smart state

Annual Report 2003-04
Department of Housing

Queensland Government

Scope of this report

The 2003-04 Annual Report describes the achievements, performance and financial position of the Department of Housing for the year, and provides a snapshot of future strategies.

The report illustrates the Department's contribution to improving people's lives through housing with a focus on building a responsive housing system which meets the diverse needs of Queenslanders.

The machinery-of-Government changes, which followed the election in February 2004, led to a change in the administrative arrangement for the Department of Housing, namely the Racing Directorate was transferred to the Department from the former Department of Tourism, Racing and Fair Trading.

This report is prepared on the basis of the administrative arrangements for the Department of Housing applying for the whole of the 2003-04 financial year. That is, it reflects the structure, operations and performance of the Department of Housing as at 30 June 2004.

The report will be of interest to members of Parliament, government agencies, private sector and community organisations, universities, staff, clients and the general public. Students and prospective employees may also use it for research purposes.

Contents

Queensland Government

Department of Housing

The Honourable R Schwarten MP
Minister for Public Works, Housing and Racing
GPO Box 2457
BRISBANE   QLD   4001

Dear Minister

It is my pleasure to present to you the Annual Report for the Department of Housing for the financial year 2003-04 which has been prepared in accordance with the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*.

The report highlights the many achievements of the Department during the year and the substantial progress that has been made in achieving our vision of improving people's lives through housing.

This year, the Department began working under Queensland's new *Housing Act 2003* and this report demonstrates how the Department, through its more flexible legislative base, is establishing new foundations that provide for innovative solutions to address housing need.

By working in collaboration with the public and private sectors and engaging with the community, the Department is helping to build sustainable communities and improving Queenslanders' access to safe, secure, appropriate and affordable housing in accordance with the Government's priorities.

Following the machinery-of-Government changes in February 2004, the Department assumed responsibility for the Racing Directorate which delivers the Racing Industry Services output and administers the *Racing Act 2002*, *Racing Venues Development Act 1982* and *Eagle Farm Racecourse Act 1998*. In line with the Government's priority of a strong diversified economy, the Department contributed to the racing industry through the ongoing development, implementation and monitoring of the regulatory and policy frameworks.

I commend the report to you.

Yours sincerely

Natalie MacDonald
Acting Director-General
Department of Housing

OUR VISION

Improving people's lives through housing

OUR PURPOSE

To improve the access of Queenslanders to safe, secure, appropriate and affordable housing and help build sustainable communities.

OUR VALUES

Integrity

All clients, partners and colleagues can expect honesty and reliability from each of us.

Valuing Diversity

We appreciate and recognise that people in all their diversity make communities.

Respect

We value our clients, partners and colleagues and treat them with dignity.

OUR GOALS

1| A sustainable social housing system that assists Queenslanders whose needs are not met in the broader housing system.
2| A responsive housing system which meets the diverse needs of Queenslanders.
3| Communities where people feel valued, safe and proud.
4| A client-focused, innovative and flexible organisation.

The Department at a glance

The Department of Housing is a State Government organisation employing the equivalent of 1,213 full-time people across Queensland which, in 2003-04, assisted over 238,900 households to meet their housing needs and managed a property portfolio valued at approximately $8.8 billion with a total operating revenue of $953 million.

The Department provides housing assistance to a range of people, particularly those on low incomes, people with complex needs, people with disabilities, people in crisis and Indigenous people.

The Department also works closely with the housing and development industries, professional bodies, local governments, the community and other public sector agencies to develop a housing system that is more responsive to Queenslanders in need.

In managing the whole-of-Government Community Renewal program, the Department also works with residents, government and other groups to develop communities where people feel valued, safe and proud.

The Department of Housing plays an important role in providing both direct and indirect housing assistance to contribute to individual and family stability and community sustainability. Through a range of innovative solutions, delivered in partnership with the private and public sectors, the Department works to influence Queensland's housing system to improve people's lives through housing.

The Department also contributes to community safety, confidence and sustainability by resourcing innovative services and infrastructure in communities experiencing very high levels of social and economic stress.

Through the Racing Directorate, the Department contributes to the regulation and governance of the Queensland racing industry, and to maintaining a strong, diversified economy by researching and monitoring developments and trends in racing, and providing drug testing, veterinary and other scientific services to the Queensland racing industry.

The Department provides direct and indirect housing assistance to a range of people through traditional and innovative solutions.

Maps of service delivery locations

Department of Housing service delivery locations and boundaries
(including Aboriginal and Torres Strait Islander Housing boundaries)

LEGEND

○   Area Office location

□   Area Office location including Aboriginal and Torres Strait Islander Housing team

▲   Client Service Centre location

✚   Queensland Government Agent Program (QGAP) Office

Aboriginal and Torres Strait Islander Housing team regions align with Area Office boundaries except in the following regions:

Brisbane / South Queensland Aboriginal and Torres Strait Islander Housing Region

North West Queensland Aboriginal and Torres Strait Islander Housing Region

Central Queensland Aboriginal and Torres Strait Islander Housing Region

Thursday Island ▲

Far North Queensland

□ Cairns

Herberton ✚
Mt Garnet ✚   ✚ Ravenshoe

□ Townsville

North Queensland

Mt Isa □

✚ Collinsville

□ Mackay

North West Queensland

Mackay – Whitsunday

Rockhampton
□
▲ Gladstone

▲ Emerald

Central Queensland

See South East Queensland Inset Map

▲ Charleville

South West Queensland

Department of Housing service delivery locations and boundaries (including Aboriginal and Torres Strait Islander Housing boundaries)
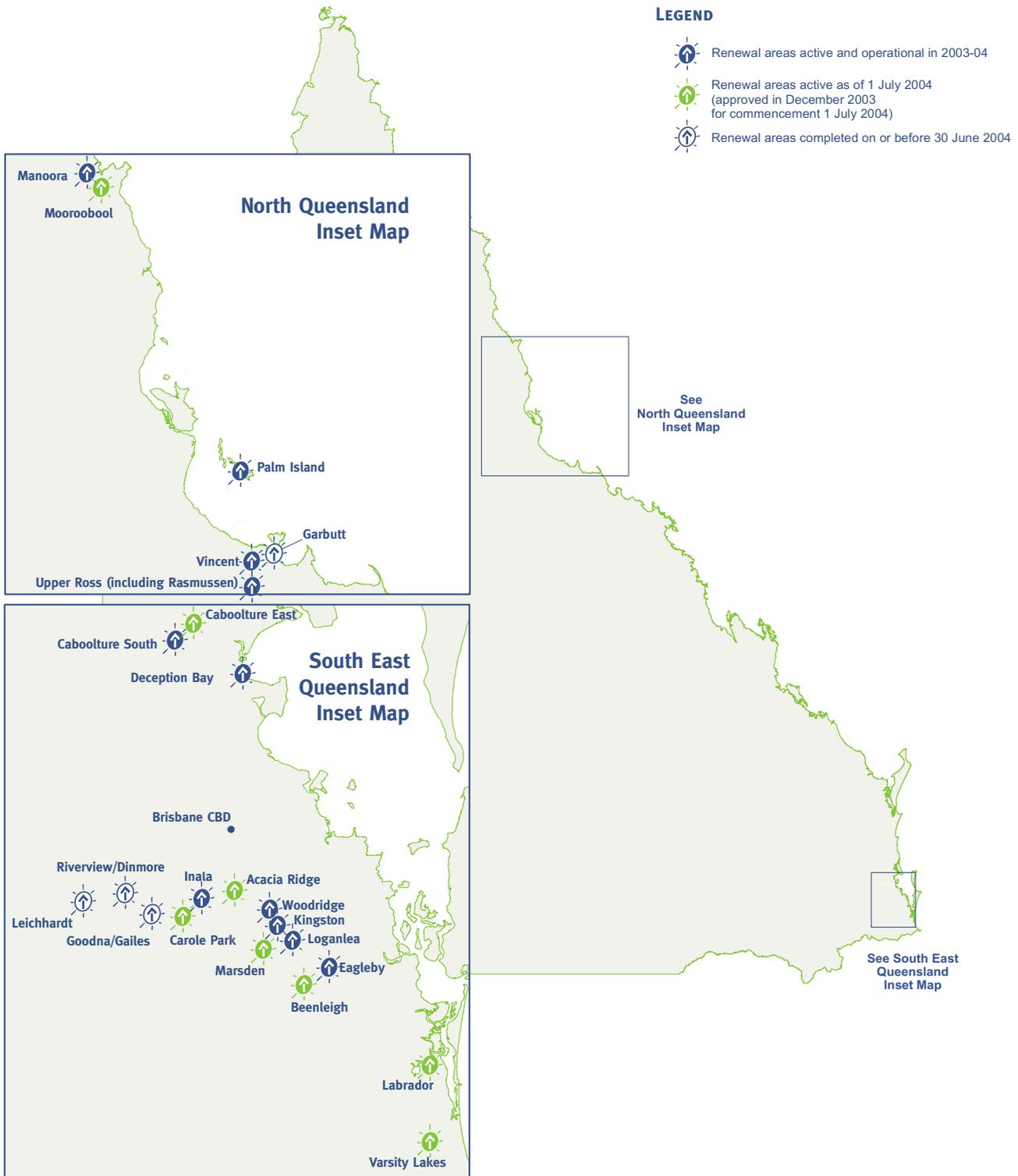
South East Queensland Inset Map

Bundaberg ○

Maryborough ▲

Wide Bay – Burnett

LEGEND

○ Area Office location

□ Area Office location including Aboriginal and Torres Strait Islander Housing team

▲ Client Service Centre location

Aboriginal and Torres Strait Islander Housing team regions align with Area Office boundaries except in the following regions:

Brisbane / South Queensland Aboriginal and Torres Strait Islander Housing Region

Central Queensland Aboriginal and Torres Strait Islander Housing Region

Sunshine Coast ○ Maroochydore

Caboolture ▲

○ Redcliffe

Brisbane North ○
Brisbane Central □
Brisbane South ○ ▲ Wynnum
Riverview ▲ ○ Bayside
West Moreton ○ Brisbane South West
Logan ○

Toowoomba ○

South West Queensland

○ Gold Coast

Community Renewal areas

North Queensland Inset Map

Manoora

Mooroobool

Palm Island

Garbutt

Vincent

Upper Ross (including Rasmussen)

South East Queensland Inset Map

Caboolture East

Caboolture South

Deception Bay

Brisbane CBD

Riverview/Dinmore

Inala

Acacia Ridge

Leichhardt

Goodna/Gailes

Carole Park

Woodridge

Kingston

Loganlea

Marsden

Eagleby

Beenleigh

Labrador

Varsity Lakes

See
North Queensland
Inset Map

See South East
Queensland
Inset Map

Director-General's year in review

Acting Director-General, Natalie MacDonald meets with the community and hands out information at NAIDOC week.

The 2003-04 year has been a year of significant change for the Department, most notably due to the commencement of the new *Housing Act 2003*. Importantly, the changes have seen us establish some strong new foundations, placing the Department on a sound legislative footing to deliver improved social housing outcomes for the people of Queensland.

The Act, which came into force on 1 January 2004, allows the Department to further explore a range of new options for delivering safe, secure, appropriate and affordable housing, while continuing to support more traditional approaches to social housing. It provides the Department with the legislative basis to develop new products, services and programs into the future.

The Department made a real difference to people's lives by assisting nearly 240,000 households with a diverse range of products and services. For example, the Department provided long-term social housing solutions for low-income families, provided financial assistance to help boarding house owners upgrade their premises and helped people with disabilities to make their homes more accessible.

Around 56,000 households were assisted through Public Rental Housing and Aboriginal and Torres Strait Islander Housing, and community organisations received funds to assist about 16,000 households with accommodation.

Around 62,500 residential renters received tenancy advice and over 51,000 older people and people with disabilities received advice and help with home maintenance, repairs and personal security needs. In addition, over 54,000 households were assisted with loans and grants to enable them to buy or remain in their own home or access private rental housing.

Dwellings over 25 years old represent a significant portion of the Department's property portfolio, and presented challenges in ensuring an acceptable standard of housing was maintained. Maintenance of the ageing portion of the housing portfolio, and rising land and construction costs, absorbed a greater proportion of the total public housing budget. This trend is expected to continue and present ongoing challenges to the Department.

Over the year, the Department committed to building or upgrading social housing across a range of programs. In all, the Department commenced over 300 new dwellings, completed over 450 new dwellings, and upgraded or enhanced the condition of more than 1,000 existing dwellings across the State.

Affordability remains one of the key challenges facing many Queenslanders in an environment of escalating costs in the home ownership and private rental markets. Increasing demands for affordable and social housing is another challenge that required the Department to seek new solutions to help meet that demand.

The year saw the signing of the 2003-2008 Commonwealth State Housing Agreement with funds provided by the Australian Government and the State through matching arrangements. Under the Agreement, all states and territories must review their program policies to ensure clients are not discouraged from entering or maintaining employment. States and territories must also develop strategies to attract new partners into the provision of affordable and social housing.

The Commonwealth State Housing Bilateral Agreement, which was also signed during the year, identifies Queensland-specific initiatives to implement these priorities.

In 2003-04, the Department continued to implement elements of the Affordable Housing Strategy and responded to planning scheme reviews and major Environmental Impact Statements. The Department also established relevant tools and guidelines

such as the Local Government Resource Kit, which provides advice and guidelines for local councils wishing to include affordable housing in their planning processes, and promotes partnerships to influence and increase the supply of affordable housing in high-growth, high-housing-need areas. The Brisbane Housing Company is an independent, not-for-profit organisation created by the Department in partnership with the Brisbane City Council. The Company, which provides affordable housing, continued to develop a mix of one and two-bedroom apartments and boarding house style accommodation in the inner Brisbane area.

The Public Housing Strategy acknowledges the limited supply of public housing and the necessity to target those in most need. As part of this Strategy, the Department worked towards defining those target groups more accurately, and considered other policy issues such as allocations systems and priority housing. As the lead Government agency on Residential Services reform, the Department continued to perform a key role in coordinating responses to closures of

low-cost housing and analysing trends within the industry.

In 2003-04, the Queensland Government allocated a further $75 million over five years to expand the Community Renewal program into nine new areas from Cairns to the Gold Coast and continue its operations in 10 areas. The Government also endorsed a new program design to improve the effectiveness of the program, including measures aimed at leveraging available government and other resources in renewal areas.

The Department values partnerships for delivering both traditional and innovative housing solutions, and thus entered into both formal and informal partnerships with business, the community sector and other government departments to broaden service delivery options and build new foundations for developing future housing solutions.

The Kelvin Grove Urban Village demonstrated how partnerships with the private sector and other agencies can realise common objectives. This unique master-planned

New Housing Act establishes new foundations for service

The *Housing Act 2003*, which took effect on 1 January 2004, was introduced to provide a modern, effective and accountable system for delivering housing and housing-related services.

The Queensland Government's response to housing need has come a long way since its early beginnings.

At the end of World War II, there was a shortage of housing and building materials and more than 4,000 Queensland families were living in makeshift dwellings made of tin, calico and canvas.

State and Commonwealth Governments made housing an urgent priority and in late 1945, when

Premier Frank Cooper signed the first Commonwealth and State Housing Agreement, the Queensland Housing Commission was born, backed by the *State Housing Act 1945*.

After 58 years, the old ways of doing business have made way for a fresh new approach to meeting the housing needs of modern Queensland.

The Act provides a legal framework for some important administrative processes, such as a registration system for organisations receiving funds to provide housing services, a system for reviewing departmental decisions and a set of obligations requiring clients to provide correct information to the Department.

The Act enables the Department to continue providing traditional responses to housing need, as well as providing the flexibility to develop

new solutions to meet emerging needs and changing circumstances. For example, it allows the Department to use funds or property to deliver public housing, grants, loans and other assistance to individuals and to groups providing housing services.

The *Housing Act 2003* establishes strong new foundations for the Department and its partners to embrace housing innovation into the future.
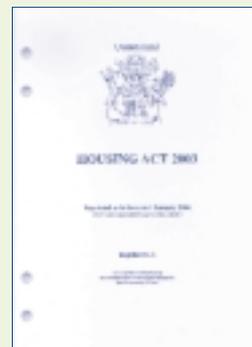
already using education facilities at the Village, following the opening of the Queensland University of Technology's Creative Industries Precinct in February 2004. Over the next few years, the Kelvin Grove Urban Village will progressively deliver a range of housing, including affordable housing, and cultural, leisure, business and learning facilities.

In 2003-04, the Department continued to promote environmentally, socially and economically sustainable housing to government, the building industry and home owners and renovators through its Smart Housing program. During the year, the Department signed key agreements with the Building Designers Association of Queensland, the Royal Australian Institute of Architects and the Wesley Mission to ensure a common understanding and joint promotion of the Smart Housing concept through initiatives such as display houses demonstrating Smart Housing design at Springfield Lakes.

Along with other agencies, the Department played an important role in the Government's responses to people in housing crisis and people with disabilities. The Department collaborated with other agencies to identify and deliver a range of preventative and emergency responses to homelessness. Collaborations with Disability Services Queensland and Queensland Health significantly enhanced the Department's capacity to meet housing needs for people with disabilities.

The Department has been actively engaged in the Meeting Challenges Making Choices Strategy. As part of this strategy, Government agencies and Indigenous communities work together to address issues affecting Aboriginal and Torres Strait Islander people.

This year, the Department continued capacity-building activities with Aboriginal and Torres Strait Islander councils through workshops to enhance the understanding of the *Housing Act 2003*, *Housing Regulation 2003* and the Total Asset Management Strategy pilot project.

In response to the Queensland Government's key priority of protecting our children and enhancing community safety, the Department of Housing appointed a Director of Child Safety to oversee the review of existing processes intended to reduce the risk of child harm and improve service delivery responses where appropriate.

Another significant change for the Department was the addition of Racing Industry Services to its portfolio. Although the Racing Directorate transferred to the Department of Public Works on 1 July 2004, significant work was initiated on the independent review of the integrity management structures of the thoroughbred, harness and greyhound racing codes in Queensland.

In summary, in 2003-04 the Department established the foundations we need to allow us to better provide responsive, integrated and sustainable housing services to Queenslanders through collaborative partnerships and innovative housing solutions.

Natalie MacDonald
Acting Director-General
Department of Housing

How we contributed to Government outcomes and priorities

In 2003-04, the Department of Housing delivered the following seven outputs (refer to the Performance Highlights section commencing on page 12 for output descriptions and achievements):

1. Aboriginal and Torres Strait Islander Housing
2. Community Housing
3. Community Renewal
4. Home Purchase Assistance
5. Private Housing
6. Public Rental Housing
7. Racing Industry Services.

