# Our Governance

Our *Governance Framework* sets out the principles of accountability and transparency that support our strategic objectives, by demonstrating the alignment of our structure, management, planning, performance, service delivery, risk management, reporting and decision-making with our corporate, legislative and regulatory requirements.

The framework empowers our people to act and respond to our changing legislative and fiscal environment while fostering continuous improvement and enhanced productivity within the department.

The framework supports the Director-General, as the Accountable Officer, to meet the requirements of the *Financial Accountability Act 2009,* the *Financial and Performance Management Standard 2019,* the *Public Sector Ethics Act 1992* and other legislative and accountability requirements.
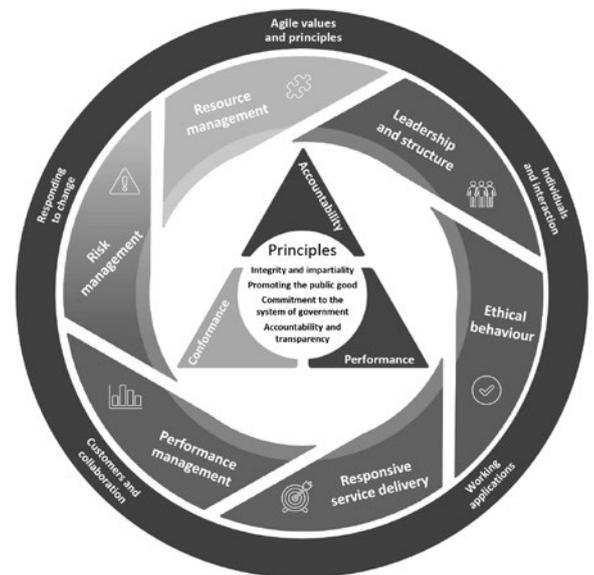
Executive Leadership Team

The Executive Leadership Team is the department's principal strategic governing body, responsible for setting the strategic direction of the department, demonstrating leadership, overseeing financial and business performance, ensuring effective use of resources and supporting the Director-General as the Accountable Officer.

The role of the Executive Leadership Team is to:

- set the department's strategic direction, goals and performance levels, aligned to government objectives
- provide stewardship over the implementation of programs and policies
- demonstrate visible and aligned leadership to the agency
- ensure effective financial management and use of resources, including reprioritisation when necessary
- monitor the performance of business activities and the achievement of priorities and objectives
- ensure effective business continuity practices and culture within the department
- support the Director-General to meet legislative requirements and accountabilities
- ensure the effective management of risk through:
  - setting the organisation's risk culture and appetite and monitoring key departmental risks
  - ensuring fraud and corruption risk assessment occurs at departmental and business area levels.

Chair: Director-General

Members:

- Chief Customer and Digital Officer
- Deputy Director-General, Housing, Homelessness and Sport
- Deputy Director-General, Building Policy and Asset Management
- Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement
- Deputy Director-General, Services Delivery and Operations
- Deputy Director-General, Transformation and Enabling Technologies
- Deputy Director-General, Customer and Digital Strategy
- Assistant Director-General, Building Legislation and Policy
- Assistant Director-General, Corporate Services
- Assistant Director-General, Sport and Recreation
- Executive General Manager, QBuild

Our Executive Leadership Team as at 30 June 2020

Liza Carroll

Chair: Director-General

BEd, MEd (Hons)

Liza joined the Department of Housing and Public Works in August 2015. In her role as the Director-General, Liza leads the department in the delivery of a range of housing, building, sports, digital and procurement services across Queensland. She provides impactful leadership in order to enable whole-of-government collaboration in delivering on government's commitments and priorities.

Liza previously held the role of Associate Secretary, Head of Indigenous Affairs in the Department of Prime Minister and Cabinet. Prior to this, Liza was the Deputy Secretary in the Department of Families, Housing, Community Services and Indigenous Affairs with responsibility for housing, homelessness, families, children, women's issues, gambling and community services.

Liza has a Master of Education (Hons) majoring in Sociology and a Bachelor of Education. She was awarded the Public Service Medal for her work leading *'Ahead of the Game: Blueprint for Reform in the Australian Public Service'*.

Chris Fechner

Member: Chief Customer and Digital Officer, Queensland Government Customer and Digital Group

Exec MBusAdmin, BAppSc Computing, GradDipProjMgmt

Chris became Queensland's first Chief Customer and Digital Officer in February 2020. A key focus for Chris in this role is driving customer and digital transformation across government.

