *Queensland Procurement Policy* with commitments to Queensland small and medium enterprises, supporting local jobs and expectations to do business with ethically, socially and environmentally responsible suppliers
- implementing further security of payment reforms through the progression of the *Building Industry Fairness and Other Legislation Amendment Bill 2020* and associated regulation amendments
- delivering a redevelopment project in partnership with the Queensland Ballet to transform the heritage listed, state-owned Thomas Dixon Centre into a centre of artistic excellence. The state has invested \$14 million towards the centre's expansion and improvement, of which \$5.5 million will be used to preserve the cultural heritage of the site
- enabling delivery of key strategic projects including Cairns Convention Centre refurbishment and expansion, new Youth Detention Centre, Southern Queensland Correctional Precinct (Gatton), new Performing Arts Venue and the Gabba refurbishment, by assuring time, cost and quality parameters are appropriately met
- continuing to expand supplier participation, emphasising local and small and medium enterprises and Indigenous businesses in government arrangements via implementation of preferred supplier panels across the marketing category and grocery, beverages and dairy sub-categories
- continuing to deliver safe and secure government employee housing in regional and remote locations, including Aboriginal and Torres Strait Islander communities, enabling police, teachers, medical professionals and associated government employees to deliver critical frontline services to the people of Queensland
- streamlining the building prequalification application process to save industry time, reduce red tape and implement improved performance reporting on registered contractors and consultants
- continuing enhancement of the *Buy Queensland* procurement compliance and enforcement framework, with a focus on supplier compliance with key policy provisions
- growing the '*Buy Queensland first*' commitment for food and beverages by increasing supplier registrations and use of the *Queensland Government Food and Beverage Supplier Directory* by government, private organisations and the public
- improving community and industry outcomes by using BCM data analytics and intelligence to enhance the planned programming and consistency of capital programs
- establishing new and renewing existing whole-of-government panel arrangements in areas including telecommunications, network hardware, corporate services software and ICT research services
- re-developing the current *Digital/ICT Governance Framework, Investment and Assurance Frameworks* to ensure investment decisions support a responsive government through effective digital transformation
- re-developing a strategic customer-focused digital roadmap and transformation plan that articulates a pipeline of digital/ICT investment priorities focussed on whole-of-government initiatives.

Our commercialised business units and shared service provider deliver services and progress key initiatives that make a difference to Queenslanders by:

- expanding the QBuild apprenticeship program, creating employment opportunities for apprentices and tradespersons
 - working with Queensland Government agencies to effectively manage asset portfolios, creating value-for-money partnerships and enabling agencies to deliver more services to Queenslanders
 - delivering maintenance and facilities management with local/regional contractors/suppliers to advance the government's economic, environmental and social objectives
 - broadening and integrating our workplace health and safety strategies at the interface of our partnerships with Queensland Government agencies
 - extending regional connectivity across the state to continue to support agencies to improve the delivery of their frontline services
 - maturing processes through automation to achieve efficiencies in CITEC services
 - continuing to implement a new fleet management system
- increasing the range and number of low-emission and electric vehicles in the Queensland Government motor vehicle fleet as we continue to implement the *QFleet Environmental Strategy* and *QFleet Electric Vehicle Transition Strategy*
 - developing resources and tools to promote road and driver safety for Queensland Government employees in line with QFleet's road safety initiatives
 - delivering shared corporate services to 28 agencies and making technological improvements including:
 - maintaining and improving the finance and payroll systems to enhance functionality, improve fraud prevention and increase automation
 - working with agencies to optimise transactional corporate services, delivering efficiencies to customers through more streamlined services, while complying with Queensland Government financial and human resource policy objectives
 - increasing robotic process automation capabilities to increase efficiency within service delivery.

Service Delivery Statements – Performance

We track our performance through a range of service standards, as published in the 2019-20 Service Delivery Statements (SDS) budget paper.

Services for Government

Service standards are provided for three service types:

- Government accommodation
- Procurement
- Digital services

This is a new Service Area for the 2019-20 SDS.