The first six outputs contribute to the Government's community outcome of a fair, socially cohesive and culturally vibrant society and the Government priority of community engagement and a better quality of life.

Safe, secure, appropriate and affordable housing options in inclusive, cohesive and sustainable communities increase people's capacity to enjoy good health and a sense of well-being. Stable and appropriate housing also allows people to participate more fully in, and enjoy the benefits of, community life resulting in an improved standard of living.

The Department helped Queenslanders on low to moderate incomes to access long-term housing through its Public Rental, Aboriginal and Torres Strait Islander Housing, and Community Housing programs.

The Department provided a range of products and services for Queenslanders who needed assistance to access or maintain appropriate housing including bond loans for low-income earners seeking private rental accommodation, home loans and mortgage relief for people on low to moderate incomes, and Home Assist Secure and Home Access services which help older people and people with disabilities to remain in their own homes.

Through the provision of information and advice on key measures to retain and increase the supply of affordable housing in areas of high housing need, the Department was able to influence and facilitate local government, private and not-for-profit sector interest and investment in affordable housing. Crisis accommodation was also provided to some of the most vulnerable people in society when they needed it most. These accommodation services contributed to fairer, more equitable participation in the community for people with housing or housing-related needs.

Through its Community Renewal program, the Department actively engaged residents from targeted communities in the planning and resourcing of solutions to address local issues. The program involved a number of private and public organisations in the delivery of a diverse range of services and infrastructure to targeted areas. The program's flexible funding, decentralised structure and partnership approach meant that residents, government and community representatives were able to continue to work together to improve the quality of life for people within the targeted communities.

The Department's strong client focus, that puts people and communities first, helped to strengthen partnerships with tenants, communities, other government agencies, community organisations, the private sector and tertiary educational institutions.

In February 2004, as a result of machinery-of-Government changes, the Racing Industry Services output was added to the Department's responsibilities. The Racing Industry Services output contributed to the Government's outcome of a strong, diversified economy. The Department made an important contribution to the industry's sustainability by facilitating the transition to regulation under the *Racing Act 2002*, researching and monitoring developments and trends in racing, wagering and related industries, and providing drug testing, veterinary and other scientific services to the Queensland racing industry.

Young people in Eagleby lay new paths and bikeways to enhance their community.

Output performance summary

Output	Key Measures	1999-2000	2000-01	
Aboriginal and Torres Strait Islander Housing	Aboriginal and Torres Strait Islander Housing Rental Program: Total households assisted Dwelling commencements and purchases Average wait time for assistance (years) % of tenancies in arrears of four weeks or more	 2,966 68 1.2 4.20%	 2,918 76 1.1 3.20%	
Community Housing	Total households assisted Dwelling commencements and purchases	13,993 327	15,910 94	
Community Renewal	Number of Community Action Plans developed* Local Renewal Areas established** * Total since commencement. ** Based on the number of current renewal areas at 30 June 2004. *** During 2004-05, all areas will commence a new planning phase where revised performance measures will be defined.	N/A 12	11 13	
Home Purchase Assistance	New households assisted with: •Housing Loans •Deposit assistance •Grants – disability or indigenous •Mortgage relief Total new households assisted Total households assisted* * The decrease in the level of households assisted reflects the continuing decline in the size of the portfolio as clients pay out their loans.	 17 0 7 45 69 11,407	 35 22 7 50 114 9,780	

Private Housing	New households assisted with:
	•Bond Loans, Rental Grants and Subsidies
	•Home Assist Secure
	•Home and Community Care Home Modification Service
	•Tenant Advice and Advocacy Service (Queensland)
	•Housing Infrastructure
	Total new households assisted
	* The Department commenced administration of the Home and Community Care
	  (HACC) Home Modification Service in 2001–02, with the first full year of report-
	  ing in 2002–03. The number of households assisted is based on the number of
	  completed home modifications, although a range of other services was provided.
		
		16,804
		39,841
		*
		53,085
		113
		109,843
			
			19,353
			42,370
			*
			56,135
			201
			118,059	

Public Rental Housing	Total households assisted*
	New households assisted*
	Dwelling commencements and purchases
	Average wait time for assistance (years)
	Client satisfaction
	* The number of households assisted by Public Rental Housing has been declining
	  since 1999–2000. This has occurred due to a lower turnover of tenancies, as
	  clients remain in Public Rental Housing longer, combined with the smaller
	  number of additional stock being built or purchased.
	** Biennial survey from 2001–02.
		57,317
		8,813
		522
		1
		72%
			56,800
			7,230
			508
			1.1
			72%	

2001-02	2002-03	2003-04	2004-05 Target	
				Aboriginal and Torres Strait Islander Housing - Total households assisted - Rental Program
2,923	2,925	2,940	3,041	
78	48	41	36	
1.4	1.3	1.5	1.3	
3.80%	3.56%	2.94%	5.00%	
17,035	16,218	16,317	16,950	Community Housing - Total households assisted
124	120	104	114	
14	14	14	***	Community Renewal - Community Action Plans developed
14	12	14	***	
96	130	41	160	Home Purchase Assistance - Total households assisted
24	23	12	20	
10	11	5	12	
15	15	4	30	
145	179	62	222	
8,407	7,039	5,598	4,454	
18,743	18,082	18,134	18,181	Private Housing - Total new households assisted
46,835	50,652	51,282	50,000	
*	387	386	420	
57,881	59,668	62,594	61,500	
271	143	121	127	
123,730	128,545	132,517	129,808	
55,505	54,159	53,152	52,800	Public Rental Housing - Total households assisted
6,563	5,251	4,590	4,390	
316	309	280	333	
1.3	1.5	1.8	1.9	
76%	**	74%	**	

Performance highlights

Output Aboriginal and Torres Strait Islander Housing

Through its Aboriginal and Torres Strait Islander Housing output, the Department provides secure, appropriate and affordable housing to Aboriginal and Torres Strait Islander people in Queensland to assist in improving social and health outcomes.

Output achievements in 2003-04 include:

- Assisted 2,940 households to access affordable rental accommodation, including 299 new households in the rental program.

- Commenced construction and acquisition of 41 dwellings and completed 30 dwellings commenced in previous years throughout Queensland, including the commencement of 12 dwellings on Thursday Island, at a total cost of $11.9 million, through the rental program.
- Commenced upgrading 536 existing rental program dwellings at a cost of $7.2 million.
- Employed 80 Indigenous people through Aboriginal and Torres Strait Islander Housing in policy, administration, design and construction roles. At 30 June 2004, 70 Indigenous people were directly employed in the construction of rental units.

A solution for Indigenous Councils to manage their housing assets

Addressing housing need is about a lot more than ensuring people have a roof over their head.

Once the immediate issue of homelessness is solved, there can still be important stresses to overcome such as overcrowding, affordability, the overall condition of homes, even whether basic services like power, water and sewerage are connected.

In 2001, the Australian Housing Ministers released a major plan to improve the wellbeing of Indigenous people. *Building a Better Future: Indigenous Housing to 2010* set out a plan for accurately measuring community needs and providing targeted help and solutions.

To address a number of these important needs, the Department of Housing has developed a Housing Asset Management System for measuring the condition, upgrade and replacement costs of rental properties located in discrete Indigenous communities.

To keep information up-to-date, each Indigenous community rental property is inspected every two years.

A Department of Housing assessor, accompanied by a resident and a representative of the local Community Council, makes a full assessment of the properties. Details of all the work needed to renovate or restore each house are recorded in the system, which then shows how much it will cost to repair or replace the home.

After a full condition audit, the information is shared with residents and councils so they can plan for new buildings, replacements and upgrades, informed by effective and relevant data to support their capital works applications.

The most recent audit also collected demographic information for the first time.

Working together: a departmental assessor, a local Community Council representative and a resident assess a rental property.

This Housing Asset Management System is helping Indigenous communities establish firm foundations for addressing and reducing housing need.

- Employed 35 apprentices (including school-based apprentices) in the building trades, constructing new houses and upgrading existing dwellings through the Aboriginal and Torres Strait Islander Housing Rental Program and delivering projects for the Public Rental Housing output. The apprenticeship program has resulted in a high success rate with 73% of participants successfully completing their apprenticeship.
- Completed the final year of the Five-Year Capital Works Program for Deed of Grant in Trust communities which sought to address 80% of unmet housing need on discrete communities as measured in 1997. During 2003-04, a total of $31 million was spent on the construction of 61 houses and the upgrade of 59 houses to replace inappropriate accommodation and reduce overcrowding, through the community program.
- Conducted capacity-building activities with the Island Coordinating Council Housing Resource Workers to increase councils' understanding of housing needs.

Output Community Housing

Through its Community Housing output, the Department develops partnerships with not-for-profit community organisations, churches and local governments to provide crisis, transitional and long-term affordable accommodation to meet local needs. This is achieved through the administration of capital and recurrent grants by the Department, as well as through leases of Department-owned properties to eligible organisations. It also involves the registration of funded organisations and capacity-building initiatives to support a sustainable and accountable service delivery system.

Output achievements in 2003-04 include:

- Expended $10.7 million on crisis and transitional accommodation. This included:
- acquiring 36 dwellings through the Transitional Housing Initiative; and
- implementing initiatives to assist people in housing crisis across the State, including emergency response funding to assist people displaced by closures of boarding houses, and continued funding, together with the Department of Communities and the Brisbane City Council, of the Joint Inner City Homelessness Response in inner Brisbane.
- Expended $8.3 million on the Crisis Accommodation

Program. This included:
- commencing preliminary design of a women's shelter in Bundaberg;
- commencing preliminary design of three women's shelters in remote Aboriginal and Torres Strait Islander communities;
- commencing construction of six units of secure accommodation for women and children escaping domestic and family violence;
- completing the acquisition and construction of 29 units of accommodation, including youth and secure women's shelters;
- upgrading more than 102 properties; and
- leasing 183 properties from the private rental market.
- Completed 45 dwellings (including relocating 18 surplus dwellings) and commenced 22 new dwellings under the Long Term Community Housing Program at a cost of $10 million.
- Expended $4.6 million under the Boarding House Program. This included:
- continuing construction of 25 units at Ipswich and 26 units at Sandgate, and commencing preliminary design on sites at Hervey Bay and Gympie; and
- purchasing land in Gladstone.
- Assisted 3,059 households with transitional accommodation through the headlease of 1,822 properties under the Community Rent Scheme with grants totaling almost $10.5 million.

Singles accommodation in Rockhampton provides safe, affordable and flexible housing for low-income earners.

Output Community Renewal

Through its Community Renewal output, the Department works with residents, government and other groups in a specified range of neighbourhoods experiencing high levels of social and economic stress to identify and fund innovative services and infrastructure to develop communities where people feel valued, safe and proud.

Output achievements in 2003-04 include:

- Approved 93 projects valued at $11.6 million to address a range of community-identified needs and priorities including:
- $2.4 million allocated towards community multipurpose facilities including $0.8 million in additional funding for the construction of the Palm Island Youth and Community Centre;
- $0.7 million towards improving community safety in renewal areas through projects such as the establishment of the Woodridge/Kingston Police Beat;
- $1.6 million towards education, training and employment initiatives such as the expansion and resourcing of the Deception Bay Learning Centre;
- $1.2 million towards health and well-being initiatives including funding the Pre-School Family Support Worker at the Rasmussen Primary School in Thuringowa;

Michelle Brown, Director Community Renewal, meets children from the Palm Island Dance Troupe who performed at Brisbane's 'Out of the Box' festival.

- $1.7 million towards neighbourhood amenity initiatives including the redevelopment of Cambridge Park in Vincent, Townsville; and
- $2.2 million towards sport and recreation initiatives such as the Eagleby Wetlands Implementation Project and the Goodna Aquatic Facility.

Output Home Purchase Assistance

Through its Home Purchase Assistance output, the Department helps people on low to moderate incomes access and sustain home ownership through a range of products and services such as housing loan products, deposit assistance, special assistance grants and mortgage relief.

Output achievements in 2003-04 include:

- Provided 29 Queensland Housing Finance Loans to assist eligible applicants into home ownership.
- Provided 12 Queensland State Housing Loans to assist eligible applicants into home ownership through the purchase of a Public Rental Housing property.
- Managed 5,598 client accounts for housing loans.
- Provided four Mortgage Relief loans to clients experiencing serious short-term difficulties to assist them to meet their housing loan repayment commitments.
- Provided five households with Special Assistance Grants for households with a family member who has disabilities or households of Aboriginal, Torres Strait Islander or Australian South Sea Islander descent.
- Assisted 11 households with the purchase of additional shares in their properties under the Rental Purchase Plan scheme.
- Managed the finalisation of 1,260 housing loan accounts that were paid out by clients.

Output Private Housing

Through its Private Housing output, the Department provides a range of housing assistance and housing supply responses that enable Queenslanders to access or remain in their home or appropriate rental housing. This output also includes systemic strategies delivered in partnership with key stakeholders, which focus on maximising the potential of the housing system to meet the needs of Queenslanders.

Output achievements in 2003-04 include:

Housing Assistance

- Provided Bond Loans to 17,378 households at a cost of $12.1 million to allow access to the private rental market.
- Assisted 51,282 households with Home Assist Secure services and commenced the implementation of recommendations from the 2001-02 evaluation of the Home Assist Secure program to improve service delivery.
- Assisted 62,594 households with Tenant Advice and Advocacy Service (Queensland) services. This included giving advice and advocacy assistance to approximately 1,500 tenants residing in accommodation covered by the *Residential Services (Accommodation) Act 2002.*

Housing Supply

- Acquired land and completed infrastructure works for the Kelvin Grove Urban Village at a cost of $22.3 million.
- Transferred three of four retained sites in the Kelvin Grove Urban Village to the Brisbane Housing Company. The remaining site will be transferred in 2005-06. These transfers will enable the construction of a total of 100 two-bedroom equivalents across the four sites.
- Transferred land to the value of $9.3 million (including three Kelvin Grove Urban Village sites) and provided cash funding of $14.3 million to the Brisbane Housing Company to construct 62 additional units and purchase 19 units of accommodation, taking the total stock to 120 units as at 30 June 2004. Thirty-one of the 62 units funded for construction were completed by 30 June 2004 with the remainder scheduled to be completed in July 2004.

- Coordinated the whole-of-Government response to closures of residential services on 39 occasions, including assessing residents' needs and facilitating alternative housing and support options for residents.
- Continued to provide financial assistance to operators in the Residential Services Industry and expanded the scheme to providers of Residential Budget Accommodation.
- Provided grants to 86 operators for building works undertaken to enhance the health and safety of residents of private boarding houses, supported accommodation facilities and residential budget accommodation.
- Completed two facilitation grant studies with the Cerebral Palsy League in Brisbane and the Caloundra Catholic Parish.
- Processed eight requests for brokerage grants from church groups and not-for-profit organisations. The grants to approved organisations will assist them to determine the feasibility of providing and managing affordable housing on sites they have an interest in or own.
- Responded to five caravan park closures by addressing the housing and support needs of vulnerable residents about to be displaced. The Department provided funding to the Onsite Caravan Park Network to develop products and good practice guidelines for use by community and government agencies to respond to caravan park closures.
- Commenced a support package to assist eligible owners of caravans on "high risk" sites at Monte Carlo to meet Brisbane City Council's compliance requirements on safety.
- Coordinated a whole-of-Government approach to release surplus and potentially surplus Government land suitable for residential use in the Gladstone/Calliope region.
- Reviewed 31 planning schemes and six major Environmental Impact Studies.
- Worked with the Local Government Association of Queensland, Gold Coast City Council and other key stakeholders on the Draft Gold Coast Affordable Housing Strategy.

Output Public Rental Housing

Through its Public Rental Housing output, the Department provides affordable rental housing targeted at low-income disadvantaged families and individuals, in particular those who have difficulties accessing accommodation in the private market.

Output achievements in 2003-04 include:

- Assisted 53,152 households with affordable rental accommodation, including 4,590 new households.
- Through capital investment:
- commenced 280 new dwellings, including purchasing 35 existing dwellings, and completed 309 dwellings commenced in 2002-03 or previous years, under a dwelling investment program totalling $62.7 million. Of the 280 dwelling commencements, 174 were built to adaptable standards, with 68 of these being specifically adapted for clients with disabilities;

- supported apprenticeships through the allocation of 87 construction commencements (or equivalent upgrade work) through the Housing Industry Trade Training Plus scheme. These 87 commencements finalised the Department's commitment to the Housing Industry Trade Training Plus scheme;
- acquired land to facilitate the future construction of 220 units of accommodation at a cost of $19.1 million, and developed existing land holdings at a cost of $1.1 million; and
- enhanced the condition of existing Public Rental Housing dwellings and buildings through a $101.2 million upgrade program. This included the completion of the Kingston, Manoora and Leichhardt Urban Renewal projects as well as the continuation of projects at Inala, Woodridge, Goodna, Eagleby, Rasmussen, Deception Bay and Vincent. In addition, two new Urban Renewal projects commenced in Mooroobool and Loganlea. Urban Renewal improvements to dwelling amenity focused on kitchens, bathrooms and

Agencies unite for better client service

The Department has a diverse mix of clients with a wide range of needs and, to address their needs, sometimes we have to use solutions that are outside the traditional range of products and services.

Recent local agreements between the Department and Queensland Health's Mental Health Services have been signed to ensure close collaboration on delivering housing services to people with a mental illness or psychiatric disability.

These agreements set up protocols allowing both departments to deal confidently with each other when it comes to providing coordinated help for clients.

It cuts down on red tape, fosters regular contacts, and results in better outcomes for people with specialised needs when it comes to providing them with a social housing solution.

For example, people with mental illnesses sometimes have difficulty maintaining their tenancies because of memory problems, hospital stays or trouble relating to others.

Staff from Mental Health Services can help clients maintain their social housing tenancies through practical support and negotiation, and by advising the Department when someone is in hospital.

During the past year, a number of similar agreements have been established between the Department of Housing and Disability Services Queensland.

It's all part of establishing strong new foundations with partners who share our commitment to improving people's lives though housing.

A sign of the times – staff from the Brisbane North Area Office and Queensland Mental Health Services celebrate their new partnership agreement.

security screens. The electrical safety switch installation program also continued.

- Delivered the Public Rental Housing maintenance program at a total cost of $94.2 million.
- Finalised the relocation/disposal of the remaining 60 dwellings purchased from the Defence Housing Authority to over 15 rural and remote shires.
- Conducted the 2003 Annual Garden Awards which received a record number of 1,518 entries with significant increases in both Far North Queensland and North West Queensland regions.
- Updated and released the *Tenant Participation Strategic Directions Statement - Working Together* booklet which explained tenant participation, its operations and benefits.
- Completed the first full year of operations of the Call Centre, which processed approximately 100,000 calls from clients in the Brisbane metropolitan region.
- Commenced initiatives under the Public Housing Strategy which aims to provide sustainable and high-quality responses to people in housing need. Initiatives included reviewing the allocations system and priority housing procedures.