Chris brings to the department a wealth of digital and IT experience as a Senior Executive in both the Queensland and NSW Public Service.

Most recently as Chief Digital and Product Officer, Service NSW, Chris was the driving force behind the implementation of the global standard in customer service and digital excellence in delivering customer-centric technology and services.

Trish Woolley

Member: Deputy Director-General, Housing, Homelessness and Sport

LLB, BSocWk

Trish joined the Department of Housing and Public Works in September 2016. She has almost 20 years' experience in public administration, working across a range of social policy and service delivery agencies in state government (Queensland and Victoria) and the Australian Government (Department of Human Services, Department of Social Services and Department of the Prime Minister and Cabinet).

Trish is an experienced leader of social policy reforms nationally, while contributing to the critical business transformation and modernisation of a number of social policy agencies to improve government delivery of key services and improve policy capability.

Graham Atkins

Member: Deputy Director-General, Building Policy and Asset Management

BASc (Quantity Surveying), ADip App Sc (Building)

Graham has vast experience in the building and construction industry spanning a number of decades. Graham has contributed to the Executive Leadership Team in his role as Deputy Director-General since joining the department in July 2011.

Graham has held senior executive positions within other government departments, including Deputy Director-General of the Department of Education and Training, where he was responsible for infrastructure planning and delivery. Graham holds a Queensland Open Builders Licence.

Sharon Bailey

Member: Acting Deputy Director-General, Portfolio Strategy and Chief Advisor Queensland Government Procurement

BSocWk, BA, PgD-Arts

Sharon joined the Department of Housing and Public Works in April 2019 and brings extensive policy implementation experience across Australian and state jurisdictions of government.

Most recently, she spent seven years with the Australian Government, undertaking both corporate and policy roles within the Department of Social Services. This followed numerous economic and social policy roles across the Queensland Government, including the Departments of the Premier and Cabinet, Public Works and Families and Communities.

Andrew Spina

Member: Deputy Director-General, Services Delivery and Operations, Queensland Government Customer and Digital Group

BSc (Comp)

Andrew has worked in the Queensland public sector for more than 35 years and has extensive experience in leading the delivery of digital transformation, digital service delivery and shared government services.

Andrew has undertaken a number of Deputy Director-General and Chief Information Officer roles, providing strategic digital leadership in the Department of Communities, Department of Science, Information Technology and Innovation, Department of Public Works and Housing; and roles in CITEC and Treasury.

Dallas Stower

Member: Deputy Director-General, Transformation and Enabling Technologies, Queensland Government Customer and Digital Group

B. Bus(Comp), Grad Cert (PSM)

Dallas has over 30 years' experience in the ICT industry across a range of senior leadership positions. In his role as Deputy Director-General, Transformation and Enabling Technologies, Dallas leads the development and implementation of initiatives that strengthen Queensland's ICT service delivery.

Dallas is responsible for CITEC Enabling Services, CITEC Integration and Enabling Technologies, Data and Information Services, ICT Strategic Sourcing, Transformation Projects and Office of the Chief Information Security Officer.

Dallas has undertaken a number of senior leadership roles including Assistant Director-General, Strategic ICT; General Manager, CITEC; Executive Director, Telecommunications and Digital Economy Coordination Office; and Chief Information Officer, Queensland Rail.

Irene Violet

Member: Acting Deputy Director-General, Customer and Digital Strategy, Queensland Government Customer and Digital Group

MAICD, BA (Psych), BHealthSc, MBA

Irene, as Acting Deputy Director-General, Customer and Digital Strategy, leads the government priority to develop and deliver responsive government services for Queenslanders and businesses. Recently, Irene participated in a six-month interchange with the Department of Employment, Small Business and Training as acting Deputy Director-General, Investment.

Previously, Irene has held several senior executive roles in Queensland Shared Services and WorkCover Queensland.

Irene is a graduate of the Australian Institute of Company Directors.

Richard Cassidy

Member: Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management

BCom

Richard commenced as Assistant Director-General, Building Legislation and Policy in February 2019 and brings many years' strategic leadership experience within public sector environments. Richard's approach is characterised by a strong focus on outcomes and a demonstrated ability to develop policy and strategy solutions, which meet the needs of diverse stakeholder groups.

Richard has previously worked for the department as the Executive Director, Office of the Chief Advisor Procurement, where he led the development and implementation of the *Buy Queensland* procurement policy to deliver broader economic, social and environmental outcomes for Queensland through the government's procurement spend.