Government accommodation	2019-20 Target/Est	2019-20 Actual
<i>This is a new Service for the 2019-20 SDS and service standards presented in this Service were previously published in the Government Accommodation and Building Policy Service Area in the 2018-19 SDS.</i>		
Effectiveness measures		
Return on investment		
Commercial properties included in the office portfolio <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to the provision of rent relief to non-government tenants between April and June 2020 due to COVID-19.</i>	≥6.5%	6.4%
Government employee housing <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to delays in expenditure for the property condition assessment program, with access to residences restricted due to COVID-19.</i>	≥1.5%	1.9%
Vacancy rate		
Office portfolio <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is principally due to the ongoing strategic management of the office portfolio and delivery of a number of departmentally funded projects in the CBD and regional locations to secure tenants into existing portfolio vacancy. Vacancy rate further reduced in the second quarter of 2020 with the establishment of a number of initiatives across the state to address COVID-19 impacts.</i>	≤3.5%	2.1%
Government employee housing <i>Positive variance between 2019-20 Target/Estimate and 2019-20 Actual is due to the increased use of the vacant residences by private tenants and also the divestment of vacant residences that are surplus to employee housing requirements.</i>	≤6%	3.3%
Percentage of government-owned employee housing with an acceptable facility condition index rating <i>Positive variance between 2019-20 Target/Estimate and 2019-20 Actual is due to the low level of maintenance liability at the end of the financial year following delivery of most of the identified maintenance works in 2019-20.</i>	≥90%	98%
Energy performance – percentage of occupied government office accommodation achieving a rating ≥5 star under the National Australian Built Environmental Rating System	>80%	83%
Efficiency measure		
Work point density		
Average	13.5m ² per person	12.26m ² per person
New fitout	12m ² per person	11.54m ² per person

Procurement	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Overall satisfaction with advice and support provided by the Office of the Chief Advisor – Procurement (internal to government) <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is due to ongoing agency expectations for additional support services to deliver on the government’s Buy Queensland procurement approach. The 2019-20 Actual represents a significant improvement over the 2018-19 result of 59% and reinforces the initiatives undertaken by the Office of the Chief Advisor – Procurement to date to enhance engagement and support services.</i>	90%	73%
Overall satisfaction with the way the Office of the Chief Advisor – Procurement engages with the Procurement Industry Advisory Group (external to government) <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual has identified areas where enhanced engagement and consultation processes could further build awareness and involvement of Procurement Industry Advisory Group members.</i>	80%	73%
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$10,000) <i>The 2019-20 actual result for these measures is still pending due to data non-availability. Data will be published at www.hpw.qld.gov.au by 30 December 2020.</i>	19%	N/A
Efficiency measures		
Operating cost per \$1,000 of managed spend on general goods and services <i>This is a new service standard demonstrating efficiency in the management of procurement services. The measure is calculated as the operating costs (i.e. expenses such as labour and supplies/services) of the General Goods and Services business unit, as a ratio of every \$1,000 whole-of-government spend awarded under the procurement categories managed by the unit.</i>	≤\$2	\$1.24
Operating cost per \$1,000 of managed spend on ICT products and services <i>The 2019-20 actual result for these measures is still pending due to data non-availability. Data will be published at www.hpw.qld.gov.au by 30 December 2020.</i>	≤\$20	N/A

Digital services	2019-20 Target/Est	2019-20 Actual
<i>This is a new Service for the 2019-20 SDS</i>		
Effectiveness measure		
Overall satisfaction with Responsive Government partnerships, advice and support (internal to government) <i>This is a new service standard to measure agencies’ satisfaction with the effectiveness of partnerships, and advice and support provided by Responsive Government to support agencies contribution to the ‘Be a Responsive Government’ priority as part of the government’s objectives for the community Our Future State: Advancing Queensland’s Priorities.</i>	70%	94%

QBuild

The name of this commercialised business unit was changed from Building and Asset Services to QBuild on 25 August 2019.