Output Racing Industry Services

Racing Industry Services provides a framework for the regulation of the Queensland racing industry by working with industry statutory bodies, government and industry agencies in order to improve integrity and public confidence that the industry is operated in an accountable and responsible manner.

Output achievements in 2003-04 include:

- Established an independent review of the integrity management structures of the thoroughbred, harness and greyhound racing codes in Queensland.
- Implemented new racing legislation, the *Racing Act 2002*, on 1 July 2003, which provides a modern and responsive legislative framework to manage and regulate the Queensland racing industry. This legislation incorporated the outcomes of governance reviews of the thoroughbred, harness and greyhound racing codes and the National Competition Policy review of the *Racing and Betting Act 1980*.

- Facilitated racing control bodies' obligatory policy development under the *Racing Act 2002*, including education, training and animal welfare policies. This involved the engagement of a Professional/Technical consultancy at a cost of $42,545[1].
- Achieved approval for the Racing Science Centre as an Accredited Facility under the *Racing Act 2002*, to enable the Centre to provide scientific and related integrity services to the Queensland racing industry under a five-year service level agreement and business plan.
- Continued implementation of the Deed of Grant in Trust racecourse policy and analysed opportunities to align the management of racecourse assets with responsibility for delivery of racing product, including:
- finalised the transfer of the Gatton Racecourse to the Lockyer Race Club Inc.; and
- continued negotiations regarding the transfer of Cluden Park Racecourse to the Townsville Turf Club. Finalisation of this contract will result in the transfer of the sixth racecourse to industry ownership under this policy since its introduction in 2000-01.
- Finalised the transfer of Parklands Gold Coast as trusteeship under the *Land Act 1994* to trusteeship under the *Racing Venues Development Act 1982*. This transfer was a prerequisite to conducting an evaluation of the governance and use of the facility with a view to optimising its future use as a racing venue and as a major community facility on the Gold Coast.
- Established formal working relationships with the Department of Primary Industries (Animal Welfare Unit) and Queensland Health (Environmental Health) to ensure an integrated and responsive approach to safeguarding the welfare of racing animals in Queensland.

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[1] The consultancy categories used in this report are those agreed by the Queensland Government. The total cost to the Department of Professional/Technical consultancies for the year was $1,413,185.

Activity Client service

The Department is committed to providing the highest standard of service to clients. Clients can depend on the Department to act with integrity, respect and to value diversity. The Department encourages client participation and engages with government, individuals and community representatives to develop processes to improve responses to community need.

Achievements in client service for 2003-04 include:

- A new organisational structure was progressively implemented across the service delivery network in order to be more responsive and flexible in providing client service.
- New and enhanced technology was implemented to further improve service delivery through the Call Centre.
- Partnership agreements were signed with Disability Services Queensland and Queensland Mental Health Services to improve services to clients with disabilities and those with a mental illness, through mutual information sharing and coordinated service delivery for individual clients.
- Adopted a closer working relationship with community housing service providers as part of service delivery improvements resulting from the implementation of the Housing Act 2003.
- Engaged with a wide range of community groups to better understand the needs of a range of clients including Indigenous groups, refugee and asylum-seeking groups, and groups assisting people with specific disabilities to improve housing outcomes for these people.
- Provided timely responses to the closure of boarding houses and caravan parks by creating Local Response Groups and partnerships with other government departments and the community sector.
- Integrated the delivery of tenancy and property management services to clients of the Aboriginal and Torres Strait Islander Housing Rental Program with the Department's service delivery network, to provide improved services.

Activity Portfolio management

The age and composition of the Department's portfolio presents challenges to maintain, rejuvenate and align the stock to the changing needs of its client group. Dwellings over 25 years old represent a significant portion of the portfolio, and maintenance of these dwellings is absorbing a greater proportion of the total public housing budget. In addition, land and construction costs have increased. Although portfolio expenditure is increasing, it is essential to maintain the asset value of the portfolio and to continue to provide an acceptable standard of housing to clients.

Through Urban Renewal, the Department sought to improve the internal and external amenity of its public housing stock, with an emphasis on improving the aesthetics, streetscape and mix of housing in the broader community.
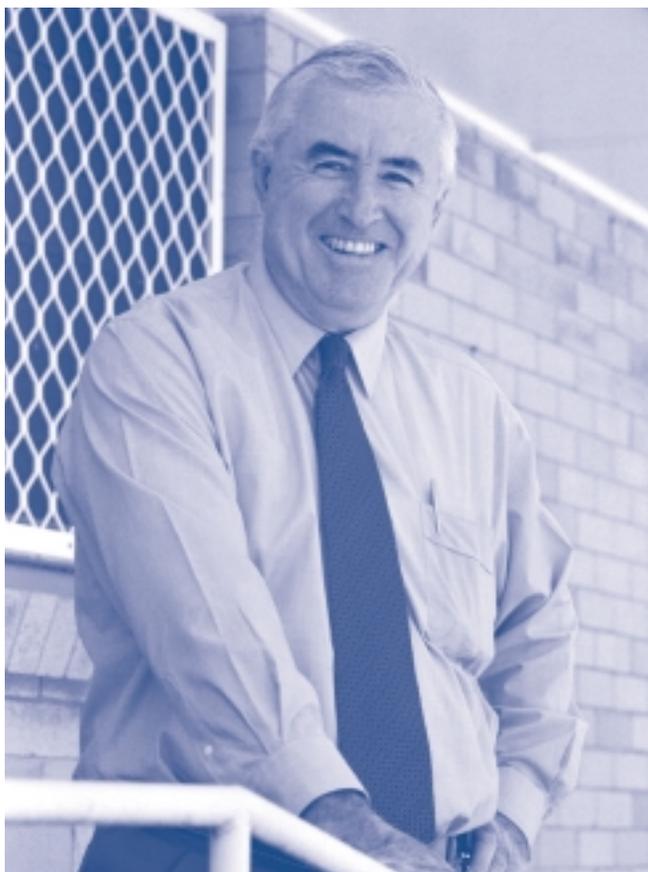
Damian Lavercombe, General Manager Property Portfolio Management, visits one of the Department's newly constructed buildings.

Public Rental Housing Portfolio	1999-2000	2000-01	2001-02	2002-03	2003-04
Public rental housing dwellings at 30 June	50,178	50,238	49,830	49,214	48,743
Dwelling construction commencements	503	508	302	300	245
Dwelling additions	711	669	460	210	292*
Dwelling purchases	19	10	14	9	35
Land purchases	412	54	31	70	220
Dwellings modified for people with disabilities	2,195	2,354	2,386	2,509	3,491**
Purpose-built disability and adaptable housing solutions	310	348	182	155	174

*In 2003-04, there were 292 dwellings added to the Asset Register, while there were 309 practical completions. There will always be a minor discrepancy between these two figures due to processing times.

**This figure is based on the total number of disability modification work orders raised during 2003-04, and includes more than one work order raised on some dwellings. The modifications figure based on actual dwelling numbers (i.e. the number of dwellings modified) is 2,835.

The Department continued to realign its portfolio to better match the needs of its clients and potential clients. As part of the process of realignment, the Department continued to dispose of dwellings that no longer met the needs of clients. Revenue from such sales has been reinvested according to departmental priorities, through new construction and acquisitions. In addition, the sale of public housing dwellings to public housing tenants enabled them to move out of public rental housing and into home ownership.

To examine the expected useful life of dwellings and further develop systems to assess the standard of dwellings across the portfolio, the Department engaged a Professional/Technical consultant at a cost of $18,009. The Department also engaged a further 25 Professional/Technical consultancies to provide specialist services across a range of portfolio management activities including the Brisbane Suburban Improvement Strategy and the Kelvin Grove Urban Village at a total combined cost to the Department of $1,105,690.

Activity Housing policy

Housing legislation

The commencement of the *Housing Act 2003* on 1 January 2004 represented the start of a new era for the Department of Housing. The housing legislation repealed and replaced the *State Housing Act 1945* and effectively dissolved the Queensland Housing Commission. The legislation recognises the Government's role in providing direct housing assistance, while providing the flexibility needed to deliver innovative programs and solutions. The *Housing Regulation 2003* also commenced in 2004 and contains provisions that support the *Housing Act 2003.*

Child protection reform

The Queensland Government has established a Department of Child Safety dedicated to protecting Queensland's children and young people, and ensuring they are safe from abuse and neglect. The Government has made **protecting our children and enhancing community safety** a key priority. The Department of Housing appointed a Director of Child Safety to oversee the review of existing processes intended to reduce the risk of child harm, improve service delivery responses where appropriate and contribute to the whole-of-Government monitoring process.

The Department commenced a review of services provided to children and families in contact with the child safety system, including children in foster care. Work commenced on developing policies and procedures to give the highest priority to assisting this target group, as part of a coordinated whole-of-Government effort to improve the safety of children and the effectiveness of the child safety system.

Research and evaluation

Through its funding of the Australian Housing and Urban Research Institute and its research and evaluation program, the Department of Housing strengthened its culture of evidence-based policy development and provided support for housing research nationally and in Queensland.

Research and evaluation highlights in 2003-04 included:

- Conducted evaluations of the Joint Inner City Homelessness Response, the Boarding House Program, the Community Rent Scheme, the Community Housing Management Strategy and the Department's Local Partnership Agreements with Queensland Health at a combined cost for Management and Professional/ Technical consultancies of $181,064.
- Finalised planning for the Urban Renewal evaluation to be undertaken in 2004-05.
- Worked closely with the Australian Housing and Urban Research Institute and other states and territories to develop three collaborative research ventures into priority policy issues including affordable housing and the relationship between housing assistance and economic participation.
- Coordinated the state and territory Housing Authorities' annual assessment of the Australian Housing and Urban Research Institute research proposals to be supported for funding in 2004.
- Conducted the Sustaining Tenancies research project to inform the Department's understanding of tenancies at risk and to develop a range of potential preventative responses.
- Finalised the Supportive Tenancy Management evaluation project to examine the effectiveness of a number of local supportive tenancy models.

- Evaluated the impacts of the Client Services Organisational Change project on service delivery staff, and commenced planning for the evaluation of service delivery improvements.
- Finalised the internal evaluation of the Multilingual Information Service commenced in 2002-03.

Acting Director Housing Policy and Research, Alan Shaw considers new opportunities for the Department to address housing need now that we have the flexibility of a new Housing Act.

Townsville project tackles homelessness

Townsville is a great place to enjoy the best of Queensland's tropical lifestyle. But not everyone finds it easy to live there, especially people who are in housing crisis.

So a new project aimed at reducing homelessness in the city was both welcome and timely.

Through its Townsville Transitional Housing initiative, the Department is working with community partners to provide transitional housing to people who are homeless or at risk of homelessness.

The Queensland Government made $15 million available in 2003-04 for the Department of Housing to build or buy transitional housing properties in high-need areas across Queensland. These properties are managed by community-based organisations.

In Townsville, two community groups are providing this assistance. Family Emergency Accommodation Townsville Inc. provides supported family accommodation with the aim of helping families eventually move into long-term independent accommodation.

A network of community groups known as Townsville Area Regional Support Housing is working with the Community Rent Scheme Townsville Inc. to provide transitional accommodation to larger Indigenous families.

Although it is still in its early stages, the Townsville initiative is already showing benefits with five units of accommodation available to families in need and a further seven units of accommodation in the planning stages.

Financial overview

The Department of Housing has produced a comprehensive set of financial statements (provided in full at the end of this report) reflecting the financial effect of its activities during 2003-04. During this period, the Department delivered its seven outputs within the overall limits of revenue sources available. As a result, the Department has been able to maintain its strong net asset position underpinned by liabilities representing only 6% (8% in 2002-03) of total assets.

Statement of Financial Performance

	2002-03	2003-04
	$'000s	$'000s
Revenues from Ordinary Activities	860,592	952,886
Expenses from Ordinary Activities	842,796	875,171

Revenues

The Department's main revenue sources comprise Australian Government grant funding (under the Commonwealth State Housing Agreement), Output Revenue from the Queensland Government (including State matching under the Commonwealth State Housing Agreement and equity return funding), together with the Department's own sourced revenue mainly in the form of rent revenue and interest from home lending activities.
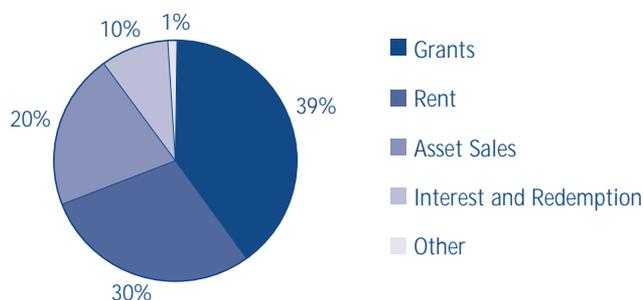
Expenses

The major costs of delivering each output include employee expenses, supplies and services (such as maintenance on housing stock and rates paid to local governments), provision of grants for housing assistance and the fully appropriated equity return payment to Queensland Treasury.
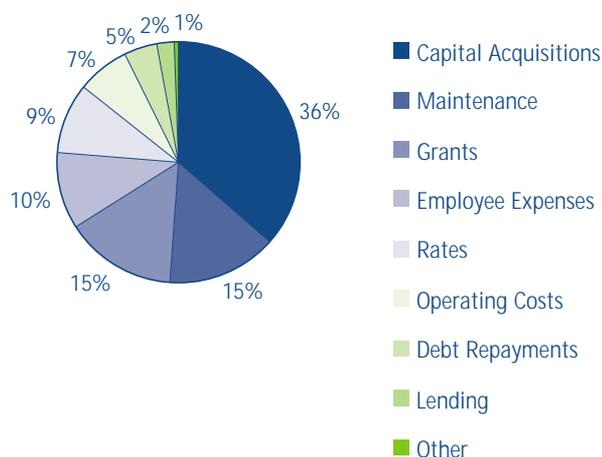
Statement of Financial Position

The Department's net asset position grew by approximately $2.543 billion (40.5%) during the financial year mainly as a result of the increased value of property, plant and equipment.

	2002-03	2003-04
	$'000s	$'000s
Total Assets	6,813,822	9,357,978
Total Liabilities	530,411	531,272
Net Assets	6,283,411	8,826,706

How each dollar was raised in 2003-04

- Grants 39%
- Rent 30%
- Asset Sales 20%
- Interest and Redemption 10%
- Other 1%

How each dollar was spent in 2003-04

- Capital Acquisitions 36%
- Maintenance 15%
- Grants 15%
- Employee Expenses 10%
- Rates 9%
- Operating Costs 7%
- Debt Repayments 5%
- Lending 2%
- Other 1%

The preceding charts exclude equity return funding received and equity return payments (as these are simply transactions between the Department and Queensland Treasury).

Organisational achievements

The following indicators demonstrate the Department's progress in 2003-04 towards the achievement of the goals articulated in the Strategic Plan 2003-08.

Progress Indicators	5 Year Target to 30 June 2008	Notes (see below)	Progress in 2003-04	
i. % of clients satisfied with the overall level of service.	75%	1	Public Rental Housing	74%
			Bond Loans	95%
			Tenant Advice and Advocacy Service (Queensland)	96%
ii. % of new social housing households who have a low-income or who have special needs but not necessarily a low income.	95%			95%
iii. % of new tenancies that are allocated to households with special needs.	45%			47%
iv. % of new allocations to those in greatest need.	60%			68%
v. % of total households assisted in rural and regional areas of Queensland.	35%			33%
vi. % of Community Housing providers satisfied with the overall level of service from the Department.	75%	2		Not available
vii. % of social housing stock that meets the minimum acceptable Property Standard Index.	90%	3		77%
viii. Number of active partnerships with local governments to support the provision and retention of affordable housing.	15			14
ix. Level of community engagement with Community Renewal.	45%	4		39%
x. % of people identifying with Equal Employment Opportunity target groups employed by the Department: • women; • women in management; • Indigenous people; • people from non-English-speaking backgrounds; and • people with disabilities.	Maintain or increase from prior year		2002-03 56.6% 44.7% 8.9% 10.7% 7.8%	2003-04 57.2% 43.6% 8.1% 9.4% 6.7%

Notes

1. In 2003-04, the Queensland Department of Housing contributed $18,002 towards a national Professional/Technical consultancy to conduct the survey. The total cost was $96,561 for the term of the consultancy from 2002-03 to 2003-04.
2. The Community Housing Provider Satisfaction Survey is undertaken every two years, with the next one scheduled for 2004-05.
3. The target is expected to be reached within five years based on the Department's new capital investment program, portfolio renewal strategy and the condition-based maintenance and upgrade programs.
4. It is expected that the level of community engagement in the two areas surveyed will increase to the target level by June 2008.

The following goals, objectives and strategies from the Department's Strategic Plan 2003-2008 provided the overarching framework to guide our operations and ensure consistency with the Government's priority outcomes.

GOAL 1

A sustainable social housing system that assists Queenslanders whose needs are not met in the broader housing system

Objective 1

Targeted social housing that provides a range of housing solutions

To achieve this objective, the Department employed the following strategies:

- continuously improved the delivery of housing services to ensure that they remain relevant to Queenslanders;
- implemented the Public Housing Strategy which aims to provide a sustainable and high quality response to people in housing need;
- identified, articulated and responded to existing and emerging housing need for Indigenous people;
- improved the financial and organisational viability of the community housing sector, inclusive of the Indigenous sector, and achieved a mix of service delivery models which is appropriate for Queensland;
- worked closely with funded community housing organisations to ensure their services are relevant, well targeted and efficiently delivered;
- contributed to the economic and social well-being of regional, rural and remote areas;
- provided a leadership role for coordinating the whole-of-Government response to address homelessness; and
- provided an appropriate range of social housing solutions across Queensland according to need.

Key achievements during 2003-04:

- commenced the *Housing Act 2003* on 1 January 2004;
- concluded negotiations leading to the signing of the multilateral and bilateral Commonwealth State Housing Agreements;
- commenced initiatives under the Public Housing Strategy including:
- an allocations system review drawing on international and Australian systems and methodologies; and
- a priority housing procedural review focused on improving client outcomes, increasing the flexibility of decision-making by including the use of local rules and making the application process easier for clients through the review and monitoring of applications over three months old;
- began operating under the new National Community Housing Standards from 1 January 2004;
- developed a future funding model for capital grants to discrete Indigenous communities using three multi-measures of need - homelessness, property condition and overcrowding;

Penny Gillespie, Acting General Manager Client Services, looks at ways to improve service delivery to clients across the State.