Richard has also spent time as a management consultant providing infrastructure advisory services and prior to that working for Queensland Health implementing large system-wide reforms.

Robyn Turbit

Member: Assistant Director-General, Corporate Services

BCom, BEcon

In her career spanning over 40 years, Robyn has worked in various public and private sector organisations, predominantly in accounting, auditing and governance functions and has undertaken roles using many employment styles, including full-time, part-time, telecommuting and contracting.

Robyn has worked in various iterations of the Department of Housing and Public Works for more than 30 years. Robyn was appointed as the first Internal Audit Manager for the department and went on to fill a variety of positions until her appointment to the Assistant Director-General, Corporate Services position, which she has held since 2007.

Andrew Sly

Member: Acting Assistant Director-General, Sport and Recreation, Housing, Homelessness and Sport

BA GAICD

Andrew has over 20 years' experience in property, infrastructure, governance and stakeholder engagement across the public and private sectors.

Andrew joined the department in November 2018 as the Executive Director of Venues and Sport Infrastructure where he has led the program management, infrastructure planning and investment, and delivery of key sporting capital projects and the management of the Queensland Venues and Recreation Centres.

Prior to joining the department, he held the positions of Executive Director of Development Strategy and Executive Director of Regional and Residential Development at the Queensland Government's specialist land use planning and property development unit, Economic Development Queensland, where he led the facilitation and delivery of projects and programs throughout Queensland.

Andrew holds tertiary qualifications in planning and geographical sciences and is a graduate of the Australian Institute of Company Directors.

Paige Ridgewell

Member: Executive General Manager QBuild, Building Policy and Asset Management

BLeisSt, MBA, MPP, MAICD

Paige's 25-year Queensland public sector career has seen her working across a number of portfolios including infrastructure and planning, main roads, racing, national parks, social policy, and sport and recreation. She is known for her experience in successfully leading transformation within government through community collaboration and co-design and a strong focus on creating better futures for Queenslanders.

She has extensive experience in managing and directing teams to achieve high-level outcomes in strategy, policy and program development.

Most recently, Paige is leading business transformation across QBuild to better align business practices to deliver products and services in partnership with a range of Queensland Government agencies to build and maintain infrastructure across Queensland communities.

In her previous role as Assistant Director-General, Sport and Recreation, Paige led the delivery of the Queensland Government's *Activate! Queensland 2019-2029 Strategy*. The strategy channels investment across the Queensland Government to build and activate infrastructure and social environments that support communities across the state and inspire physical activity.

Paige brings her many years' experience as an athlete, coach and administrator to the work environment by applying the principles of high performance, training and teamwork.

Retirement acknowledgement

Andrew Mills

Queensland Government Chief Information Officer (January 2014 – February 2020)

After six years, Andrew retired from his role of Queensland Government Chief Information Officer. The department would like to thank Andrew for his significant work with agencies and his support to Queensland's ICT industry. His experience in digitally transforming and using information and communication technology was especially invaluable during our realignment of digital services.

Governance Committees

The department has eight committees in its governance structure to support the effective operation of the agency and provide appropriate assurance and accountability. Committees report to the Executive Leadership Team and/or the Director-General.

Executive Finance Committee

The role of the Executive Finance Committee is to consider and provide appropriate advice to the Director-General, through the Executive Leadership Team, about the effective alignment and deployment of departmental financial resources to support the department's strategic objectives and the government's priorities.

Strategic Procurement Committee

The Strategic Procurement Committee advises the Director-General and departmental staff on procurement policies and practices and leads the delivery of excellence in procurement across the department.

Information Steering Committee

The Information Steering Committee oversees the department's investment in Information, Communication and Technology (ICT) to ensure these services and capabilities enable efficient business operations across the state. The committee ensures the ICT services align to the department's strategic objectives and the government's priorities for Queenslanders.

Property Asset Management Committee

The Property Asset Management Committee ensures the effective use and management of departmental built infrastructure, oversees the linkage between planning, delivery and built infrastructure policy formulation, directs the development of the department's *Strategic Asset Management Plan*, monitors capital delivery and tracks all facets of asset valuation.

People and Culture Committee

The People and Culture Committee provides strategic support to the Director-General and Executive Leadership Team to build a culture that reflects the department's values through effective human resource strategies and programs. The committee focuses on strategic leadership, workforce investment and capability, people management practices, risk and innovation strategies.