QBuild	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Overall customer satisfaction <i>QBuild is currently carrying out business improvements designed to enhance this measure, by focusing on the customer experience in reference to responsiveness, communication, consistency and reporting.</i>	81%	77%
Percentage of maintenance spend on QBuild's customer facilities with Local Zone 1 suppliers (based on physical location of contractor's workplace)	80%	82.3%
Efficiency measures		
Gross profit as a percentage of revenue generated from work delivered on behalf of QBuild customers <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to the products and services delivered and related gross profits received.</i>	8.5%	8.1%
Net profit before tax and dividends as a percentage of sales <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to the increase in contribution from a higher volume of sales.</i>	0.1%	0.7%
Current ratio <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to the decision to support small and medium enterprises during the COVID-19 pandemic by paying vendors immediately.</i>	1.8:1	2.1:1

CITEC

Service standards are provided for two service types:

- CITEC information and communication technology (ICT)
- CITEC information brokerage (IB)

CITEC ICT	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
CITEC ICT customer satisfaction	>75%	78%
CITEC ICT service availability	99.9%	99.996%
Efficiency measure		
CITEC ICT Earnings before interest and tax less Depreciation and Amortisation (EBITDA) <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to change in accounting for Leases under AASB16 Leases, which took effect from 1 July 2019.</i>	(\$0.691m)	\$13.485m

CITEC IB	2019-20 Target/Est	2019-20 Actual
Effectiveness measure		
CITEC IB customer satisfaction	>80%	89.1%
Efficiency measure		
CITEC IB Earnings before interest and tax less Depreciation and Amortisation (EBITDA)	(\$0.295m)	(\$0.267m)

QFleet

QFleet	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Overall customer satisfaction <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is due to the dedicated efforts of QFleet staff to maintain a high level of customer service by working closely with customers on their requirements and focusing on the areas of improvement highlighted in the 2018 survey.</i>	85%	86.5%
Percentage of total QFleet vehicles with a 5-star ANCAP safety rating <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is due to QFleet's policy of prioritising 5-star ANCAP rated vehicle for agencies to lease. This result is expected to continue in the future as manufacturers increase their focus on the safety features of vehicles to maintain 5-star ANCAP ratings.</i>	90%	97%
Efficiency measures		
Current ratio <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to the decision to support small and medium enterprises during the COVID-19 pandemic by paying vendors immediately.</i>	1.88:1	2.47:1
Return on net assets <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to a higher operating surplus achieved than budgeted</i>	3.0%	6.1%
Gearing level <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual is mainly due to a higher operating surplus after tax and dividend resulting in higher equity.</i>	70%	68.6%
Percentage of vehicle fleet utilisation compared to agreed lease parameters <i>Variance between 2019-20 Target/Estimate and 2019-20 Actual result can be attributed to the impact of COVID-19. Due to the large percentage of government staff working from home, the requirement for fleet cars declined significantly between April and June 2020. The target for this measure will be reviewed in subsequent years in order to take into consideration the longer-term impact of the COVID-19 response and recovery.</i>	90%	82.5%

Queensland Shared Services

Service standards are provided for two service types:

- HR
- Finance

HR	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Percentage of Payroll Services delivered within Service Agreement Standards	≥97%	99.8%
Customer satisfaction with HR Services	80%	86.1%
Efficiency measure		
Number of pays processed per full-time equivalent (FTE) per fortnight	≥325	331

Finance	2019-20 Target/Est	2019-20 Actual
Effectiveness measures		
Percentage of Finance Services delivered within Service Agreement Standards	≥95%	96.3%
Customer satisfaction with Finance Services	80%	90.7%
Efficiency measure		
Number of accounts payable transactions processed per FTE per annum	≥9,000	10,603

Objective three

Future-facing Strategy and Policy

Our objective is to achieve future-facing strategy and policy that leads to evidence-based reforms, influences innovation to achieve change, builds capability, improves performance and delivers a more responsive government.

Our Achievements

In 2019-20, we:

- established a HPW COVID-19 Taskforce as a coordination point for the valuable work that needed to be undertaken across our department to respond to the evolving pandemic, rapidly deliver services and ensure stakeholders and customers were considered and kept informed including:
 - developing 'Returning to the Workplace' resources and messaging to support the progressive and safe return of public service employees to workplaces
 - providing strategic advice and support to our divisions to respond to COVID-19 impacts
- delivered the pilot Public Administration Capability (PAC) program to a cohort of 24 AO7-SO departmental employees, with the aim of:
 - enhancing capability in public administration with a focus on areas such as the Westminster system of government, monitoring and evaluation, stewardship and managing complexity
 - supporting a tradition of excellence in the craft of public administration across the department
- delivered two briefing note writing workshops, designed to support the PAC program, to a cohort of 46 employees from AO4-SO level, with the aim of refining skill in the development of compelling advice
- implemented a community of practice for project, program and portfolio management to share best practice tools and knowledge across divisions and project teams, improve capabilities in the agency and achieve better outcomes
- developed an approach to lessons management and practice improvement for the department, which has been piloted to capture the learnings from the department's response to COVID-19
- delivered *A Better Renting Future Reform Roadmap* outlining the Queensland Government's response to community feedback received through the Open Doors to Renting Reform consultation to improve renting in Queensland
- engaged the residential rental sector on proposed Stage 1 Better Renting Future reforms through a Consultation Regulatory Impact Statement that received over 15,000 responses
- delivered the COVID-19 Response for Residential Tenancies to implement the National Cabinet agreed evictions moratorium and other Queensland-specific protections for tenants, lessors and property managers during the COVID-19 pandemic
- partnered with a Queensland-based university to develop a monitoring and evaluation framework for the *Queensland Housing Strategy*. Interim analysis of early results will inform the development of the second action plan of the *Queensland Housing Strategy*
- delivered an evaluation of the *Next Step Home – Women on Parole* pilot initiative
- continued to contribute to and leverage intergovernmental opportunities to progress digital and data-related initiatives through the Australian Data and Digital Council and its working groups, particularly on digital identity, life journeys, digital inclusion, national principles for data sharing, and data governance with cross-jurisdictional benefits
- contributed to the Australian Government's proposed guidelines for further Mobile Black Spot Program funding.

Embedding human rights

The Department of Housing and Public Works is committed to protecting and promoting the human rights of all Queenslanders. Significant work was undertaken in 2019-20 to embed the *Human Rights Act 2019* (HR Act) into our everyday business to ensure we act and make decisions that are compatible with the Act's provisions. We have promoted human rights through our new *Strategic Plan 2020-24* and raised staff awareness to entrench human rights into our department's culture.

Training

In 2019-20, targeted human rights training was developed and delivered to support staff to make decisions and act in accordance with the HR Act including:

- over 2,000 staff completing online human rights training
- over 850 service delivery housing staff participating in tailored face-to-face decision-making and recordkeeping training
- human rights complaints management training being delivered across the state.

To support our funded housing and homelessness providers to understand their obligations under the HR Act, we partnered across government and with the Queensland Human Rights Commission to deliver information sessions to providers across the state.

Policy and legislation reviews

In 2019-20, we:

- reviewed all legislation and subordinate legislation against the requirements of the HR Act
- commenced a department-wide review of policies, procedures and service delivery models in October 2019, including the development of a risk assessment framework to identify and prioritise required amendments to ensure compatibility with the HR Act
- reviewed the *Queensland Procurement Policy* and whole-of-government procurement guidance resources and they were assessed as compatible with the HR Act. These and tools to support agencies to undertake robust procurement processes
- reviewed all whole-of-government digital and ICT policies and guidelines published with the Queensland Government Enterprise Architecture in collaboration across government
- updated internal processes to ensure human rights assessments are incorporated into the review and development of legislation and subordinate legislation. Statement of Compatibility documents were completed for the following legislation to demonstrate their compatibility with the HR Act:
 - *Building Industry Fairness (Security of Payment) and Other Legislation Amendment Bill 2020*
 - *Major Sports Facilities (Prescribed Events-North Queensland Stadium) Amendment Regulation.*

COVID-19

Some key actions and initiatives we undertook to protect and promote human rights during our response to COVID-19 included:

- In April 2020, introducing the *Residential Tenancies and Rooming Accommodation (COVID-19 Emergency Response) Regulation 2020* to implement the National Cabinet agreed moratorium on evictions and other measures to support the residential rental sector manage COVID-19 impacts on residential leases. The regulation made several changes to residential tenancy protections, rights and obligations for the duration of the COVID-19 emergency period .
- In May 2020, the *Justice and Other Legislation (COVID-19 Emergency Response) Amendment Act 2020* was passed by Parliament. This Act contained amendments to the *Manufactured Homes (Residential Parks) Act 2003* to enable a regulation to modify or suspend the processes for how site rent increases or decreases may occur in residential parks during the COVID-19 emergency and modified the process for disputing a proposed increase in site rent.
- Working closely with our sector partners across Queensland to support people who are homeless or at risk of homelessness, and supporting 2,632 households (including families and individuals) with emergency housing assistance.
- In partnership with Aboriginal and Torres Strait Islander Councils across the state, ensuring the continued delivery of critical services to these communities including urgent maintenance works, the provision of vacant properties for potential isolation, tenancy management services and immediate responses to critical safety situations.