- developed regulations under the *Housing Act 2003* for funded organisations including in Aboriginal and Torres Strait Islander discrete communities;
- conducted capacity-building activities with Aboriginal and Torres Strait Islander councils with workshops on the *Housing Act 2003* and *Housing Regulation 2003*, the Island Coordinating Council Housing Policy and Research project, the Aboriginal and Torres Strait Islander Housing rent strategy, and the Total Asset Management Strategy pilot project;
- collaborated with the Street Based Outreach Service in Cairns to develop strategies for Indigenous homelessness as part of the Department of Aboriginal and Torres Strait Islander Policy's Homelessness Blueprint;
- participated in whole-of-Government Negotiation Table Meetings, including in Cherbourg, to address community issues including home ownership, Cherbourg Centenary Celebrations, land tenure and concerns relating to the abolition of the Aboriginal Coordinating Council;
- contributed to the continuous improvement of Aboriginal and Torres Strait Islander Housing Rental Program service delivery through the engagement of a Professional/Technical consultancy to conduct post-occupancy evaluations at a cost of $34,939;
- established closer working relationships with Disability Services Queensland to improve outcomes for clients of both Departments, through a joint Ministerial Statement tabled in July 2003 and subsequent joint work plan;
- allocated two adjacent properties at Morningside in Brisbane for a disability support management model involving Friends of L'Arche. Evaluation of the model and the designs, involving the use of secondary buildings as part of a property title, will inform how public housing and personal support can be integrated to better meet the needs of clients with disabilities;
- evaluated the Community Rent Scheme, the Boarding House Program, and the Community Housing policy framework to seek new approaches to viability, growth and innovation;
- provided emergency response funding to assist and support people affected by caravan park and boarding house closures; and
- participated in the Inner City Service Analysis Research Project which looked at services provided to homeless people in Brisbane's inner city.

Objective 2

Sustainable tenancies through improved access to appropriate support for those in need

To achieve this objective, the Department implemented policies and appropriate support mechanisms to improve tenants' housing circumstances.

Hope Vale pilots revolutionary asset management system

The Cape York community of Hope Vale is surrounded by land rich in fresh water springs, river estuaries lined with palms and magnificent bleached sand dunes which draw tourists from all over the world.

The small community is located about 46 kilometres north of Cooktown, with a population of around 750. In 1986, Hope Vale was the first Indigenous community in Queensland to receive land under the Deed of Grant in Trust arrangement.

In 2004, Hope Vale is part of another first – piloting an important new asset management project which will become a model for discrete Indigenous councils throughout Queensland.

The Total Asset Management Strategy created by the Department aims to deliver a coordinated, integrated system for managing Indigenous community housing properties by managing tenancies as well as property maintenance and replacements.

To back it up, the pilot includes strategies and tools to manage and keep track of tenancies, assets and resources.

The pilot has strong support from the community and council, and is being coordinated by Department of Housing staff based in the community. These staff are dealing first-hand with changes, problems and ideas.

The Total Asset Management Strategy pilot aims to establish new foundations for all discrete Indigenous communities by improving the sustainability of assets, providing better housing outcomes for residents and building the skills and capacities of the people who take on the administration of the system in the longer-term.

Key achievements during 2003-04:

- evaluated Local Partnership Agreements between the Department of Housing and Queensland Health, with a view to developing in 2004-05 a State-wide Memorandum of Understanding detailing future collaborations;
- finalised the Sustaining Tenancies research report which was prepared for the Department by the University of Queensland. This research aims to inform the Department's understanding of tenancies at risk and the range of potential responses which would prevent tenancies from failing; and
- successfully piloted the Transitions Program in three correctional centres in Queensland to assist newly released prisoners with housing needs.

Objective 3

A social housing portfolio aligned with existing and future social housing need

To achieve this objective, the Department employed the following strategies:

- continued to align the portfolio to address the changing requirements of long-term social housing need;
- enhanced information and processes for portfolio planning through improved demand analysis and local portfolio plans; and
- continued to monitor the effectiveness of the social housing portfolio within the context of contemporary social, economic and environmental factors.

Key achievements during 2003-04:

- worked with Indigenous councils to plan capital works, rent setting, upgrades for people with disabilities and allocations policies;
- commenced trialling the Total Asset Management Strategy in the Hope Vale Aboriginal community to provide Indigenous councils with a system for managing tenancies, properties and processes associated with rental properties;
- built or upgraded dwellings across Queensland under the Crisis Accommodation Program, including a youth shelter

This partnership is a perfect match - Acting General Manager Community Housing, Karen Wing attends the opening of new headquarters of MATCH (Metropolitan Association Towards Community Housing) at Woolloongabba.

on the Gold Coast, three units in Atherton, six units in Nambour and 114 minor upgrades throughout the State;
- completed 309 dwellings which targeted high priority communities and housing types;
- implemented a full property inspection regime for the Department's properties across the State, achieving 97% of the inspection target;
- continued the effective disposal of dwellings in line with the Department's service delivery and asset management goals;
- encouraged continuous improvements through better understanding of the key asset review drivers and identifying suburbs and localities where greater asset redevelopment and improvement opportunities could be found; and
- continued development of Value for Money models for the range of portfolio management activities including Urban and Portfolio Renewal, dwelling sales, maintenance, upgrades, spot purchases and land purchases.

GOAL 2

A responsive housing system which meets the diverse needs of Queenslanders

Objective 1

Influence the broader housing system to increase the supply of affordable housing across Queensland

To achieve this objective, the Department employed the following strategies:

- established processes for the Department's engagement with the private and community sectors to deliver affordable housing; and
- worked collaboratively with stakeholders in government, industry and the community to deliver affordable housing solutions within the context of sustaining communities.

Key achievements during 2003-04:

- developed a profile of the community housing sector, prior to commencement of the *Housing Regulation 2003* to inform the Community Housing Strategic Plan 2004-2009;
- sought amendment to the *Property Agents and Motor Dealers Act 2000* to provide for a limited real estate license for community housing organisations entering into tenancy management arrangements over registered affordable housing schemes;
- developed a Brokerage Policy Framework to guide the Department's assistance to external parties seeking to establish affordable housing projects for people on low to moderate incomes;
- commenced development of the Affordable Rental Housing Developers' Kit, *Design, Develop, Deliver - A Guide for Affordable Rental Housing*, in consultation with professional and peak industry organisations. Components of the Kit developed in 2003-04 include the *Benchmark Affordable Housing Rent Schedule* and the *Affordable Housing Design Guidelines*;
- worked with the Brisbane City Council to develop options for addressing affordable housing issues in Brisbane. This work included design feasibility reviews and the development of statutory covenants over the title to a property as a means to secure affordable housing outcomes for an agreed timeframe;
- launched the Local Government Housing Resource Kit which offers advice and guidelines for local councils

wishing to include affordable housing in their planning processes. The kit was distributed to all Queensland local governments and to stakeholders across government and among industry and community groups;

- developed the *Housing Action Plan for Gladstone/Calliope*, which identified a number of priority actions including a Government protocol for the release of State lands for residential development, with endorsement from the Department of Housing, the Department of Natural Resources and Mines, the Department of State Development, the Department of Local Government and Planning, the Department of the Premier and Cabinet and Queensland Treasury; and
- contributed to, in partnership with other jurisdictions, the development of a national, long-term vision for affordable housing, in accordance with Principle 11 of the Multilateral Commonwealth State Housing Agreement. In 2003-04, a Professional/Technical consultancy to help inform this national work was finalised at a cost of $2,376. The total cost for the full term of the consultancy from 2001-02 to 2003-04 was $84,085.

Objective 2

Alternative financing and supply models for the provision of affordable housing

To achieve this objective, the Department employed the following strategies:

- contributed to the development of independent, not-for-profit organisations which can provide affordable housing solutions; and
- explored and developed alternative models for the provision of affordable housing in regional, rural and remote areas.

Key achievements during 2003-04:

- conducted a financial analysis of incomes and affordability of home ownership in discrete Aboriginal communities;
- commenced financial modelling of home ownership in discrete Indigenous communities;

- developed a preferred tenure option for Aboriginal communities;
- worked with church groups and not-for-profit organisations to assess eligibility for grant funding to help them determine the feasibility of providing and managing affordable housing on their own sites;
- commenced a detailed examination of alternative finance arrangements that could be adopted by community housing sector organisations; and
- increased affordable housing stock managed through the Brisbane Housing Company by 50 units of accommodation, taking total stock to 120 units.

Objective 3

Improved planning, regulatory and private market support mechanisms to influence the supply of and improve access to affordable housing across Queensland

To achieve this objective, the Department employed the following strategies:

- contributed to the development and implementation of relevant legislation, policies and regulations;
- analysed local and regional housing markets and housing need to inform local and regional planning processes and industry decision-making; and

Rhonda Phillips, Acting General Manager Aboriginal and Torres Strait Islander Housing, engages in ways to improve housing outcomes on discrete Indigenous communities.

- contributed to Australian, State, regional and local planning processes to improve Indigenous housing outcomes.

Key achievements during 2003-04:

- negotiated with the Department of Employment and Training to allocate funding to deliver the Community Housing Training Package for Aboriginal and Torres Strait Islander housing sector workers;
- worked with the Australian Housing and Urban Research Institute and Flinders University to progress research on Indigenous access to mainstream public and community housing, and with the Australian Housing and Urban Research Institute to research trends in Indigenous mobility;
- delivered a number of Residential Budget Accommodation and Residential Service Industry grants to help providers of budget accommodation to comply with the mandatory requirements of the *Residential Services Building Standard* and the *Fire Safety Standard;*
- monitored the viability of supported accommodation and boarding houses to determine the size and location of the sector and the reasons for closures, and to develop action and assistance protocols with other Queensland Government agencies, the Residential Services Stakeholder Advisory Committee, the Residential Services Sector Coordinating Committee, the Brisbane City Council Working Group and the Residential Services Caravan Park and Residential Services Closure Coordinating Group; and
- continued development of the *State Planning Policy on Housing and Residential Development* and finalised the *Affordable Housing Design Guidelines.*

Objective 4

Improved participation by Queenslanders in the broader housing system

To achieve this objective, the Department employed the following strategies:

- addressed the need for accessible housing and enhanced the housing options for people with disabilities; and
- developed and enhanced policies, products and services which facilitated the capacity of the broader system to address the housing needs of client groups.

Key achievements during 2003-04:

- implemented the 2003-2004 Action Plan for People with a Disability;
- worked to identify and quantify the housing needs of people with disabilities in Aboriginal and Torres Strait Islander discrete communities. This included surveying nine Aboriginal councils to identify practices, procedures and policies used to address the housing needs of people with disabilities in their communities;
- worked with Indigenous Housing Resource Workers to increase councils' awareness of housing needs for people with disabilities;
- entered into Smart Housing Partnership Agreements with the Building Designers Association of Queensland, the Royal Australian Institute of Architects and other State Government agencies to work towards increasing the demand for, and supply of, more sustainable housing;
- developed a range of communication products to promote Smart Housing to the community, the media and industry, including a virtual tour of the Rockhampton Research House, website content, the *Cost Efficiency* booklet and various facts sheets;
- presented Smart Housing and the Research House at a range of government and industry events and displays, including the Building Designers Association of Queensland annual conference, the Brisbane Royal Show and the Home Show;
- developed the Home Access initiative (formerly Home Adapt) to work with the private sector to maximise accessible housing and enhance housing options for older people and people with disabilities;
- prepared for the Home Access Pilot by developing a range of products and tools, including the Property Assessment Kit, an Ease of Access Rating Guide, the Queensland Home Adapt Loan, an *Over 100 ways to improve access to your home* booklet and *Home Access - useful contact details* booklet; and
- conducted a Universal Housing Design Forum as part of Disability Action Week.

Jennifer Clark, General Manager Public Housing and Housing System Initiatives, launches the Home Access Loan, aimed at remodelling existing homes to make them more accessible for people with disabilities.

GOAL 3
Communities where people feel valued, safe and proud

Objective 1

Improved outcomes for renewal areas by stimulating new responses to locally identified priorities

To achieve this objective, the Department employed the following strategies:

- ensured each renewal area had a comprehensive, up-to-date and accessible plan that clearly outlines each community's priorities;
- ensured that Community Renewal-funded initiatives are innovative, informed by good practice, linked with the strategic priorities of Government and grounded in local context; and
- ensured the transparent monitoring of the extent to which improved outcomes are being achieved within renewal communities.

Key achievements during 2003-04:

- secured Queensland Government funding to 2008-09 for the continuation of the Community Renewal program in 10 areas and its expansion into nine new areas, which were identified in collaboration with Queensland Treasury's Office of Economic and Statistical Research using a range of social and economic indicators;

- developed a performance measurement and evaluation framework in collaboration with Queensland Treasury's Office of Economic and Statistical Research, enabling monitoring and evaluation of short- and long-term program outcomes;
- reviewed local renewal plans to identify outstanding priorities for action in existing renewal areas;
- further developed *The Art of Renewal* resource kit, a resource to help communities incorporate arts and cultural considerations into local planning. The kit will be a major component of all new area renewal plans. The first 'cultural planning pathway' was successfully trialled in Vincent; and
- convened an Early Childhood Advisory Group, pooling expertise from Government, academia and welfare organisations, to provide advice on childhood intervention projects proposed for Community Renewal funding. A sub-group focuses on Indigenous child and family development projects on Palm Island.

Objective 2

Increased capacity of renewal communities to harness the full resources of government, business and community sectors to develop sustainable responses to local issues and priorities

To achieve this objective, the Department employed the following strategies:

- increased the number and diversity of residents participating in renewal activities;
- supported renewal communities by providing access to skill development and the tools and mechanisms required to engage with local and government resources; and
- ensured renewal processes foster opportunities for residents to engage with government, business and community sectors to address local issues and priorities.

Key achievements during 2003-04:

- continued to strengthen and support Community Renewal Reference Groups and increase community capacity in renewal areas;

Community Renewal building community leaders

Debbie Bell is on a mission, busy building a better future for her family and fellow Goodna residents as part of the Department's Community Renewal program.

"I was a single mum receiving benefits and I wanted to put something back into the community," she said.

"I could see Community Renewal was trying to make this area a more liveable place so I wanted to get involved."

Debbie joined the Goodna and Gailes Community Reference Group to have her say on Community Renewal activities planned for the area.

Community Renewal Reference Groups consider all projects proposed for funding and recommend or reject them, depending on the level of community support.

The groups are the cornerstone of active community engagement in Community Renewal areas and help build residents' sense of pride in themselves and their neighbourhoods.

In Debbie's case, it's also been a stepping stone to personal success.

"I recently went to Adelaide to speak to 500 people at an Institute of Public Administration conference.

"Five years ago, I never thought I'd be doing that – it was the first time I'd even been on a plane!

"I'd like to thank whoever it was who thought of Community Renewal in

the first place. We were one of the pilot areas and from my point of view, it's been very successful."

Ringing in the changes – Goodna resident Debbie Bell is finding personal success and a new spirit of cooperation, thanks to the local Community Reference Group.

- engaged in wide-ranging consultations with renewal communities, including re-establishing the Palm Island Community Renewal Reference Group, discussing improvements to family support services in the Townsville renewal areas and consulting with young people and local councils to develop skate parks, including the Eagleby Skate Park and other youth spaces; and
- organised community training and capacity building for renewal communities across Queensland, including a computer skills course for the Manoora Community Centre Association Management Committee, engaging an Indigenous Community Development Officer in Rasmussen in Townsville and developing a community engagement training video with footage from Community Renewal's 'Lilliput Forum' at the Ideas at the Powerhouse festival.

Objective 3

Improved responsiveness by Government to the aspirations and needs of renewal communities through the use of whole-of-Government processes and local actions that link Government to the community

To achieve this objective, the Department employed the following strategies:

- contributed to the development of planning, resource allocation, performance measurement and delivery systems which maximise the transparency and coordination of government activity targeting the needs of renewal areas;
- improved the integration of Community Renewal funded initiatives with existing government services and facilities within renewal areas; and
- supported opportunities for regional managers to auspice Community Renewal projects and work with Community Renewal Reference Groups, each other and central Government processes to address the aspirations and needs of renewal communities.

Key achievements during 2003-04:

- developed a new program design, endorsed by the Queensland Government, which focuses on agency partnerships and moves away from grants-based project funding towards more integrated approaches with State and local governments;

- consulted extensively with State and local government stakeholders to inform the future direction of Community Renewal;
- consulted intensively with the Moreton Bay Coast and Country Regional Managers forum to inform the new program design; and
- successfully negotiated for Cairns renewal activities to become part of a Regional Managers forum pilot project considering governance, community engagement and renewal area responsibilities.

GOAL 4
A client-focused, innovative and flexible organisation

Objective 1

Client-focused services and products delivered to support positive outcomes for those in housing need

To achieve this objective, the Department employed the following strategies:

- continuously improved client service delivery arrangements;
- improved processes to assess clients' housing need and provide clients with housing assistance options; and
- expanded and improved options for clients' access to integrated program and government services.

Key achievements during 2003-04:

- developed performance indicators to measure the effectiveness of new models of service delivery across the network of client service offices, to achieve high-quality, responsive and client-focused service delivery;
- began a mentoring program in North Queensland to enhance staff ability to work more effectively with Indigenous clients;
- worked with the Murrigunyah Aboriginal and Torres Strait Islander Housing Group in Loganlea to identify opportunities for improved service delivery to Indigenous people;
- developed partnerships with a range of government and community groups such as Disability Services Queensland, Micah Projects, the Kowrowa and Koah Mantaka Land Trusts, Womens' Refuge Group operating in Maroochydore, the Department of Public Works,

Queensland Health, the Prince Charles Hospital Mental Health Unit, Centrelink and Queensland Police to achieve whole-of-Government approaches to service delivery;

- built, refitted or refurbished a number of service delivery offices to ensure clients' privacy could be respected and to facilitate more effective and easier communication between staff and clients; and
- co-sponsored the headline project *Coordinated Service Responses for Persons with a Mental Illness Requiring Social Housing* with Queensland Health.

Objective 2

A workforce capable of providing quality service in an environment of collaboration, innovation and continuous improvement

To achieve this objective, the Department employed the following strategies:

- developed and implemented the Workforce Management Strategic Plan including:

– ensured workforce capability to meet changing organisational demands;

– ensured a continued proactive approach to organisational health;

– supported enhanced employment and training opportunities for:
  - Aboriginal people and Torres Strait Islanders;
  - Australian South Sea Islanders;
  - people from a non-English-speaking background;
  - women;
  - people with disabilities; and
  - young people;

– maintained and improved internal communication mechanisms to ensure all staff are aware of key organisational issues; and

– optimised the use of available resources through sound management practices, financial planning and corporate governance arrangements.