Workplace Health and Safety (WHS) ELT

The WHS Executive Leadership Team provides direction and leadership to support an effective workplace health and safety management system to achieve improved safety performance and culture. The committee focuses on providing strategic direction on WHS policies and the management of WHS risks, the effective resourcing of activities, critically reviews WHS performance and lead initiatives, monitors WHS plans and legislative compliance.

Aboriginal and Torres Strait Islander Advancement Framework Committee

The Aboriginal and Torres Strait Islander Advancement Framework Committee provides advice, guidance and direction on the implementation of the *Aboriginal and Torres Strait Islander Advancement Framework*.

A review of the framework commenced in February 2020 with a revised framework to be available in 2020-21.

Audit and Risk Committee

The Audit and Risk Committee acts as an advisory service to the Director-General to assist in the effective discharge of the responsibilities detailed in the *Financial Accountability Act 2009,* the *Financial* and *Performance Management Standard 2019* and other relevant legislation and prescribed requirements. In doing so, it provides independent comment, advice and counsel to the Director-General.

The Audit and Risk Committee charter sets out the authority, roles and responsibilities, membership and operations expected of the committee. The committee observed the terms of its charter in 2019-20 and had due regard to Queensland Treasury's *Audit Committee Guidelines*.

Chair: Peter Dowling (external member)

Members:

- Sue Ryan (external member)
- Deputy Director-General, Housing, Homelessness and Sport
- Assistant Director-General, Building Legislation and Policy, Building Policy and Asset Management
- Assistant Director-General, Transformation and Enabling Technologies, Queensland Government Customer and Digital Group

In 2019-20, the Audit and Risk Committee:

- reviewed and recommended approval of the department's 2019-20 financial statements
- considered and endorsed the *External Audit Plan* and proposed fees of the external auditors
- considered and endorsed the annual *Internal Audit Plan* and endorsed changes to the *Internal Audit Plan*
- considered and endorsed the *Audit and Risk Charter* and the *Internal Audit Charter*
- considered external audit and internal audit findings and recommendations, and monitored their sustainable implementation of recommendations
- considered the appropriateness of the systems of performance measurement and reporting
- on rotation, received presentations from the department's key risk owners and undertook discussions to confirm key risks are adequately managed within the department's *Risk Management Framework* and risk appetite
- noted fraud risks and actions taken by the department to manage these risks, including training and awareness activities
- discussed and monitored the department's response to the COVID-19 pandemic
- considered the effectiveness of the department's information security management system and the department's readiness to meet the requirements of the *IS18 Information Security Policy*
- self-assessed the committee's effectiveness and agreed improvement initiatives
- briefed the Director-General on relevant matters, opinions, decisions and recommendations made by the committee.

The Audit and Risk Committee met on five occasions during 2019-20.

The remuneration paid to two external members was as follows: Peter Dowling ($7,200) and Sue Ryan ($4,070).

Strategic Planning, Performance Monitoring and Reporting

Our strategic plan is the roadmap which guides our future directions and the steps we intend to take over the next four years to deliver our vision and strategic outcomes. We cascade our strategic plan into annual divisional operational plans, demonstrating how the government's strategic priorities and targets inform our objectives and how these are operationalised through our business areas.

Annually, we develop and publish a set of strategic measures to track our progress in achieving our strategic objectives, as well as service standards for each service area through our Service Delivery Statements. We measure our progress quarterly through reporting to our Executive Leadership Team and in the annual report. Our performance is also monitored externally through the Parliamentary Estimates Committee process held after each year's state budget.

The department's performance management regime, encompassing planning, measuring and monitoring performance, and reporting, aligns to the *Queensland Government Performance Management Framework.* Our performance management establishes the relationship between whole-of-government priorities and our department's governance, planning, risk, performance monitoring and reporting practices.

Risk Management

Our *Risk Management Framework* is based on international standard AS/NZS ISO 31000:2018 and aims to ensure that risk management is fully integrated with existing management processes and responsibilities. It is an integral part of the department's governance activities and is a critical element of our strategic and operational planning, service delivery, management, and decision-making processes as well as protecting the department against fraud and corruption and contributing to the safety and wellbeing of employees.

In 2019-20, the risk framework was revised to strengthen fraud and information security risk management and to ensure compatibility with the *Human Rights Act 2019.* The agency's risk matrix impact categories and the department's risk appetite were adjusted to introduce information security considerations.