Human rights complaints

To ensure we appropriately manage and record human rights complaints, a department-wide complaints management process was established and a Human Rights Complaints Advisory Panel formed.

The process has allowed the department to identify trends and learnings that have informed the human rights training program and opportunities for future service improvements.

Number of complaints between 1 January – 30 June 2020	<p>10 human rights complaints were received</p> <p>All 10 complaints received were from customers of the department.</p>
Outcome of complaints	<ul style="list-style-type: none"> • two complaints were assessed as not limiting human rights • four complaints were assessed as limiting human rights, however the limitation/s were found to be reasonable and justifiable • one complaint was assessed as limiting human rights and resolution was reached between the customer and department • two complaints were referred to the Queensland Human Rights Commission for conciliation • one complaint is yet to be finalised.

Looking forward

In 2020-21, we will continue to support government priorities by:

- monitoring, adjusting and evaluating the COVID-19 Response for Residential Tenancies to continue supporting the residential rental sector during the COVID-19 emergency and economic recovery period
- continuing to train staff and embed human rights considerations into all aspects of our business
- finalising the review of dispute resolution in residential (manufactured home) parks and retirement villages by developing a discussion paper, consulting with the community on options for reform and reporting to the Minister on the outcomes
- considering consultation with peak legal, consumer and industry groups to commence amending the *Retirement Villages Regulation 2018* to implement reforms to create more standardised residence contracts and financial statements
- implementing recommendations accepted by government as a result of the independent panel's review of mandatory payment of retirement village exit entitlement payments
- continuing to reform Queensland's rental laws to better protect tenants and lessors and improve housing stability in the rental market
- finalising the development of a second action plan of the *Queensland Housing Strategy*
- finalising evaluation of the first *Housing Strategy Action Plan*, including the department's response to COVID-19
- working with the community to consider legislation to protect Queensland's World Surfing Reserve.

Objective four

A Unified Organisation

Our objective is to achieve a citizen-centric organisation that is responsive, collaborative and a great place to work.

Continuing to develop a diverse, agile, healthy, compassionate, safe and engaged workforce, respecting one another and those we provide services to

The department is committed to building an inclusive and diverse workforce where:

- people feel comfortable to bring their real selves to work
- we attract, retain and develop a diverse array of talent
- we understand the diverse needs of our customers, and create innovative services and experiences that reflect real needs
- our services and workplaces are culturally safe for Aboriginal and Torres Strait Islander peoples.

Our revised *Diversity and Inclusion Strategy 2019-2022* was launched in early 2020, affirming our commitment to building an inclusive culture, that promotes the skills and insights of all people irrespective of difference.

In 2019-20, a number of key initiatives were successfully implemented, including:

- the establishment of an employee network group, Be You @ HPW, which helps to implement activities to support our LGBTIQ+ employees and community
- senior executives adopting the role of Diversity and Inclusion Champions for key diversity groups
- finalising the ‘Stepping Into’ Internship Program with the department taking seven interns (an increase of five from last year) – ‘Stepping Into’ is a national internship program that is available through the Australian Network on Disability
- participating in *AccessAbility Day* with 27 placements across the department. *AccessAbility Day* is an Australian Government initiative developed to connect jobseekers with disability with employers
- celebrating a range of diversity events including Disability Action Week, Pride Month, NAIDOC Week and Multicultural Month

- commencing a review of the department’s *Aboriginal and Torres Strait Islander Advancement Framework* to ensure continued alignment to our strategic commitments as outlined in the *Cultural Capability Action Plan* and *Reconciliation Action Plan* as well as the priorities identified through employee forums
- strengthening the Aboriginal and Torres Strait Islander staff network.

The department had some positive results in the 2019 Working for Queensland Employee Opinion Survey.

In 2019, 4,398 staff responded to the survey. It demonstrated that 89 percent of staff ‘understand how their work contributes to HPW’s objectives’, 87 percent ‘believe people in their workgroup treat customers with respect’, and 85 percent ‘believe people in their workgroup are committed to workplace safety’.