Community housing sector on-line and in touch

Community Housing providers now have easier access to more consistent and up-to-date information through the Department's Community Housing On Line service.

Community Housing On Line is a web-based information and communication site, especially designed for the Department's partners in the community housing sector. These funded organisations include churches, not-for-profit groups and local governments who are playing an increasing role in providing crisis, transitional and long-term housing for people in need. Last year, the sector housed over 16,000 households in need.

The secure website offers a wide range of information and communication tools such as program guidelines, a calendar of upcoming events, newsletters and publications.

Community Housing On Line includes a specialised database for the Tenant Advice and Advocacy Service (Queensland) and a system which captures client information for the Home Assist Secure service. In 2003-04, the Tenant Advice and Advocacy Service (Queensland) assisted over 62,500 households and Home Assist Secure helped over 51,000 households.

Over time, Community Housing On Line will grow to include extra databases, discussion forums and better ways to exchange information between the Department and the

community housing sector.

Community Housing On Line is part of the Department's commitment to building new communication foundations with our valued service providers.
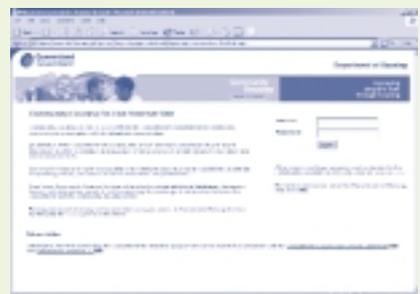
Community Housing On Line allows consistent and up-to-date information to be exchanged between the Department and the community housing sector.

Key achievements during 2003-04:

- trained staff in Cultural Awareness and Mura-Ama-Wakaana Indigenous Cultural Awareness;
- implemented initiatives to promote equity and diversity such as aligning vacancy advertising processes with equal employment opportunity principles, promoting job vacancies through Indigenous and disability employment support agencies and developing a cultural events calendar;
- provided ergonomic assessments, case management and rehabilitation programs for staff;
- recruited Indigenous apprentices and trainees in major centres throughout Queensland;
- delivered a wide range of *active*HEALTH activities aimed at maintaining a healthy and safe workforce including *active*HEALTH week, onsite flu vaccinations, Prevention of Psychological Injury Strategy and activities promoting health and fitness;
- developed and implemented a range of workforce management tools and initiatives such as performance management tools, a discussion paper on building trust, leadership development and best practice recruitment and selection guidelines for people with disabilities;
- provided training and employment for trainees and apprentices, including 24 Aboriginal and Torres Strait Islander people, four people from non-English-speaking backgrounds, and two people with disabilities;
- provided other supported training opportunities such as the Indigenous Graduate Development Program, the Migrant Work Experience Program and ongoing support through school-based apprenticeships;
- promoted our 'Statement of Client Service' standard in staff induction training;
- ensured all staff had access to information through a range of mechanisms including a regular news bulletin from the Director-General, a staff newsletter, staff forums, an Intranet site and all-staff emails;
- provided extensive financial training for staff including Managing Financial Performance, Systems Appraisals, General Ledger Codes, Vehicle Log Books, Procurement and Journal Preparation and Posting;
- completed a Goods and Sales Tax (GST) Prudential Audit undertaken by KPMG with a satisfactory outcome;

- developed the Indigenous Workforce Strategy;
- engaged two Management consultancies at a cost of $111,499 to evaluate quality management practices to ensure the Department's construction processes are providing efficient and effective outcomes[2];
- hosted the second National Housing Authorities Tax Forum in February 2004 and shared tax issues with states and territories and the Australian Taxation Office; and
- assisted a number of Indigenous graduates from the previous year's intake to secure employment.

Objective 3

Appropriate infrastructure, systems and information available to support the changing operations of the organisation and whole-of-Government objectives

To achieve this objective, the Department employed the following strategies:

- conducted major upgrades of Call Centre technology and business systems to enhance service delivery for clients;
- aligned business processes and information resources to support the Department's participation in whole-of-Government service delivery and State development initiatives; and
- fully utilised information and communication technology to benefit the Department and community partners.

Key achievements during 2003-04:

- launched the Community Housing On Line web site to improve access to departmental information services for community housing providers and to enhance their reporting capabilities;
- ensured the Department was fully compliant with the new Department of Justice and Attorney-General privacy requirements. This included implementing the Information Privacy Standard and ensuring all departmental forms, fact sheets, templates, letters and associated documentation were reviewed and amended to meet privacy standards;

[2] The consultancy categories used in this report are those agreed by the Queensland Government. The total cost to the Department of Management consultancies for the year was $233,576.

- implemented General Security Plans for key assets, Onsite Emergency Response Plans and Emergency Planning Committees, and maintained a Business Continuity Management Policy to capture all arrangements for preparation, prevention, response and recovery from natural disasters, terrorism or other major business disruptions;
- developed and implemented a Web Strategic Plan to ensure the Department's Internet and Intranet sites continue to deliver maximum usability and user-friendliness for clients and staff;
- successfully completed a SciQual International surveillance audit on Quality and Environmental Management Systems, to maintain certification to AS/NZS ISO 9001:2000 and AS/NZS ISO 14001:1996;

- launched the Income Confirmation Service which automates the transfer of income details for mutual clients with Centrelink, with a client take-up rate of 93%;
- engaged two Information Technology consultancies at a cost of $56,485[3] to inform the development of departmental systems to enable more efficient management of resources; and
- engaged one Management consultancy at a cost of $6,050 to enhance an on-line information tool to improve administrative processes and staff efficiency in accessing public housing policies and procedures.

[3] The consultancy categories used in this report are those agreed by the Queensland Government. The total cost to the Department of Information Technology consultancies for the year was $56,485.

Smart move - red tape cut for clients

Clients have been offered a hassle-free option for updating their income details with the Department of Housing.

Through a new Income Confirmation Service, public housing occupants can allow the Department to obtain income details directly from Centrelink.

It's all part of the Department's commitment to ensuring streamlined client service for clients who choose to use this service. Clients participating in this free service no longer have to provide written proof of their Centrelink income benefit or pension for rent reviews.

The service is not available to people who receive only a Centrelink Family Payment such as Family Tax Benefit or Child Care Benefit.

All other Public Housing tenants, occupants or applicants can ask to be part of the Income Confirmation Service and participation is completely voluntary. To participate, clients complete and return an authority form to their local Department of Housing office. Clients who don't wish to participate can continue to give the Department evidence of their income at each six-monthly rent review.

So far, over 48,000 clients have agreed to participate which is proof of its success.

Future directions

The Strategic Plan 2004-2009 presents the Department's direction over the next five years.

GOAL 1

Sustainable social housing for Queenslanders who are unable to access suitable alternatives

Full details of the goals of the Strategic Plan 2004-2009 can be accessed from the Department's Internet site at http://www.housing.qld.gov.au/publications/strategic_plan_2004/goals.htm.

Strategies to achieve this goal include:

- develop and deliver affordable, appropriate, flexible and diverse housing services;
- improve local service delivery coordination between social housing service providers;
- work collaboratively with other Government agencies, the private and community sectors to link housing services effectively with other social programs;
- ensure housing services support access to employment and promote social and economic participation;
- improve housing outcomes for Indigenous people;
- improve housing outcomes for people with disabilities;
- identify appropriate housing responses to homelessness;
- improve the range and supply of crisis and transitional housing;
- promote approaches to leverage additional resources into social housing;
- enhance the capacity of social housing providers to deliver flexible social housing options;
- target social housing services to those who will gain most benefit from those services;
- improve the sustainability and viability of the public housing property portfolio; and
- continue to enhance the standard and range of public housing stock in communities which have high concentrations of public housing.

GOAL 2

Increased supply of, and access to, affordable and appropriate housing in the broader housing system

Strategies to achieve this goal include:

- promote a strategic, integrated, long-term vision for housing affordability in Queensland;
- engage with other Government departments and local governments to promote affordable housing across the planning system;
- partner with the private sector, local governments and social housing providers to improve the supply of, and access to, affordable and appropriate housing using targeted local solutions;
- promote and deliver a range of housing-related financial products;
- develop appropriate mechanisms to increase tenants' access to advice and support to sustain their tenancies;
- influence the housing system to maximise the range and quality of accessible housing available for people with disabilities; and
- leverage opportunities presented through Community Renewal to optimise affordable housing outcomes in renewal areas.

GOAL 3

Increased opportunities and outcomes in renewal communities achieved through partnerships

Strategies to achieve this goal include:

- improve social outcomes for renewal areas;
- increase the capacity of renewal communities to harness the full resources of government, business and community sectors; and
- improve responsiveness by Government to the aspirations and needs of renewal communities.

GOAL 4

A client-focused, innovative and flexible organisation

Strategies to achieve this goal include:

- enhance the leadership capability of the Department;
- promote collaboration, innovation and continuous improvement to position the workforce to meet changing organisational demands;
- ensure appropriate infrastructure, systems and information are available to support the changing operations of the organisation and whole-of-Government outcomes;
- maintain sound financial management and corporate governance practices;
- maintain sound asset management practices;
- identify and build effective partnerships at local, State, Australian and international levels with government, industry and the community, which enhance our capacity to meet Government priorities;
- participate in Smart Service Queensland and shared service initiatives to deliver quality, integrated services, through the appropriate use of smart technology and resource sharing; and
- improve communication outcomes with clients and stakeholders and provide avenues for feedback and dialogue.

Partnerships – the key to success for Kelvin Grove Urban Village

When the Department of Housing and the Queensland University of Technology joined forces to develop a new urban village precinct in Kelvin Grove, they laid the foundations for a unique community to be created in the heart of Brisbane.

The $600 million Kelvin Grove Urban Village is a master-planned community which will offer a mix of housing options including affordable housing, together with educational, health, retail, recreational, community and business opportunities when completed in 2008.

Queensland University of Technology's $60 million Creative Industries Precinct, the first stage of the development, opened this year to the public and includes teaching areas, animation and design laboratories, and rehearsal and performance spaces. It is primarily used by students studying for degrees in communication design, journalism, fashion, film and television.

The Village recently won a number of awards, including the 2004 Planning Institute of Australia National Award for Excellence in Environmental Planning. This Award recognises the partners' innovation and the project's creativity, environmental quality, community benefit and technical competence.

It also recognises the contributions of the project's major consultants - the Department of Public Works, Hassell and Connell Wagner.

The Kelvin Grove Urban Village is showing the way for future urban development, encouraging respect for the environment, inclusion of public transport and focus on a mixed-use development.

For the Department of Housing, the Kelvin Grove Urban Village represents new foundations for developing affordable housing solutions and is a real example of the Smart State in action.

Kelvin Grove Urban Village, linking affordable housing, educational, retail and business opportunities.

Recognising and responding to community need

Reconciliation

The Department's commitment to make Reconciliation part of its working culture is detailed in the 'Steps to Reconciliation' statement and associated 'Reconciliation Action Plan 2002-2007'.

The overall aim of the Department in addressing Reconciliation is to contribute to the social equality and economic independence of Aboriginal and Torres Strait Islander people by providing safe, secure, affordable and appropriate housing. The Department's commitment to Reconciliation derives from key commitments by the Queensland Government and the Australian Housing Ministers' Ten Year Statement of New Directions for Indigenous Housing, 'Building a Better Future: Indigenous Housing to 2010'.

The following achievements were realised during the year:

- all Service Areas have action plans to address their commitment to the 'Reconciliation Action Plan 2002-2007';
- 172 staff attended the Mura-Ama-Wakaana Indigenous Cultural Awareness Program, and training will continue in 2004-05;
- 26 staff attended other cultural awareness training, including cultural heritage and native title legislation training;
- a project to develop an Indigenous Workforce Strategy was initiated;
- staff were required to show respect for Aboriginal and Torres Strait Islander people by using the correct protocol for referring to Aboriginal and Torres Strait Islander people in written and verbal communication;
- the Department took a significant leadership role in relation to national policy development and data collection to address Indigenous housing need, including attaining the position of chairs of the Standing Committee for Indigenous Housing and the National Indigenous Housing Information and Implementation Committee;
- the Department actively engaged Thursday Island residents in the Thursday Island Redevelopment Project;
- senior management and staff contributed to, and participated in, NAIDOC week activities;

- the Department acknowledged the traditional owners of land at public events including at the openings of new accommodation, launches of new products and services, presentations, meetings and forums; and
- the Department worked with Aboriginal and Torres Strait Islander organisations as part of their engagement in Community Renewal areas, including when the Department worked with the Palm Island Aboriginal Council on several Palm Island renewal projects.

Multicultural activities

In 2003-04, the Department facilitated access to its services and programs for people from diverse cultural and linguistic backgrounds by funding:

- Community Renewal projects with a multicultural focus including the Multicultural Festival in Goodna that involved a series of workshops with people from diverse backgrounds, exploring dance, cuisines, crafts and festival décor from different cultures; and
- Construction of two two-bedroom units in Innisfail and one four-bedroom house in Mackay, for Australian South Sea Islanders.

Departmental communication

- The Department's Multilingual Information Service provides 30 fact sheets on the Internet about departmental products, services and related issues in 15 non-Indigenous community languages (plus English).
- All videos produced by the Department are captioned to assist people from a non-English-speaking background.
- A contact details language block is incorporated into major departmental publications to help people from non-English-speaking backgrounds access information about the Department.

Staff and training

- A key initiative of the Department's Equity and Diversity Management Plan is to have well-informed staff who deliver client-focused service in a culturally and socially diverse community. The major strategies to support this initiative aim to improve knowledge and understanding of different cultural heritages in our client community and eliminate discrimination and harassment in the workplace. During 2003-04, the Department:

- held a range of cultural awareness training sessions with registrations from 198 staff; and
- provided training to 25 Harassment Referral Officers to help staff address discrimination and harassment issues in the workplace.
- The Department supported one placement under the Migrant Work Experience Program which provides four weeks of office skills training and six weeks of work experience for recently arrived migrants.

Young people

The Department recognises the growing need for safe, secure, affordable and appropriate housing options for younger Queenslanders. During 2003-04, the Department:

- provided secure and affordable housing to over 4,792 households led by tenants under 25 years of age including:
- 4,013 households in Public Rental Housing;
- 47 households in Aboriginal and Torres Strait Islander Housing; and
- 732 households assisted through the Community Rent Scheme;
- provided new bond loans to 5,751 households under 25 years;
- funded 79 Community Rent Scheme dwellings to be specifically leased to young people;
- provided accommodation to 162 students at Kynoch Village in Toowoomba;
- maintained 143 first year apprentices under the Housing Industry Trade Training Scheme;
- employed 24 new full-time trainees and two new apprentices in the Department;
- constructed seven units of accommodation for homeless young people under the Crisis Accommodation Program;
- funded community organisations to allocate 50 properties specifically targeted at young people under the Same House Different Landlord Program;
- provided funding under the Long Term Community Housing Program for construction of two units of accommodation for young people;
- provided information sessions to Grade 12 students about tenancy issues through the Tenant Advice and Advocacy Service (Queensland), using education materials particularly focused at young people;

- provided over $2.6 million funding for 22 projects targeting young people through Community Renewal. Funded projects involved consulting with young people and local councils to develop skate parks, including the Eagleby Skate Park, and other youth spaces;
- assisted the Department of Communities to identify and address the needs of children and young people affected by closures of caravan parks and residential services; and
- employed a Child Safety Director to ensure the Department's policies and procedures respond to children and young people at risk.

Older people

The Department values the significant contribution that older people make to the community and acknowledges they may have particular housing needs to enable them to live independently in the community.

During 2003-04, the Department:

- provided secure and affordable housing to:
- 22,106 households where the principal tenants were 55 years or over in Public Rental Housing; and
- 1,174 households where the principal tenants were 50 years or over in the Aboriginal and Torres Strait Islander Housing Rental Program;
- provided bond loans to 1,295 households where the principal residents were 55 years or over;
- provided subsidies to 203 households led by tenants 55 years or over to house them at Compton's Village, Caboolture;
- commenced construction of 60 seniors' units which are generally allocated to people 55 years or over. At 30 June 2004, the Public Rental Housing portfolio had a total of 9,113 seniors' units which represented 18.7% of the portfolio;
- provided funding to community organisations to commence 14 units of accommodation targeted at older people under the Long Term Community Housing Program;
- supported 50,000 older people or people with disabilities to remain in their homes through funding 41 community organisations to provide Home Assist Secure services; and
- funded two projects targeting older people through Community Renewal.

People with disabilities

The Department acknowledges the difficulties faced by people with disabilities in meeting their needs for safe, secure, affordable and appropriate housing across the State.

During 2003-04, the Department:

- provided secure and affordable housing to:
- 18,771 households with a person with a disability in Public Rental Housing and Aboriginal and Torres Strait Islander Housing; and
- 820 households with a person with a disability through the Community Rent Scheme;

- commenced construction of 174 adaptable dwellings and completed construction of 158 adaptable dwellings for the Public Rental Housing portfolio. Of the 158 dwellings, 55 were further adapted for people with disabilities. In addition, Aboriginal and Torres Strait Islander Housing completed or acquired 33 dwellings built to adaptable standards;
- provided disability modifications to existing Public Rental Housing stock to the value of $7.6 million;
- through Community Renewal, funded four projects targeting people with disabilities to provide meaningful and real employment, as well as skill development opportunities including the Creative Coping Program in Logan and the Work Enterprise Project;

Disability strategies help households adapt their homes for easier living

For people with disabilities or their families, finding a home that suits their needs can be difficult.

The Department recognises that safe, secure, appropriate and affordable housing can improve people's quality of life. Its Strategic Plan for People with a Disability outlines the products and services it offers to people with disabilities seeking assistance with housing and how it aims to provide coordinated services for people with disabilities, by developing a range of partnerships with other agencies and disability support groups.

Department of Housing staff found cerebral palsy sufferer David Bell a suitable unit at Windsor, with ground floor access and corridors wide enough to accommodate his wheelchair. "When I saw Windsor, I just said yes!" David said. "I'm very happy with my new home. It's definitely a lot better than where I was before."

Developing partnerships with other agencies and disability support groups allows the Department to provide coordinated services for people like David. As well, the Department is encouraging the housing industry to use more adaptable and accessible designs so that people like David can access suitable homes in the private housing market.

For example, the Department developed a Property Assessment Kit which is used to rate a home on its level of access for people with a disability. The *Over 100 ways to improve access at home* booklet is full of ideas for making life more comfortable for people with disabilities and older people.

The Department has also developed the Queensland Home Adapt Loan for home owners with disabilities or for those who have a household member with a disability. It enables them to modify their home so the person with the disability can remain living in their home with increased safety and independence.