Our three-year *Risk Management Strategy 2019-21* continues to be implemented. There has been strong uptake of the department's risk management eLearning modules to grow awareness and embed risk management awareness and practices, with over 1,000 staff completing the modules. Risk maturity development within the department is monitored using divisional Risk Maturity Action Plans to strengthen capability. Risks are identified and managed at strategic and divisional levels by risk owners and assessed quarterly to ensure appropriate controls and treatments are in place.

Integrity Services

The department's Integrity Services Unit deals with corrupt conduct matters (including fraud and corruption) and provides expert and high-level advice about conflicts of interest, public interest disclosures, complaints management and other integrity-related matters.

The department demonstrates its commitment to integrity through setting, implementing and monitoring integrity standards and through managing non-conformance, with these components forming its integrity framework.

During 2019-20, the Integrity Services Unit revised the department's *Complaints Management Policy* and procedure to incorporate requirements under the *Human Rights Act 2019* as well as commenced a refresh of the department's integrity framework.

Internal Audit

The Internal Audit Unit provides independent assurance that the department's policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk and complying with internal policies.

The department's Internal Audit Unit operates in accordance with an approved *Internal Audit Charter* as required under the *Financial and Performance Management Standard 2019*. The charter defines the purpose, authority and roles and responsibilities of the function and is consistent with the requirements of the International Standards for the Professional Practice of Internal Auditing as set by the Institute of Internal Auditors. The Internal Audit function applies and upholds the principles of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors' formal Code of Ethics. The charter authorises appropriate access to all functions, records, property and personnel within the department as well as direct access to the chair and independent members of the Audit and Risk Committee.

The Internal Audit Unit provides a broad range of assurance, advisory and support activities in line with the *Internal Audit Plan* endorsed by the Audit and Risk Committee and approved by the Director-General. During the year, the Internal Audit Unit revised the 2019-20 *Internal Audit Plan* to respond to the COVID-19 pandemic.

The Internal Audit Unit assisted management with:

- real-time control design activities to provide management assurance that adequate controls are in place during the time of rapid change due to COVID-19
- analysis of data to assess control effectiveness and identify potential areas of concern or unwanted trends
- mapping changed processes and controls in business-critical functions
- executing operational, financial and compliance internal audits
- reviewing information systems and information security activities
- providing a comprehensive program of continuous assurance.

The Internal Audit Unit applies a risk-based approach to strategic internal audit planning and triaging its program of work. The Internal Audit Unit collaborates with the corporate risk management function to ensure appropriate coverage of risks and controls across the department.

The Internal Audit Unit also coordinates its activities with the Queensland Audit Office to obtain satisfactory audit coverage and minimise duplication of effort.

The Internal Audit Unit has a quality improvement program to ensure the effective, efficient and economical operation of the function.

During 2019-20, the Internal Audit Unit completed 16 internal audit reviews, six management requests and provided ad-hoc advice to managers on a range of issues.

The Internal Audit Unit had due regard to the *Audit Committee Guidelines*.

Information Systems and Recordkeeping

The department is committed to complying with recordkeeping practices. Records are managed within each business area. The department manages records using both business information systems and an electronic records management system (eDRMS), using a suite of policies to direct staff on the roles and responsibilities of record management.

In 2019-20, we:

- continued to implement an eDRMS by completing the design and configuration of an enterprise environment and completing a successful pilot implementation

- commenced a program of consolidating datasets in order to merge a number of disparate eDRMS datasets into one enterprise dataset, including successfully merging one of the department's largest datasets, which has resulted in a simplified and integrated information management environment

- provided ongoing recordkeeping support to departmental staff

- continued to undertake data cleansing activities and authorised disposal activities in accordance with the authorised retention and disposal schedules

- established a community of practice to assist the department's record team with reviewing and implementing the *Records Governance Policy*

- continued to adhere, in accordance with relevant legislative requirements, to the department's various retention and disposal schedules including retaining records as per the schedules and transferring records to the Queensland State Archives as required

- continued to strengthen the reliability and security of our information and records regardless of where they are stored and in what format.