Workforce profile

SDS service area	Full-time equivalent
Services for Queenslanders - Community	1,708.34
Services for Queenslanders - Digital and Information	560.78
Services for Government	398.61
QBuild	1,305.41
CITEC	336.20
QFleet	44.88
Queensland Shared Services	1,023.41
Total	5,377.63

Table: Staffing numbers – 30 June 2020

The department is committed to achieving the whole-of-government Equal Employment Opportunity (EEO) targets.

EEO target group	Department status	Target
Aboriginal and Torres Strait Islander peoples	3.27% (above target and an increase of 0.12% compared to 2018-19)	3%
People from a non-English speaking background	9.91% (decrease of 0.22% compared to 2018-19)	10%
People with disability	3.41% (decrease of 0.04% compared to 2018-19)	8%
Women in leadership	43.31% (increase of 1.93% compared to 2018-19)	50%

Table: Equal Employment Opportunity (EEO) targets and results

The permanent separation rate result for 2019-20 is 5.16 percent.

No redundancy, early retirement, or retrenchment packages were paid during 2019-20.

Improving our systems and culture to enhance our health, safety and wellbeing

A healthy and safe workforce is one of the department's core values and the department is committed to providing all employees, contractors, customers, visitors and members of the public with a safe and healthy working environment.

The department aims to achieve Zero Harm: where there is no harm to any employee, any time while at work and a workplace where our:

- people are committed to creating and maintaining a healthy and safe place to work
- leaders embrace and demonstrate healthy and safe work practices and recognise that health and safety extends beyond the workplace
- culture supports maintaining a healthy and safe work environment, where there is zero tolerance for unreasonable or 'at risk' behaviours.

In 2019-20, we:

- continued to deliver the Housing and Homelessness Employee Support and Resilience Program to all frontline service delivery workplaces, including providing dedicated remote support services for staff during the department's COVID-19 response
- completed 218 areas for improvement identified in the Healthy and Safe Workplaces Audit, with 173 in progress

- delivered 72 Domestic and Family Violence awareness training sessions to over 300 managers and supervisors, designed to build capability for those who provide necessary support to staff affected by domestic and family violence
- our staff contributed over 600 blood donations to the department's Australian Red Cross Red25 group.

	2019-20 result
Seasonal influenza vaccinations	3,102
Skin cancer checks	1,021
Health assessments	1,147

Table: Pathways Health and Wellbeing Program initiatives

Work-life balance

The department is committed to providing flexible working arrangements for employees designed to improve the balance between their professional and personal lives.

Employees have access to a range of flexible working options regarding where, when and how they work including part-time work, job sharing, telecommuting, compressed hours, reduced hours, staggered start and finish times, purchased leave, aggregated/averaging ordinary hours, non-consecutive long service leave, and leave for parental and/or caring purposes.

The department promotes information on these flexible working options in job advertisements, at inductions and throughout the employment lifecycle.

In 2019-20, we:

- provided additional flexibility to assist staff manage their family and/or caring responsibilities, including while working remotely during the COVID-19 pandemic, by offering flexible hours of work arrangements
 - prior to the COVID-19 pandemic, 63 percent of staff reported that they had used a flexible work option (Working for Queensland Survey results, 2019)
 - 67 percent of staff worked from home as part of the department's response to the COVID-19 pandemic
- commenced a review of the department's *Telecommuting Policy* to ensure safe and sustainable work from home arrangements can be maintained on an ongoing basis throughout the department's COVID-19 response, and post-pandemic.

Demonstrating strong leadership that effectively manages resources while driving innovation in an agile and changing environment

The department recognises that everyone is a leader regardless of classification level or position title, or whether they have formal people management responsibilities and, as leaders, we are all required to adapt and respond to a rapidly changing environment.

The department continues to prioritise building its leadership capability at all levels that align with the Queensland public sector *Leadership competencies for Queensland*.