These three products are being trialled in North Brisbane. Through its Home Assist Secure service, the Department also provides information and advice on minor home modifications and, through its Home and Community Care Home Modification Services, it provides information and financial assistance for larger home modifications.

By continuously working to improve its products and services for people with disabilities, the Department of Housing is building on firm foundations for delivering effective services to people with disabilities and their families.

Enjoying his independence, David Bell is one of many people whose lives have been improved by the Department's disability strategies.

- funded community organisations to purchase three units of accommodation and commence construction of two units for people with disabilities under the Long Term Community Housing Program;
- supported over 50,000 older people or people with disabilities to remain in their homes through funding community organisations to assist with minor home repairs and modifications, home maintenance and security through Home Assist Secure services;
- developed the Home Access initiative outlining how the Department will work with the private sector to maximise accessible housing and enhance housing options for older people and people with disabilities. The Queensland Home Adapt Loan for people with disabilities and Home Access products such as a property assessment kit and an *Over 100 ways to improve access at home* booklet were trialled;
- completed 394 home modifications through the Home and Community Care Home Modification Service in selected regions across the State;
- provided grants to five households who were purchasing a home with Department of Housing finance to assist with home modifications to increase the safety and independence of a family member with a disability;
- provided rental subsidies to three new households with a person with a disability or proven special need while waiting for a suitable Public Rental Housing property to become available;
- allocated two adjacent properties at Morningside in Brisbane for a disability support management model involving Friends of L'Arche;
- worked with the Aboriginal Coordinating Council and Island Coordinating Council to establish processes for identifying and addressing the housing needs of people with disabilities who live in remote communities;
- established new partnership agreements between Department of Housing offices and Queensland Health Mental Health Services to facilitate improved relations, information sharing and outcomes for clients with a mental illness and/or psychiatric disability;
- undertook an evaluation of local partnership agreements in place between the Department of Housing and

Queensland Health, to inform the development of a State-wide Memorandum of Understanding and further local partnership agreements. The evaluation will assist the organisations to work collaboratively to achieve positive, quality outcomes for people with a mental illness or psychiatric disability; and
- commenced work on a restructure of the Department's Internet site to increase accessibility to information and services for people with disabilities.

Rural and regional activities

The Department's products and services assist people in housing need in rural and regional communities, either through services targeted specifically to those areas or through the availability of services provided across the State.

During 2003-04, the following proportions of households assisted by the Department were in rural and regional areas:

- 30% of Public Rental Housing households assisted;
- 86% of Aboriginal and Torres Strait Islander Rental Program households assisted;
- 26% of Home Purchase Assistance households assisted;
- 39% of Bond Loan and Rental Grant households assisted;
- 40% of Housing Infrastructure households assisted;
- 33% of Home Assist Secure households assisted; and
- 25% of Tenant Advice and Advocacy Services (Queensland) households assisted.

In addition:

- 51.8% of new public housing dwelling constructions were in rural and regional areas;
- 92% of new Aboriginal and Torres Strait Islander Housing Rental Program capital works were targeted to rural and regional areas;
- 53% of Community Housing construction completions were in rural and regional areas, mainly funded under the Long Term Community Housing Program; and
- 31% of home modification completions by the Home and Community Care Home Modification Service were in rural and regional areas.

During 2003-04, the Department also:

- developed responses to the need for safe places in remote Aboriginal and Torres Strait Islander communities as informed by a range of cross-government strategies;
- helped strengthen communities in Vincent, Rasmussen, Manoora and Palm Island through an investment of $2.5 million in Community Renewal activities;
- completed three and a half years involvement with a student housing project in Normanton providing housing to students which allowed them to attend the local TAFE;
- funded Indigenous community skill development through the Indigenous Social Housing Skills Development Project with 22 people completing community housing accredited training (bringing total completions under this project to 124); and

- continued the Thursday Island Redevelopment project with $4.3 million expended on construction, acquisition and upgrades of dwellings.

Environmental Management

The Department's Environmental Management Policy highlights the organisation's commitment to:

- contributing to ecologically sustainable development;
- using quality-assured operational methodologies;
- continually improving environmental management practices;
- educating and training staff on environmental management;
- reducing waste and avoiding all forms of pollution;
- managing and conserving energy; and
- conserving Queensland's natural and cultural resources.

Smart Housing through smart partnerships

Imagine a house so smart it is already adapted for the needs of children, elderly people or people with disabilities, so families can live comfortably as their needs inevitably change throughout all stages of their lives.

And imagine not just one house, but whole streets, suburbs and even cities designed and built to be socially, economically and environmentally sustainable.

The Department's Smart Housing initiative has worked to promote these principles to industry and consumers to develop more sustainable housing in Queensland.

Smart Housing encourages good practice in planning, design and building practices that better meet people's needs and that suit Queensland's climate.

Smart Housing features are being adopted by builders, architects, real estate developers and government agencies all over Queensland.

Central to the success of the Smart Housing initiative are the partnerships that the Department has forged with the Queensland chapter of the Royal Australian Institute of Architects and the Building Designers Association of Queensland to promote smart and sustainable housing design and construction.

The Department also joined forces with the Environmental Protection Agency and Civic Steel Homes to provide design and construction advice to develop three Smart Houses as part of the Housing Industry Association's GreenSmart Village at Springfield Lakes.

The houses will enable consumers, the construction and design industry and the media to see real examples of Smart Housing in practice.

Smart Housing demonstrates the Department's commitment to ensuring Queenslanders have access to cost-efficient, safe, secure, adaptable and comfortable housing.

Smart Housing – provides for families to live comfortably as their needs inevitably change throughout all stages of their lives.

Quality and Environmental Management Systems

The Department has achieved certification to the Environmental Management Systems standard AS/NZS ISO 14001:1996 in all Service Areas. The Department has operated in accordance with an Environmental Management System Policy Manual since 1998, undergoes regular review of the environmental aspects and impacts of its activities, and sets environmental objectives and targets accordingly.

The Department's Environmental Management System effectively controls the environmental impact of the Department's activities. Incremental and continuous improvement has been achieved in business practices within the office environment, in the building construction and maintenance program, and by integrating sound environmental design principles into housing design processes. Measures have also been taken to reduce the impact on the environment through smarter housing design standards, and to influence funded organisations and projects to consider and manage the environmental impacts of funded activities.

Smart Housing

As part of its role of influencing the broader housing system, the Department of Housing promotes more sustainable housing to the housing industry and home owners/renovators through its Smart Housing program. A Smart House is designed with people in mind: it is safe, secure and universally designed; it is efficient in the use of water, waste and energy resources; and it is cost-efficient over time. This results in a house that is more comfortable to live in, cheaper to maintain and less of a burden on our environment.

The 'triple bottom line' approach to sustainable housing gives equal priority to social, environmental and economic outcomes:

- social sustainability - incorporating universal housing design where the home is designed to be comfortable for people throughout the different stages of their lives or in times when residents are faced with changing lifestyles or special needs; and safety and security features to reduce the occurrences of common accidents in the home and improve security against crime;
- environmental sustainability - relates to resource efficiency, specifically relating to water, waste, and energy efficiency; and
- economic sustainability - cost efficiency over time. That is, the extra costs outlaid at initial construction are out-weighed by the significant savings generated over time.

Information on Smart Housing can be found on the Smart Housing website located at www.smarthousing.qld.gov.au.

The Department continued to implement the Smart Housing Partnership Agreement, which commits each State Government agency with a stake in more appropriate housing design to a common definition and promotion of Smart Housing. The nine signatory agencies are the Department of Housing, Environmental Protection Agency, Queensland Health, Department of Emergency Services, Building Services Authority, Department of Public Works, Office of Fair Trading, Queensland Police Service and Department of Communities.

Other achievements for the Smart Housing program in 2003-04 included:

- established partnerships with key industry organisations for the promotion and uptake of Smart Housing principles in housing design, construction and renovation;
- developed a series of publications clearly articulating the key principles of Smart Housing, including a booklet on cost efficiency. A number of targeted fact sheets were also developed to communicate information in a format that is more accessible for industry and consumers;
- delivered numerous presentations and industry training forums to explain and encourage the uptake of Smart Housing criteria in design and construction;
- contributed to the Townsville City Council's 'Sustainability in the Tropics' project, focusing on appropriate housing for tropical Queensland conditions;
- developed an extensive database of criteria to provide accurate and up-to-date information to the public and industry; and
- improved the Smart Housing website, which outlines the Smart Housing message and provides up-to-date industry news. Over 16,000 visits to the site were recorded during the year.

Smart Housing created partnerships and developed projects with industry to provide practical demonstrations of how Smart Housing principles can be applied.

One example of such a partnership was the inclusion of Smart Housing design principles at the Wesley Mission/Housing Industry Association GreenSmart Village at Springfield Lakes, which will remain open for public display for 18 months. These examples of Smart Housing provide opportunities for industry participants and the broader public to see first-hand examples of Smart Housing.

The Department also worked in partnership with the Environmental Protection Agency, Queensland Health, the Brisbane City Council, the Gold Coast City Council and the Noosa Shire Council on the economic, social and environmental analysis of the draft Sustainable Housing Code including the engagement of a Professional/Technical consultancy at a total cost to the Department of $83,751.

Rockhampton Research House

The Research House is Queensland's first house to test and demonstrate new and innovative technologies, building practices and products in a single, living sub-tropical environment. The aim of the project is to investigate ways to improve housing for Queenslanders.

The project involves the design, construction and monitoring of an inhabited four-bedroom house in Rockhampton in Central Queensland, which demonstrates the three elements of Smart Housing - social, environmental and economic sustainability.

The Department of Public Works' Built Environment Research Unit manages the research and analysis undertaken in the house on behalf of the Department of Housing. Information about the Research House project may be accessed on the Internet via the Smart Housing website at http://www.housing.qld.gov.au/builders/research_house/index.htm.

The first annual data collection cycle for the Research House was completed in 2003-04 and reports on water use, energy use and temperature are being finalised. Further research will be undertaken with the Centre for Social Change Research at the Queensland University of Technology to investigate the experience of living in a Smart House. The Collaborative Research Centre for Construction Innovation will use the knowledge gained from the Research House in two projects looking at Sustainable Sub-Divisions and Energy Efficient Design.

During 2003-04, the Research House project team finalised the development of a virtual tour of the Research House, which is available on the project website and is also available on a CD-Rom. Copies were distributed to industry partners, local council libraries and to Members of Parliament in Queensland. The CD-Rom will also be distributed to every school in Queensland in 2004-05.

Waste and energy management

Across the Department, waste reduction plans have been implemented which influence the way staff work in the office environment, including initiatives such as:

- strategies to reduce use of paper;
- using recyclable toner and ink cartridges for photocopiers and printers;
- purchasing energy efficient office equipment;
- turning off lights when rooms are not in use and turning off computers overnight;
- using double-sided printing and recycled paper for printing drafts; and
- encouraging the storage of electronic documents rather than paper documents where possible.

The Department is also encouraging better use of transport by:

- promoting reduced car usage by encouraging staff to use alternatives such as walking, cycling, public transport and car pooling;
- reducing home garaging; and
- reducing the number of six-cylinder vehicles leased and increasing the number and use of four-cylinder vehicles.

At 30 June 2004, the Department had reduced:

- fleet vehicles to 174 (18 fewer than last year);
- six-cylinder vehicles by 25 compared to last year;
- 338,970 litres of petrol purchased in 2003-04 compared to 378,038 litres last year; and
- 37,332 litres of diesel purchased in 2003-04 compared to 45,947 litres last year.

At 30 June 2004, the Department had purchased a total of 22,068 reams of paper from the Government stationery provider for printing use, which represents a reduction of 6,479 reams from the previous year.

Our people

Workforce Management Strategic Plan 2003-2006

The new Workforce Management Strategic Plan 2003-06 was developed and approved in July 2003 and provides a framework for how the Department of Housing will develop and manage an effective workforce. It outlines the investment in our people, who make a vital contribution to the effectiveness of the Department. It guides our efforts to make best use of this key resource and to develop workforce management policies, practices, procedures and initiatives that support the Department's business and the clients it serves.

The three key strategies in the plan aim to:

- create a positive and healthy work environment where people feel valued;
- build and maintain the capability of the workforce through effective human resource and employee relations policies and practices; and
- develop capacity to respond to and manage change, both internal and external, and build and support flexibility in its people and the organisation.

In particular, the plan focuses on:

- delivering quality client service;
- ensuring a workforce capable of meeting changing organisational demands;
- maintaining a proactive approach to organisational health;
- supporting whole-of-Government employment and service delivery initiatives; and
- strengthening the Department's capability to develop collaborative relationships, partnerships and effective community engagement.

Flexible work practices

The Department of Housing recognises that it makes economic and social sense to ensure employees are not subjected to undue pressures arising from conflicting work and family responsibilities. The Department is committed to supporting employees to find a balance between work and family commitments by facilitating appropriate employment and leave options. Initiatives such as more flexible working hours, increased part-time work, job share opportunities and flexible leave provisions enable workplaces to accommodate family commitments for all employees with family responsibilities.

At 30 June 2004, 116 staff (equivalent to 70 full-time positions) were employed on a part-time basis, including 11 staff with arrangements allowing additional annual leave at a proportional pay level and 10 staff working in a job-share arrangement. In addition, one staff member was working under approved telecommuting arrangements.

Staffing numbers at 30 June were:

Status	30 June 2002*	30 June 2003*	30 June 2004*
Casual	1	2	0
Permanent	840	877	836
Permanent Part-Time	49	54	46
Temporary	313	294	307
Temporary Part-Time	19	23	24
Total	1,222	1,250	1,213
* By Full Time Equivalent (FTE)			

Core Certified Agreement training

The Department provides funding under the Core Certified Agreement training agenda to assist AO2, AO3 and AO4 staff to gain nationally accredited qualifications. During 2003-04, nine staff completed their Certificate III in Government and eight staff completed their Certificate IV in Government, with a total of 42 staff enrolled at 30 June 2004.

Commitment to training

During 2003-04, staff spent an average of 27.9 hours (compared to 39.5 hours last year) attending internally and externally conducted training programs, conferences and seminars at an average cost to the Department of $877 per employee.

The Department's orientation for all new staff is a three-day program aimed at fostering a strong client service culture and instilling an understanding of the ethical and professional standards required of staff. The program includes sessions on the Code of Conduct and Prevention of Harassment. During the year, six orientation programs were conducted for 68 staff. Each year, at least one orientation program is conducted specifically for new trainees and apprentices.

Commitment to apprentices and trainees

In 2003-04, under the Breaking the Unemployment Cycle initiative, the Department supported 24 new full-time trainees, two new apprentices and 18 ongoing apprenticeships. Trainees were recruited from various target groups including Aboriginal and Torres Strait Islander people, people from non-English-speaking backgrounds and people with disabilities. All apprentices were Aboriginal or Torres Strait Islander people. In addition, the Department sponsored a participant in the Migrant Work Experience Program which is managed by the Department of Employment and Training.

Staff recruitment, skills development and performance management

Mapping of competencies is an identified strategy under the Workforce Management Strategic Plan 2003-2006 to improve recruitment and selection, skills development and performance management of employees. To progress the Competency Strategy and Framework, the Department developed a high-level competency matrix based on job families.

Work continued across a number of Service Areas on the development of competency-based position descriptions, particularly in the areas where organisational realignment was occurring, such as Community Housing, Client Services and Community Renewal. In addition, the individual performance management framework was aligned to the competency strategy and staff training provided. Work commenced on the evaluation of training and its delivery within the Department, including an assessment of the alignment of the Department's Learning and Development and competency strategies which included a Human Resource consultancy at a cost of $26,752[4]. This work will continue in 2004-05.

The Department is a member of the 'Disabilities Champions Partnership', a Government initiative aimed at reducing barriers to employment for people with disabilities in the public service. The partnership, which comprises the Department of Public Works, the Department of Industrial Relations, the Department of Transport and the Department of Housing, produced the *Working with People with Diverse Abilities* booklet.

Leadership development

The Department is committed to the development of a strong leadership capability and has identified a suite of learning and development initiatives and information that will build skills and support staff to meet current and future needs.

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[4] The consultancy categories used in this report are those agreed by the Queensland Government. The total cost to the Department of Human Resources consultancies for the year was $26,752.

The Leadership Discovery initiative identifies the capabilities and competencies required by effective leaders and provides a description of each capability and competency within a leadership capability framework.

A Leadership Discovery website is available on the Department's Intranet which includes the capability framework, information on a 360-degree feedback questionnaire, learning and development options, and information on resources and activities that can assist staff to develop their leadership skills and knowledge. As part of the Leadership Discovery initiative, a comprehensive kit and guidelines were developed to assist both mentors and mentorees in establishing and maintaining an effective mentoring relationship.

Women throughout the Department are strongly encouraged to further their career development and are supported by a number of learning and development initiatives such as the Queensland Women in the Public Service Mentoring Program, Senior Executive Service Mobility Program, and other conferences and seminars.

In April 2004, four Department of Housing staff graduated from the Public Sector Management Program which highlights excellence in public sector leadership and is administered by the Department of Industrial Relations.

Workplace health and safety

The Department's organisational health program (*active*HEALTH) is an integrated range of workplace health and safety promotion strategies designed to foster a supportive work environment which encourages better health and morale for departmental staff. The program recognises that there can be a positive correlation between healthy and safe employees and productivity, with reduced costs to the organisation. The program supports ongoing activities such as stress management initiatives, Cardio Pulmonary Resuscitation training, workplace health and safety audits, the Prevention of Psychological Injury Strategy, a flu vaccination program, sporting activities and policy development.

The annual *active*HEALTH Week was conducted in September 2003 and proved to be a success with most activities enjoying a high level of participation. Flu vaccinations were made available to all staff (including regional staff for the first time) in April and May 2004.

As part of the Department's Prevention of Psychological Injury Strategy, the following initiatives were undertaken during the year:

• Harassment Referral Officer refresher training;
• development of performance management workshops for delivery across the Department to ensure that managers and supervisors have the skills to deliver performance feedback in a positive and effective manner;
• development of marketing material on the prevention of harassment and prevention and management of critical incidents; and
• implementation of an Early Intervention Pilot (in conjunction with the Department of Industrial Relations) to minimise the number and cost of psychological injuries. Guidelines were developed in relation to an early intervention process which provides alternative leave options for employees who may be suffering from workplace stress.

Acting General Manager Corporate and Executive Services, Helen Ferguson participates in activeHEALTH week activities for staff.

The Department continued to offer professional, independent counselling services to all employees and their families through the Employee Assistance Service. The service is designed to specifically address and improve the well-being and lifestyle of staff whose lives and work performance may be affected by personal or work-related problems. The Manager Assist Program, available through this service, provided support to managers dealing with complex staffing issues.