External Reviews

In 2019-20, the department was involved in the following reviews by the Queensland Audit Office:

- Auditor-General of Queensland: Report to Parliament 8: 2019-20—Queensland state government entities: 2018-19 results of financial audits: the department obtained an unmodified audit opinion on the 2018-19 financial statements

- Auditor-General of Queensland: Report to Parliament No. 3: 2019-20—Managing cyber security risks

The department responds to recommendations made by coroners in findings of inquests. In 2019-20, the department:

- as a supporting agency, continued to consult in relation to three recommendations from a 2016 inquest relevant to building industry inspections and standards (relating to awnings)

- as the lead agency, continued to consult with relevant stakeholders to progress the response to the fourth recommendation from the same 2016 inquest

- as the lead agency, continued to consult with relevant stakeholders to progress the first recommendation from a 2014 inquest related to fire safety in tourist accommodation.

QFleet

QFleet engaged industry expert, Grant Thornton, to review its operating model and compare it to other state and Australian government jurisdictions.

The outcome of this assessment was very positive, highlighting the robustness of the QFleet fleet management model and the scale benefits the current model continues to deliver for Queensland taxpayers.

The review highlighted areas of focus and future growth that QFleet should address to ensure continued relevance in a changing fleet industry. Topics including the introduction of electric vehicles and 'as-a-service' offerings were highlighted, with Grant Thornton believing QFleet is well positioned to adapt to these future models of service.

Whole-of-government plans and specific initiatives

The department has the following whole-of-government and specific-purpose plans:

- *Aboriginal and Torres Strait Islander Advancement Framework 2017-20*
- *Aboriginal and Torres Strait Islander Housing Action Plan 2019-23*
- *Queensland Housing Strategy 2017-27*
- *Queensland Housing Strategy 2017-20 Action Plan*
- *Activate! Queensland 2019-29 Strategy*
- *Activate! Queensland Action Plan 2019-22*
- *People and Culture Strategy*
- *HPW Diversity and Inclusion Strategy 2019-2022*
- *Multicultural Action Plan 2019-20 to 2021-22*
- *Disability Service Plan 2017-2020*
- *Cultural Capability Action Plan 2020*
- *Healthy and Safe Workforce Action Plan*
- *Fraud and Corruption Control Plan*
- *Queensland Domestic and Family Violence Prevention Strategy 2016-2026*
- *ICT Disaster Recovery Plan*
- *Strategic Internal Audit Plan 2020-21*
- *Procurement Plan 2020-24*
- *Queensland Government Procurement Strategy 2017*
- *Open Data Action Plan 2019-21*

Achievement	Result
% of datasets available on data.qld.gov.au with Open Data Certificate	95%
% net increase in total datasets published	3.7%
number of new datasets created this financial year	284
% increase in unique views	8.4%
API queries/events per month	1.4m
% decrease in file downloads partially attributable to introduction of improved data visualisation in July 2019.	19.9%

Table: Open Data Action Plan Results

National Agreements and National Partnership Agreements

In 2019-20, the following activities occurred to progress Queensland's national commitments:

- the *National Housing and Homelessness Agreement* (NHHA) and Queensland's associated bilateral schedule remained in place throughout 2019-20. Queensland contributed to the ongoing development of a data improvement plan that will form a new schedule to the agreement and advocated for national consistency in reporting. The NHHA is likely to be subject to review in 2020-21 through the National Federation Reform Council

- a Memorandum of Understanding for $5 million in 2019-20 of the $105 million for remote housing was put in place between the Department of Housing and Public Works and the National Indigenous Australians Agency. A needs-based funding allocation methodology was agreed on 6 February 2020 with the Mayors of the 17 Aboriginal and Torres Strait Islander Local Government Areas. Elements of the methodology include population bands, relative shares of overcrowded households and homeless persons, as well as construction costs

- multiple meetings of Sport and Recreation Ministers occurred, which is the standing committee of Ministers from Australia and New Zealand established in 2011 to provide a forum for cooperation and coordination on matters relating to the development of sport and recreation in Australia, including community participation and elite sport

- the *Household Resilience Program* Phase 2 Project Agreement was established to deliver the $10 million Australian Government contribution which supports people in cyclone affected areas to improve the resilience of their homes, while also stimulating the local jobs economy

- the Australasian Procurement and Construction Council met, a peak council, the members of which are responsible for procurement, construction, asset management and property policy delivery for the governments of Australian states and territories, the Commonwealth and New Zealand

- multiple meetings of the Building Ministers' Forum, comprising the Australian Government and state and territory government ministers with responsibility for building and construction, which oversees policy and regulatory issues affecting Australia's building and construction industries

- intergovernmental Agreement between the Australian Government, states and territories that establishes the Australian Building Codes Board

- *Strata Title Inspection Scheme Project Agreement*, which provides funding of up to $12.5 million over a four-year period from 1 July 2018 to 30 June 2021 to the state, represented by the department to facilitate the provision of engineering assessments on strata titled properties. The agreement's proposed objective is to reduce the cost of home, contents and strata insurance premiums in the cyclone areas of North Queensland.