In 2020, the department prioritised the development of tools and resources to support managers to respond to the COVID-19 pandemic. In 2019-20:

- we delivered 14 Leading through COVID-19 live online sessions for managers to provide support in responding to the specific challenges of managing teams during the pandemic – topics included leading remotely, acknowledging stress while facilitating calm and leading through complex change
- we delivered one *QUTeX Learning through Turbulent Times* webinar to assist managers develop effective ways of working and relating to others during the COVID-19 pandemic
- 28 employees completed the Enterprise Leadership Program, which provides developing and experienced leaders with knowledge and skills on topical business and leadership subjects to successfully lead in ever-changing complex work environments
- 98 employees completed the QUTeX short courses, which are intensive one-day workshops that provide discussion and insight on the latest research to help leaders navigate the difficult and complex challenges they face today
- 46 employees completed the Taking the Lead Program, which provides emerging leaders with the skills to lead, influence and inspire a sense of purpose and direction
- 92 employees completed the Leading in a Rapidly Changing World Program, which assists managers and leaders to lead themselves and their teams in an environment that is in a constant state of uncertainty and change
- five employees participated in a Cynefin Foundation course, which provided participants with tools and methods for working in environments characterised by uncertainty, diversity of opinions, multiple perspectives and options, limited resources and rapidly shifting and competing priorities.

Investing in our people to achieve performance excellence, continually build our capabilities and realise potential

The department is committed to building the capabilities of its workforce and to providing all employees with access to a range of learning and development opportunities delivered in a variety of ways.

In 2019-20:

- we continued to provide induction training to employees to ensure they are provided with the information they need to succeed in their role and within our department – this includes information about our values, strategic objectives, relevant legislation and policies, the requirements of the role, and the standard of performance and behaviour expected
- our employees continued to undertake formal achievement and development planning processes in addition to regular ongoing performance conversations and feedback to support a positive, high performance culture – these conversations are a shared responsibility between employees and managers and include work and behaviour expectations, career aspirations, professional development opportunities and performance feedback
- we actively used employee mobility within the department and across the sector to build the agility, responsiveness, capacity and capability of our workforce – these opportunities are identified through workforce planning processes and are implemented using relevant directives and policies
- we supported the addition of 130 new courses, modules and e-learning assets, covering a range of departmental and business-specific topics
- we commenced implementation of the Public Administration Capability program, a long-term initiative of the department to build excellence in public administration
- 72 employees participated in Practical Emotional Intelligence training to improve emotional competencies such as self-awareness, self-management, social awareness and interaction management
- 72 employees participated in Recruitment and Selection training and 66 employees participated in Report Writing training to build the skills of selection panel members to perform effective end-to-end recruitment and selection processes
- 37 employees participated in Effective Workplace Conversations training to build the capability and confidence of managers to drive a culture of productive and continuous workplace conversations
- 56 employees participated in Write Well training and 25 employees in Editing and Proofreading training to recognise the characteristics and purpose of different types of government documents and learn how to approach the writing task effectively
- 31 employees participated in Good Decision training to provide an understanding of the principles and factors of making good decisions in government
- 172 staff were trained in Human-centred design and Agile fundamentals.

We continue to prioritise the development of policy capability through participation in the whole-of-government Digital and ICT Graduate Program. The aim of developing high-performing, outcomes-focused policy professionals is achieved by providing graduates a unique opportunity to undertake placements in three agencies over two years, including a 12-month learning and development program.

We are developing a workforce geared for the digital future through our participation in the program, which is designed to complement the department's existing workforce strategy by meeting the specific skill shortages in IT roles and developing skills in the areas needed most.

Ethics and the Code of Conduct—supporting our employees to do the right things

We recognise employment in the public service is a position of trust, and as such hold ourselves and our colleagues to a high standard.

To ensure our people are aware of their ethical obligations as Queensland Public Sector employees under the *Public Sector Ethics Act 1994*, a Public Sector Ethics online training module has been developed. The module includes the *Code of Conduct for the Queensland Public Service*, the four ethics principles, key legislation guiding professional conduct and employees' responsibilities and obligations to disclose conflict of interests.

Public Sector Ethics training is provided to new employees as part of their induction, with staff required to undertake a mandatory annual refresher.

Our policies and procedures are in line with the Code of Conduct and our ethics, principles and values. These support our people to undertake their roles in an impartial and apolitical manner. In addition, our departmental *Governance Framework* emphasises the application of public sector ethics and values.

Recognising our employees

The department recognises the strong link between employee recognition and employee engagement and job satisfaction.