The Department provides a comprehensive rehabilitation and case management service to employees who have suffered either an illness or injury related or unrelated to their employment. In 2003-04, there were up to 27 rehabilitation cases with nine graduated return to work programs being supported. The Department also has a comprehensive Site Safety Management Program in place which includes general workplace health and safety management plans, site specific safety plans, site induction for both contractors and employees and safety audits.

Harassment Referral Officer network

At 30 June 2004, there were 55 Harassment Referral Officers within the Department. Extensive introductory and ongoing training is provided regarding preventing and resolving harassment, discrimination and workplace bullying issues. The Harassment Referral Officers play an important role in helping employees work through issues at an informal or one-on-one level.

Responsibilities of the Harassment Referral Officers include providing:

- general advice and support to staff;
- general guidance and assistance for managers and supervisors; and
- information on resolution options, entitlements and responsibilities.

Change management

The Department continued implementing its change management policy. During the year, the Department supported three main change management processes:

- in December 2003, Community Housing introduced a new structure to support the Department's increased emphasis on building partnerships and delivering services in a more

flexible, integrated and locally-focused manner. The former structure was program-based and limited Community Housing's capacity to undertake new and emerging business. Under its new structure, Community Housing can work towards more integrated service provision across programs based on a regional rather than a program-based design. This will strengthen staff relationships with Area Offices and funded service providers in each area, and will improve cross-program planning and delivery;

- continued implementing the Client Services Organisational Change Project which restructured the Department's service delivery network and was informed by a Management consultancy at a cost of $35,665; and
- commenced repositioning the Aboriginal and Torres Strait Islander Housing Service Area to strengthen client service delivery to Indigenous clients through the service delivery network and to strengthen the strategic role and output delivery of Aboriginal and Torres Strait Islander Housing. A Management consultancy at a cost of $6,296 was engaged to assist in this process.

Equity in employment

The Department's Equity and Diversity Management Plan 2002-05 outlines its commitment to offering fair and equitable recruitment and employment opportunities for staff. The plan identified strategies and activities aimed at improving recruitment, retention and career development for staff in all target groups as well as eliminating harassment and discrimination from the workplace.

As part of the plan, a Calendar of Cultural Events for 2004 was developed and circulated. The calendar includes the events, national days and ethnic and religious festivals that reflect the predominant ethnic groups to which staff and clients belong. It was developed to assist staff to celebrate the significant events that enhance and enrich a culturally diverse society.

The overall representation of women (full-time equivalents) within the Department was 57.2% (56.6% last year). The graphs on the next page depict the representation of women across salary levels at 30 June 2004.

Salary Profile by Gender as at 30 June 2004 by % of All Staff

	SALARY GROUP 1	SALARY GROUP 2	SALARY GROUP 3	SALARY GROUP 4	SALARY GROUP 5	SALARY GROUP 6	SALARY GROUP 7	SALARY GROUP 8	SALARY GROUP 9
Female	0.48%	1.83%	24.54%	8.90%	10.48%	5.40%	2.62%	1.91%	0.87%
Male	2.94%	3.10%	8.18%	7.07%	7.55%	5.40%	4.29%	2.70%	1.75%
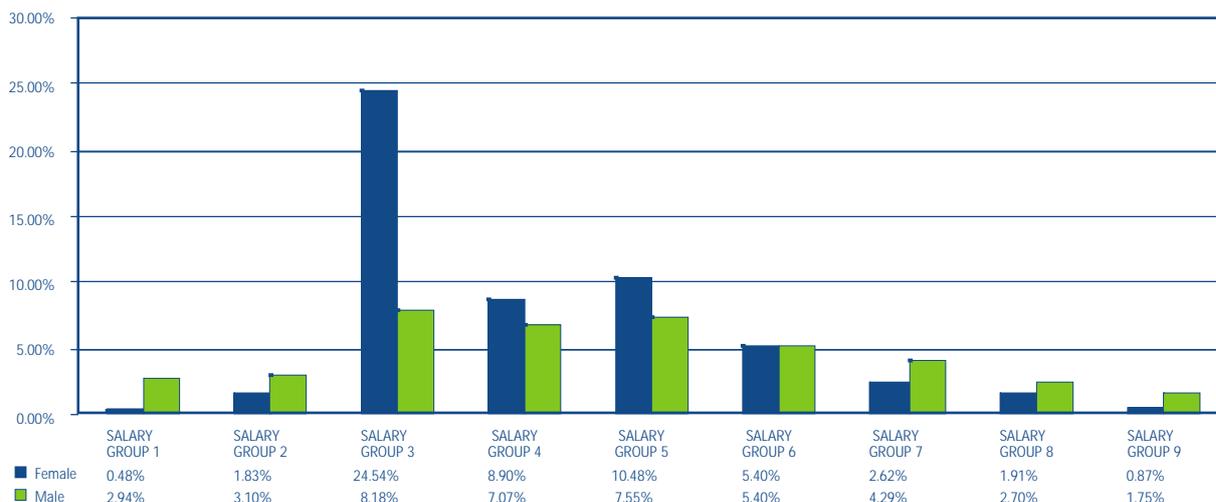
Comparative Gender Profile 2003 to 2004 by Number of Staff

	SALARY GROUP 1	SALARY GROUP 2	SALARY GROUP 3	SALARY GROUP 4	SALARY GROUP 5	SALARY GROUP 6	SALARY GROUP 7	SALARY GROUP 8	SALARY GROUP 9
Females June 03	13	143	214	93	142	68	41	14	13
Males June 03	40	66	111	84	99	65	58	23	22
Females June 04	6	23	309	112	132	68	33	24	11
Males June 04	37	39	103	89	95	68	54	34	22
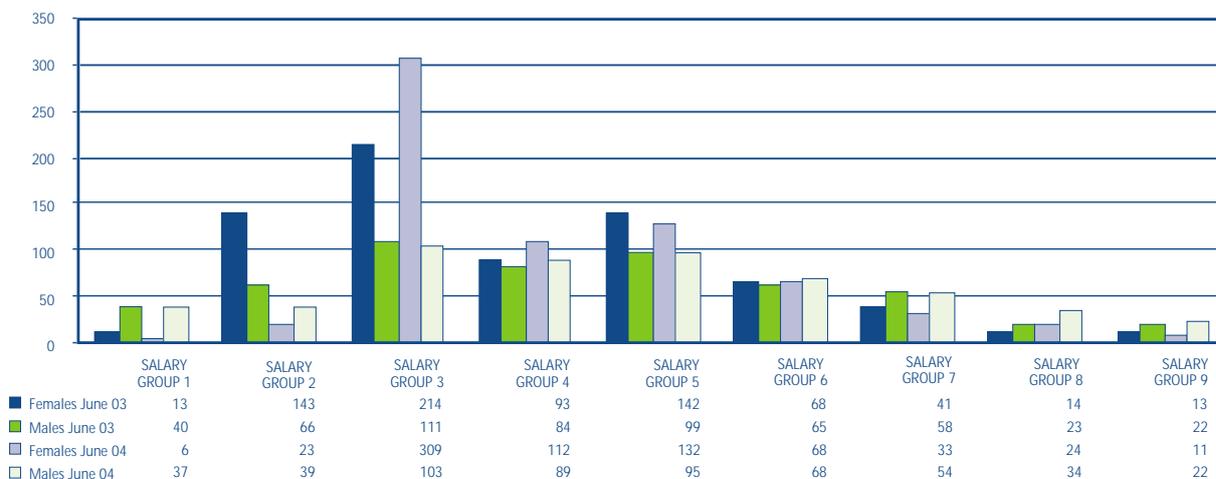
Salary Group	Salary Range	
	30 June 2003	30 June 2004
1	$0 - $23,180	$0 - $24,484
2	$23,181 - $34,279	$28,651 - $35,583
3	$34,280 - $40,885	$38,053 - $42,436
4	$40,886 - $47,670	$44,998 - $49,480
5	$47,671 - $54,602	$52,147 - $56,676
6	$54,603 - $61,672	$59,833 - $64,015
7	$61,673 - $69,160	$66,950 - $71,787
8	$69,161 - $75,578	$74,179 - $78,450
9	$75,579 +	$79,092 +

Salary groups are based on Administrative Officer equivalents in core Government agencies.

The ranges for each salary code at 30 June 2003 and 2004 are shown in the table at left.

While departmental recruitment and retention strategies encouraged the employment of Aboriginal and Torres Strait Islander people across the Department, the majority of the Department's Indigenous staff were located within the Aboriginal and Torres Strait Islander Housing Service Area.

The following table shows the proportion of staff employed in the Equal Employment Opportunity target groups at 30 June:

Percentage of employees from Equal Employment Opportunity target groups

Category	Number at 30 June			
	2001	2002	2003	2004
Employees of Aboriginal and Torres Strait Islander descent	7.4%	8.9%	8.9%	8.1%
Employees with disabilities	8.1%	7.9%	7.8%	6.7%
Employees from non-English-speaking backgrounds	9.6%	10.0%	10.7%	9.4%
Women	52.4%	54.3%	56.6%	57.2%

Women in senior positions

In 1999, a target for women in senior officer and senior executive positions (AO6 classification and above) was set in consultation with the Public Service Commissioner. Annual results since 30 June 2001 are:

Category	Target	Achievement at 30 June			
		2001	2002	2003	2004
Women in Senior Officer and Senior Executive Positions	35%	38.7%	34.4%	37.1%	43.6%

Voluntary Early Retirements

The Department finalised 11 Voluntary Early Retirement packages at a total cost of $361,085 as a consequence of the Workforce Renewal process during the 2003-04 year.

Corporate governance

Corporate governance is a combination of guiding principles and governing practices that facilitate high quality services to the Department of Housing's stakeholders.

These principles and practices are reflected in the Department's values of integrity, valuing diversity and respect, and in clearly defined roles and accountabilities which ensure that statutory and policy requirements are met.

Principles

Values, ethics and Code of Conduct

The Department has an ongoing commitment to maintaining high ethical standards, as evidenced by the provision of principles and standards of conduct for all staff in the Department's Code of Conduct. The Code of Conduct is based on the obligations of the *Public Sector Ethics Act 1994* and stresses that acting ethically is central to achieving the Department's purpose and to supporting its values of integrity, valuing diversity and respect. These, in turn, guide the Department's philosophy of client-focused service delivery.

The Department's Code of Conduct is readily accessible by all employees on the Intranet and Internet sites and copies are also provided to all new employees, with acknowledgment of receipt stored in their personnel files.

The Department's initiatives to educate staff on the Code of Conduct include:

- a compulsory training program that ensures all staff receive training with their attendance recorded;
- a Code of Conduct session in the Department's Orientation Program; and
- a communication strategy that includes mechanisms for ongoing awareness of the contents of the code.

During the year, 138 staff were trained on the Department's Code of Conduct.

In the latter part of the year, the Department undertook planning to establish its new Ethical Standards Unit which will have the following responsibilities:
- to promote ethical standards and behaviour across all levels of the organisation; and
- to coordinate and manage disciplinary and grievance investigations.

The Department's quality assurance systems, including the Corporate and Service Area Risk Registers, ensure that its administrative procedures and management practices comply with the *Public Sector Ethics Act 1994* and the Code of Conduct.

The Department has also developed and implemented a comprehensive set of fraud and corruption prevention controls based around relevant legislation and ethical principles. These are easily accessed by staff through the Department's Intranet site.

Whistleblowers Protection Act 1994

There were no disclosures under the *Whistleblowers Protection Act 1994* from 1 July 2003 to 30 June 2004.

Practices

Strategic, operational and business planning

The Department has an integrated planning and performance framework which has been developed to ensure the strategic directions and performance requirements outlined in the Strategic Plan cascade into the Department's Operational Plan and lower level business plans. This means that subsidiary plans have direct links with the Strategic Plan and provide progressively increasing levels of detail on the implementation of strategies and actions across the Department's outputs and Service Areas.

At the employee level, an individual performance management strategy provides a structure that links the performance of individual staff members, managers and Board of Management members to corporate values, goals and strategies, and significantly influences the Department's capacity to contribute to the Government's outcomes and priorities. This approach also enables employees and teams to understand the goals of the organisation and to see how individual and team outputs contribute to the achievement of organisational objectives and values.

Performance assessment

The Department has a robust performance assessment system in place and undertakes a rigorous resource and operational performance review on a monthly basis through the Financial Management Steering Committee. Comprehensive financial and non-financial management reports, including detailed analysis and commentary from all Service Areas on major financial performance indicators, are considered and appropriate action initiated where necessary.

Quarterly reporting to the Queensland Treasury and annual reporting to the Australian Government ensures financial and operational performance is monitored effectively. Under the Commonwealth State Housing Agreement, the Department's performance is benchmarked against other states and territories based on a National Performance Indicator Framework according to effectiveness and efficiency measures. Results are published annually in the *Report on Government Services*.

Leadership

The Director-General is responsible for the leadership and management of the Department of Housing including determining priorities and driving organisational performance. The position is accountable to the Minister for Public Works, Housing and Racing, the Premier and the Queensland Parliament for the efficient management and governance of the Department.

The Director-General is advised by a Board of Management which operates under terms of reference that clearly outline its role to provide positive and visible leadership and stewardship for the Department. It is accountable for ensuring the highest standards of corporate governance for the Department and the Queensland Government.

Members of the Board of Management, General Managers and Directors of each Service Area are accountable to the Director-General.

The Director-General is also responsible for laying the foundations for the Department's strategic direction and for ensuring the Department's structure and resources are appropriate for achieving the priorities and outcomes of the Government.

Board of Management

Membership of the Board of Management consists of:

- Director-General (Chair);
- General Manager, Aboriginal and Torres Strait Islander Housing;
- General Manager, Client Services;
- General Manager, Community Housing;
- General Manager, Corporate and Executive Services;
- General Manager, Housing Finance;
- General Manager, Property Portfolio Management;
- General Manager, Public Housing and Housing System Initiatives;
- Director, Community Renewal; and
- Director, Housing Policy and Research.

The Board of Management is the Department's principal advisory committee to the Director-General. The Board meets monthly with extraordinary meetings convened as required to address strategic, complex or urgent and significant issues.

During the year, the Board was responsible for setting the Department's strategic direction, reviewing overall performance and ensuring that all activities supported the Government's key priorities and required outcomes.

Significant matters overseen by the Board of Management included:

- development of the Commonwealth State Housing Agreement Bilateral Agreement 2003-2008;
- monitoring departmental compliance with the Commonwealth State Housing Agreement Multilateral Agreement 2003-2008;
- issues relating to the Queensland Government Coordinated Response to Homelessness 2003-04;
- the Public Housing Strategy 2003-08 including defining the Department's target groups more accurately, and other related policy issues;
- Home Access initiatives;
- Child Safety responsibilities including the establishment of a temporary Child Safety Director position within the Department;
- new neighbourhoods and program design for Community Renewal;
- the creation of the Affordable Housing Steering Committee and the Affordable Housing Reference Group;

- preparation of an *Affordable Rental Housing Developers' Kit* incorporating the *Affordable Housing Design Guidelines* and other documents;
- progress of the Kelvin Grove Urban Village including marketing strategies and completions and openings;
- Smart Housing;
- strategic and operational planning;
- inter-government relationships;
- policy proposals and Cabinet submissions;
- service delivery initiatives;
- financial strategy and performance;
- portfolio planning and capital works; and
- organisational capacity, infrastructure and structural issues.

Roles and accountabilities

The Director-General's accountability is supported through a system of committees and structures which helps to ensure all legislative and statutory requirements are met and the Department is organised and managed in an effective and efficient manner.

The Director-General is supported by the following key committees, all of which are chaired by a Board of Management member:

Committee	Key Governance Role	Frequency of meetings	Membership	
			Internal	External
Audit Committee	Provision of advice on audit and audit-related matters to assist the Director-General discharge financial management and compliance responsibilities imposed under the *Financial Administration and Audit Act 1977*.	Quarterly	4	1
Risk Management Committee	Assessment and management of high level risks across the Department's business and ongoing review of risks and risk management policies and procedures.	Monthly	11	
Financial Management Steering Committee	Strategic financial management decision-making and financial stewardship of the Department's financial resources.	Monthly	10	
Human Resource Steering Committee	Provision of advice on strategic human resource management issues to assist the Director-General discharge human resource responsibilities under relevant legislation and agreements.	Bi-Monthly	11	
Information Steering Committee	Decision-making on information management strategies, plans, direction and policies.	Bi-monthly	11	1

In addition, the Department has established a range of senior management committees to address specific issues. These include homelessness, disability, affordable housing and legislation. These committees generally include at least one Board member and may also include representatives from other Government departments to help provide a whole-of-Government perspective.

Audit Committee

The Audit Committee constituted membership is in accordance with the Queensland Audit Office requirements. Activities of the committee during the year included review of:

- the annual special-purpose financial statements required to be submitted to the Australian Government Department of Family and Community Services under the Commonwealth State Housing Agreement;
- implementation of the International Reporting Standards;
- protocols and timeframes for 2003-04 financial reporting;
- the 2003-08 Internal Audit Strategic Plan and Annual Audit Plan and progress against these plans;
- updates of audits undertaken across the Department including the outcomes of the audits, recommendations to the work areas and progress with addressing audit issues; and
- the annual departmental financial statements including addressing issues raised by the Queensland Audit Office.

Risk Management Committee

The structure and terms of reference for the Risk Management Committee were refined during 2002-03 to provide a clearer differentiation from the Audit Committee. In 2003-04, work started on a review of the Department's risk management framework, which included reviews of the Corporate and Service Area Risk Registers.

Key areas reviewed by the committee during the year included:

- progress on the implementation of a new strategic risk management framework;
- compliance with the *Trade Practices Act 1994*;
- departmental certification of quality assurance and environmental management systems;
- various risk treatment plans and business continuity plans, in the context of counter-terrorism; and
- restructuring of the Corporate Risk Register.