Organisational Structure

Our department is at the forefront of embracing change, and this is reflected in the leadership role our department has been entrusted to play in coordinating delivery of the 'Be a Responsive Government' priority. This whole-of-government priority is a key element of *Our Future State: Advancing Queensland's Priorities* and encompasses all customer-to-government interactions.

The Queensland Government Customer and Digital Group (QGCDG) was established on 2 December 2019 to lead and drive a more digitally enabled and responsive government that positions us well to enable our future state and drive transformation across government.

QGCDG brought together the department's digital areas of the Queensland Government Chief Information Office, Responsive Government and Digital Technology and Services in order to strengthen its role in the delivery of the 'Be a Responsive Government' priority.

Minister for Housing and Public Works
Minister for Digital Technology
Minister for Sport

Director-General
Department of Housing and Public Works

Statutory bodies / boards:
- Board of Architects
- Board of Professional Engineers
- Stadiums Queensland
- Residential Tenancies Authority
- Queensland Building Construction Commission

Chief Customer and Digital Officer
Queensland Government Customer Digital Group (QGCDG)

Deputy Director-General — Customer and Digital Strategy
- Director Strategic Engagement and Governance
- General Manager Policy and Architecture
- Executive Director Design and Capability
- Executive Director Office of Assurance and Investment

Deputy Director-General — Transformation and Enabling Technologies
- Qld Government Chief Information Security Officer
- Executive Director Transformation Projects
- Executive Director ICT Strategic Sourcing
- Executive Director Data and Information Services

CITEC
- Executive Director Enabling Services
- Executive Director Integration & Enabling Technologies

Deputy Director-General — Services Delivery and Operations
- General Manager Smart Service Queensland
- Executive Director and State Archivist Queensland State Archives
- General Manager Queensland Shared Services

Deputy Director-General — Housing, Homelessness and Sport

Assistant Director-General — Sport and Recreation
- Executive Director Policy, Programs and Partnerships
- Executive Director Service Delivery and Business Support
- Executive Director Qld Academy of Sport
- Executive Director Infrastructure and Venues

Housing:
- General Manager Strategy Policy and Programs
- Executive Director Housing Partnerships Office
- Executive Director Programs
- Executive Director Strategic Policy and Research
- Executive Director Regulatory Services
- Executive Director Aboriginal and Torres Strait Islander Housing
- General Manager Service Delivery
- Executive Director Service Delivery
- Regional Director North Qld Region
- Regional Director Central Qld/North Coast Region
- Regional Director Brisbane Region
- Regional Director South/West Region

Deputy Director-General — Building Policy and Asset Management

Executive General Manager — QBuild
- Executive Director Customer Relationships and Business Systems
- Executive Director Business Engagement
- Executive Director Youth Justice QCS and Chief Project Manager
- Executive Director Technical Services
- Chief Operating Officer
- Executive Director SE Qld Operations
- Executive Director Regional Operations
- Executive Director Capital Programs

Assistant Director-General — Building Legislation and Policy
- Executive Director Building Legislation and Policy
- Executive Director Policy Practice and Engagement
- Executive Director Project Delivery
- Queensland Government Architect
- Manager Disaster Coordination Unit
- General Manager Asset Management Policy and Strategy
- General Manager QFleet
- Executive Director Qld Government Accommodation Office
- Executive Director Building Contract Management

Deputy Director-General — Portfolio Strategy and Chief Advisor Queensland Government Procurement
- Executive Director Strategy and Coordination
- Director Executive Services and CLLO
- Executive Director Communication and Engagement
- Executive Director Office of the Chief Advisor Qld Government Procurement
- Executive Director General Goods and Services

Assistant Director-General — Corporate Services
- Chief Digital Officer Digital Business Group
- Chief Technology Officer Technology Services Group
- Chief Finance Officer Finance Directorate
- Chief Human Resource Officer Human Resources
- General Counsel Legal Services
- Director Internal Audit
- Director Procurement Coordination
- Director Governance and Performance
- Manager Housing Appeals and Review Unit

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