Our formal recognition programs include:

- *Recognition of Excellence Awards* – the department's premier event for recognising and acknowledging the outstanding achievements of individuals, teams and projects. In 2019, the awards were aligned to the department's six core values, and additional awards included the Director-General's Award for an emerging leader and leadership excellence, Apprentice of the Year and the Minister's Award for outstanding achievement
- *Australia Day Community Achievement Awards* – an opportunity to recognise the people in our department who have gone above and beyond to improve the lives of Queenslanders

- *NAIDOC Awards* – to celebrate the outstanding contributions of our Aboriginal and Torres Strait Islander staff. In 2019, our NAIDOC Awards were held in Cairns and the award categories were inspired by the NAIDOC Week theme of 'Voice, Treaty, Truth – Let's work together for a shared future'
- *Long Service Awards* – presented to employees who have served 25, 40 or 50 years with either the department or continuous service with Queensland Government departments
- Business Area awards programs – divisional award ceremonies held to recognise our employees' outstanding achievements throughout the year.

Appreciating and recognising the efforts of our people also occurs through informal channels and is an important part of our workplace culture.

Industrial and employee relations framework

As at 30 June 2020, there were five certified agreements covering employees in the department:

- *Building and Asset Services Field Staff Certified Agreement 9 (2016)* – covering QBuild field staff
- *Building and Asset Services Office Staff Certified Agreement 2016* – covering QBuild office staff
- *QFleet Certified Agreement 2018* – covering QFleet staff
- *CITEC Certified Agreement 2016* – covering CITEC staff
- *State Government Entities' Certified Agreement 2019 (Core Agreement)* – covering the remainder of the department's certified agreement covered employees.

Negotiation to replace the agreements applying to QBuild field staff, QBuild office staff and CITEC employees is currently being finalised.

The department continues to support the government's policies on the contracting-out of services, union encouragement and employment security.

With respect to union encouragement, the department actively encourages union membership among its employees, by:

- acknowledging the roles union delegates and job representatives play within a workplace, including during the agreement-making process
- allowing employees full access to union delegates/officials during working hours to discuss any employment matter or seek union advice, provided that service delivery is not disrupted and work requirements are not unduly affected
- affirming its commitment to joint union and employer consultative committees at both an agency and local level
- providing an application for union membership and information on the relevant union(s) to all employees at the point of engagement and during induction
- providing union(s) with details of new employees
- actively consulting with unions about organisational change and restructuring initiatives and other significant matters affecting the welfare of employees.

The department attempts to provide stability to employees by limiting the contracting-out of services as well as maximising employment security for tenured public sector employees. The department's commitment to employment security for its employees is reinforced by efforts to maximise permanent employment through the continued conversion of temporary employees to permanent, where possible.

We embrace digitisation of services, emerging technologies and new ways of doing our work and ensure we have the right tools and information to transform and optimise our capacity to provide service excellence

In 2019-20, we:

- progressed implementation of an enterprise electronic document and records management system (eDRMS), in order to transition from a paper-based records culture to managing records digitally as well as improving recordkeeping capabilities across the department
- commenced the Departmental Collaboration and Identity Project, which will place all HPW staff on the same Office 365 tenancy in order to enable greater collaboration and provide a consistent user experience. Benefits of this include reduced licencing costs and the implementation of a platform that will minimise the maintenance cost and reduce technical complexity
- continued to improve data analytics to support and inform evidence-based decision-making by commencing the HR Business Intelligence Project
- consolidated the department's timesheet systems, where appropriate
- implemented a foundational data governance practice, maturing our appreciation for the importance of our data and its role in decision-making
- continued to mature the department's Information Security Management System, understanding our role as information owners and the importance of securing our data.

Looking forward

In 2020-21, we will continue to harness our shared strengths and expertise to build a resilient, unified organisation by:

- prioritising the safety, health and wellbeing of all employees at all times
- supporting individuals and teams to work flexibly while continuing to ensure that business and customer expectations are met
- developing and implementing strategies that enable us to reimagine our future workforce and workplaces
- continuing the transition of managing records digitally, by delivering a foundational eDRMS, which in turn will facilitate a mobilised, collaborative and connected workforce
- embedding the information and insights strategy and enhancing the department's analytic capability
- embedding the *HPW Digital Strategy 2020-23*, embracing the benefits of digitisation and emerging technologies to transform the way we do our work.