Human Resource Steering Committee

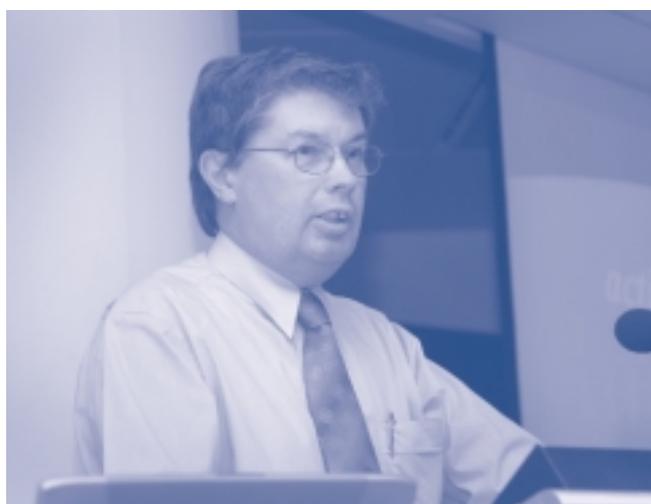The committee provided direction on a number of important initiatives during 2003-04, including:

- implementing the Workforce Management Strategic Plan 2003-2006;

- developing and circulating a Calendar of Cultural Events for 2004;
- contributing, as part of the Disability Champions' Partnership, to the development of the *Guide to working with people of diverse abilities*;
- continuing the *active*HEALTH program and conducting *active*HEALTH week in September 2003;
- developing a range of initiatives under the Department's Prevention of Psychological Injury Strategy;
- progressing the Leadership Discovery suite of initiatives;
- continuing the mapping of competencies across Service Areas to enhance organisational capability;
- reviewing and updating the Department's Code of Conduct; and
- developing the Indigenous Workforce Strategy.

Financial Management Steering Committee

The committee played an integral role in terms of:

- resource allocation;
- review of output and financial performance measures;
- budget finalisation for 2004-05 including budget strategies and options;
- liquidity management;
- strategic financial management and policy issues; and
- monitoring the Department's financial performance.

Ian Fulton, General Manager Housing Finance, oversees the strategic financial management of the Department.

Information Steering Committee

The committee provided advice and direction on a number of important information and communication projects and initiatives including:

- further development of the Community Housing On Line website which gives community housing organisations access to a wide range of information tools, including departmental policy and procedures, communication centres and databases;
- revised arrangements for obtaining committee approval for information and communication technology-related projects including a comparison of relative merit of projects by scoring the business benefit and risk associated with a project using weighted criteria;
- progress of, and issues relating to, the Capital Investment Management System; and
- progress and functionality of the Client Assessment and Referral Expert system.

The committee also invited a representative of the Department's shared service provider, CorpTech, to attend meetings.

Internal Audit and Risk Management

The Internal Audit and Risk Management unit was established to ensure the risks the Department faces are understood and managed appropriately in a dynamically changing context. Specifically, the unit exists to provide assistance to the Director-General in the effective discharge of their responsibilities by providing independent and objective insights, analyses, appraisals, observations and recommendations relating to improving performance within the Department. It is an internal control that functions by measuring and evaluating other controls within the Department.

Internal Audit and Risk Management provides assurance that:

- the Department is achieving its goals and objectives efficiently, effectively and economically;

- all information produced is accurate, timely and complete;
- there is compliance with relevant laws, regulations, policies and plans; and
- there is a common approach and continuous process for identifying, sourcing and measuring risks.

The internal audit and risk management function helps the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Internal Audit and Risk Management performs this role by providing independent advice on:

- the reliability and integrity of information;
- compliance with policies, plans, procedures, laws and regulations;
- the design, development, implementation and operation of systems, procedures, processes and controls, whether manual or computer-based;
- the safeguarding of assets;
- the economical and efficient use of resources; and
- the quality of system appraisals.

The following diagram depicts the operating environment of Internal Audit and Risk Management within the Department of Housing:

Corporate governance continued
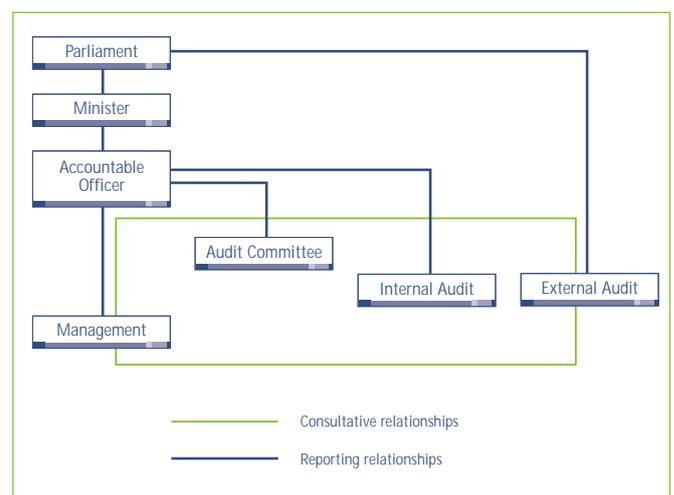
Statutory responsibilities

The Director-General of the Department of Housing was the responsible head for the following legislation at 30 June 2004:

- *Commonwealth and State Housing Agreement (Service Personnel) Act 1991;*
- *Domestic Building Contracts Act 2000;*
- *Housing Act 2003;*
- *Queensland Building Services Authority Act 1991;*
- *Residential Services (Accommodation) Act 2002;*
- *Residential Tenancies Act 1994;*
- *State Housing (Freeholding of Land) Act 1957;*
- *Subcontractors' Charges Act 1974;*
- *Racing Act 2002;*
- *Racing Venues Development Act 1982;* and
- *Eagle Farm Racecourse Act 1998.*

Additionally, the Director-General is given specific authority and responsibilities under the *Integrated Planning Act 1997*.

The Director-General, as the responsible head, is accountable for the preparation and processing of Cabinet, Executive Council, subordinate legislation including regulations and forms, and other machinery-of-Government matters. This includes processes for disseminating information to, and reporting by, the Department and the statutory authorities within the portfolio, namely the Residential Tenancies Authority and the Queensland Building Services Authority.

Corporate Governance enhancements

New housing legislation

The *Housing Act 2003*, which commenced on 1 January 2004, facilitates a contemporary response to the challenges facing the Department and provides a modern legislative basis for Department of Housing activities. The new legislation provides the Department with some additional powers, increased flexibility and a greater capacity to amend policies and regulations which have become archaic or irrelevant.

New regulatory provisions will be a key enabler of initiatives designed to improve the financial governance viability of the community housing sector and encourage community housing providers to expand the scale, breadth and coordination of their housing responses.

Appeals and Review

A new Appeals and Review unit became operational from 1 January 2004 to manage reviewable decisions under Part 6 of the *Housing Act 2003* and other administrative appeals. Systems and procedures have been developed so that clients are aware of their rights to seek a review of decisions.

In particular, Appeals and Review is responsible for:

- reviewable decisions (Part 6 of the Act);
- administrative appeals;
- gathering information about specific client and provider obligations (Part 7 of the Act);
- information privacy;
- release of information to external parties;
- Ombudsman enquiries;
- client feedback; and
- managing client complaints lodged with the Anti-Discrimination Commission.

Unit members work closely with departmental Service Areas to help build best practices for appeals and investigations and related corporate governance activities.

Appeals and Review activity for 2003-04 was:

Type of decision/ appeal	Number lodged 1 January – 30 June 2004	Decisions overturned	Decisions amended	Decisions upheld	Applications pending
Part 6 of the *Housing Act 2003*	51	15	1	34	1
Administrative Appeals	156	54		100	2

Planning refinements

Refinements were made to the strategic and operational planning processes during the year to provide clearer delineation between the levels of planning and to better integrate and simplify the reporting processes against these plans and other State and Australian Government requirements.

Improved performance reporting

Improvements were made to the quarterly operational plan reporting framework to avoid duplication and to encourage outcome and output reporting rather than process reporting.

Performance measures monitored by the Financial Management Steering Committee on a monthly basis were reviewed to ensure the committee monitors the most appropriate set of measures. The new set of measures will be implemented from 1 July 2004.

The aim of undertaking these changes was to improve the links between the Department's performance and the goals in its Strategic Plan.

Recognition of Annual Report 2002-03

The Department's efforts to improve its external reporting were recognised when it received an annual reporting Award of Merit for its 2002-03 Annual Report from the Institute of Internal Auditors. Suggestions for improvement received from the Institute have been incorporated in this year's Annual Report.

External accountabilities

Freedom of Information	
Applications received during 2003-04:	
Housing:	62
Racing:	2
Number of applications:	64
Number of internal reviews:	13
Number of external reviews:	3
Number of applications withdrawn:	3

Appendices

Appendix 1 – Organisational chart

The organisational structure of the Department provides for specialist areas with regard to financial management, portfolio management, corporate services, policy and research and service delivery. In addition, six Service Areas specialise in managing the Department's outputs.

Director-General

Client Services
- Business Support
- Planning and Business Development
- Regional Operations (South and West)
- Regional Operations (North)
  - Area Offices
  - Call Centre

Aboriginal and Torres Strait Islander Housing
- Construction (Southern)
- Construction (Northern)
- Operations
- Program Development

Community Housing
- Business Management
- Strategy
- Program Development and Management
- Capital Investment and Asset Management
- Funded Organisations Services
- Standards and Accreditation Unit

Community Renewal
- Policy, Program and Development and Evaluation
- Renewal Delivery
- Renewal Systems

Public Housing and Housing System Initiatives
- Public Housing
- Housing System Initiatives
- Business Management and Support

Property Portfolio Management
- Portfolio Strategies
- Portfolio Standards
- Portfolio Investment
- Portfolio Operations
- Portfolio Review
- Urban Renewal
- Portfolio Projects
- Business Management

Racing Directorate
- Office of Racing Regulation
- Racing Science Centre

Housing Policy and Research
- Strategic Policy
- Research and Evaluation

Housing Finance
- Housing Loans
- Financial Services

Corporate and Executive Services
- Human Resource Management
- Marketing and Communication
- Information and Facilities Management including Library and Information Centre
- Internal Audit and Risk Management
- Legal and Contractual
- Appeals and Review
- Organisational Performance and Strategy

Appendix 2 – Office addresses

CENTRAL OFFICE

Level 13, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 7111
Email: dohnet@housing.qld.gov.au
Website: www.housing.qld.gov.au

CLIENT SERVICES

Central Office
Level 4, 133 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 6457
Fax: (07) 3227 6639
Email: csnet@housing.qld.gov.au

Bayside Area Office

Capalaba Tower Court
36 Old Cleveland Road, Capalaba
PO Box 91, Capalaba Q 4157
Ph: (07) 3362 9100
Fax: (07) 3362 9104

Brisbane Central Area Office

360 St Pauls Terrace, Fortitude Valley
PO Box 445, Fortitude Valley Q 4006
Ph: (07) 3872 0320 (General Enquiries)
Ph: (07) 3872 0333 (South Queensland
Aboriginal and Torres Strait Islander
Housing Team)
Fax: (07) 3872 0316

Brisbane North Area Office

Level 3, 18 Banfield Street, Chermside
PO Box 2352, Chermside Q 4032
Ph: (07) 3896 9900
Fax: (07) 3896 9904

Brisbane South Area Office

Level 1, 221 Logan Road, Buranda
PO Box 230, Logan Q 4102
Ph: (07) 3405 5300
Fax: (07) 3405 5324

Brisbane South West Area Office

Cnr Wirraway Pde and Kittyhawk Ave, Inala
PO Box 258, Inala Q 4077
Ph: (07) 3362 9200
Fax: (07) 3362 9243

Caboolture Client Service Centre

Level 5, Caboolture Park Shopping Centre,
60-78 King Street, Caboolture
PO Box 588, Caboolture Q 4510
Ph: (07) 5431 2501
Fax: (07) 5431 2505

Central Queensland Area Office

229 Musgrave Street, North Rockhampton
PO Box 6015, Central Qld MC Q 4702
Ph: (07) 4938 4089 (General Enquiries)
Ph: (07) 4938 4955 (Aboriginal and Torres
Strait Islander Housing Team)
Toll Free: 1800 801 176
Fax: (07) 4938 4088

Charleville Client Service Centre

46 Edward Street, Charleville
PO Box 290, Charleville Q 4470
Ph: (07) 4654 3524 (Aboriginal and
Torres Strait Islander Housing Team)
Fax: (07) 4654 3536

Collinsville Queensland Government Agent Program

64 Sonoma Street, Collinsville
PO Box 58, Collinsville Q 4804
Ph: (07) 4785 5567
Fax: (07) 4785 5789

Emerald Client Service Centre

27A Hospital Road, Emerald
PO Box 37, Emerald Q 4720
Ph: (07) 4987 4871
Toll free: 1800 659 160
Fax: (07) 4982 1721

Far North Queensland Area Office

13-15 Sheridan Street, Cairns
PO Box 471, Cairns Q 4870
Ph: (07) 4039 8822 (General Enquiries)
Ph: (07) 4039 8822 (Aboriginal and
Torres Strait Islander Housing Team)
Toll Free: 1800 623 208
Fax: (07) 4039 8248

Gladstone Client Service Centre

147 Goondoon Street, Gladstone
PO Box 5082, Gladstone Q 4680
Ph: (07) 4972 6093
Fax: (07) 4972 1850

Gold Coast Area Office

Level 2, 40-48 High Street,
Robina Town Centre
PO Box 4059, Robina Town Centre Q 4230
Ph: (07) 5583 2200
Fax: (07) 5583 2242

Herberton Queensland Government Program

56 Grace Street, Herberton Q 4887
Ph: (07) 4096 2702
Fax: (07) 4096 2704

Logan Area Office

11 Station Road, Woodridge
PO Box 5, Woodridge Q 4114
Ph: (07) 3884 9800
Fax: (07) 3884 9830

Mackay-Whitsunday Area Office

34 Wood Street, Mackay
PO Box 978, Mackay Q 4740
Ph: (07) 4967 0888 (General Enquiries)
Ph: (07) 4967 0918 (Aboriginal and
Torres Strait Islander Housing Team)
Toll Free: 1800 069 237
Fax: (07) 4967 0906

Mt Garnet Queensland Government Agent Program

Garnet Street, Mt Garnet Q 4872
Ph: (07) 4097 9005
Fax: (07) 4097 9036

Maryborough Client Service Centre

75 Lennox Street, Maryborough
PO Box 535, Maryborough Q 4650
Ph: (07) 4121 1918
Toll Free: 1800 623 242
Fax: (07) 4121 1775

North Queensland Area Office

Level 2, 143 Walker Street, Townsville
PO Box 953, Townsville Q 4810
Ph: (07) 4760 7378 (General Enquiries)
Ph: (07) 4760 7367 (Aboriginal and
Torres Strait Islander Housing Team)
Toll free: 1800 806 197
Fax: (07) 4760 7376

North West Queensland Area Office

5 Miles Street, Mount Isa
PO Box 1866, Mount Isa Q 4825
Ph: (07) 4747 2137 (General Enquiries)
Ph: (07) 4747 2137 (Aboriginal and
Torres Strait Islander Housing Team)
Toll Free: 1800 620 466
Fax: (07) 4747 2126

Ravenshoe Queensland Government Agent Program

Grigg Street, Ravenshoe
PO Box 43, Ravenshoe Q 4888
Ph: (07) 4097 6660
Fax: (07) 4097 6830

Redcliffe Area Office

102 Sutton Street, Redcliffe
PO Box 132, Redcliffe Q 4020
Ph: (07) 3480 1550
Fax: (07) 3480 1577

Riverview Client Service Centre

Shop 12, Riverview Shopping Centre,
Cnr Mitchell and Price
Streets, Riverview
PO Box 6064, Riverview Q 4303
Ph: (07) 3816 2158
Fax: (07) 3816 2157

South West Queensland Area Office

QIDC House,
128-132 Margaret Street, Toowoomba
PO Box 418, Toowoomba, Q 4350
Ph: (07) 4615 3560
Toll Free: 1800 623 435
Fax: (07) 4615 3679

Sunshine Coast Area Office

96 Memorial Avenue, Maroochydore
PO Box 99, Maroochydore Q 4558
Ph: (07) 5475 9700
Fax: (07) 5475 9768

Thursday Island Client Service Centre

156 Douglas Street, Thursday Island
PO Box 514, Thursday Island Q 4875
Ph: (07) 4069 2188 (Aboriginal and Torres
Strait Islander Housing Team)
Fax: (07) 4069 2154

West Moreton Area Office

4 Bell Street, Ipswich
PO Box 263, Ipswich Q 4305
Ph: (07) 3280 1420
Toll Free: 1800 636 390
Fax: (07) 3280 1421

Wide Bay Burnett Area Office

16 Quay Street, Bundaberg
PO Box 1120, Bundaberg Q 4670
Ph: (07) 4131 5990
Toll Free: 1800 809 835
Fax: (07) 4131 5989

Wynnum Client Service Centre

212 Bay Terrace, Wynnum
PO Box 757, Wynnum Q 4178
Ph: (07) 3362 9000
Fax: (07) 3362 9005

ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING

Central Office

Level 3, 133 Mary Street, Brisbane
GPO Box 70, Brisbane Q 4001
Ph: (07) 3225 1914
Fax: (07) 3227 6736
Email: atsihnet@housing.qld.gov.au

Northern Regional Office

396 Sheridan Street, Cairns
PO Box 2556, Cairns Q 4870
Ph: (07) 4032 3633
Fax: (07) 4032 3644

HOUSING POLICY AND RESEARCH

Level 13, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 6925
Fax: (07) 3225 1218
Email: hprnet@housing.qld.gov.au

PUBLIC HOUSING AND HOUSING SYSTEM INITIATIVES

Level 9, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3247 9115
Fax: (07) 3225 1266
Email: ph&hsinet@housing.qld.gov.au

PROPERTY PORTFOLIO MANAGEMENT

Level 8, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3225 1530
Fax: (07) 3225 1529

COMMUNITY HOUSING

Level 2, 133 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3224 8602
Toll Free: 1800 642 902
Fax: (07) 3227 6110
Email:
communityhousing@housing.qld.gov.au

HOUSING LOANS

Level 6, 133 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: 1300 654 322
Fax: (07) 3225 1937
Email: hpanet@housing.qld.gov.au

FINANCIAL SERVICES

Level 7, 133 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 7216
Fax: (07) 3227 8095
Email: fsnet@housing.qld.gov.au

CORPORATE AND EXECUTIVE SERVICES

Level 13, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 8898
Fax: (07) 3227 7698
Email: cesnet@housing.qld.gov.au

COMMUNITY RENEWAL

Central Office

Level 9, 61 Mary Street, Brisbane
GPO Box 690, Brisbane Q 4001
Ph: (07) 3227 7196
Fax (07) 3235 9093
Email: communityrenewal
@housing.qld.gov.au
Website: www.communityrenewal.qld.gov.au

Caboolture South Office

5 Michael Ave, Morayfield
PO Box 808, Caboolture Q 4510
Ph: (07) 5495 5364
Fax: (07) 5495 6739

Deception Bay Office

24 Endeavour Street, Deception Bay
PO Box 205, Deception Bay Q 4508
Ph: (07) 3204 2369
Fax: (07) 3204 2858

Goodna/Gailes, Riverview/Dinmore, Leichhardt and Inala Office

Goodna Arts and Cultural Centre
6 Layard Street, Goodna
PO Box 544, Goodna Q 4300
Ph: (07) 3288 5767
Fax: (07) 3288 5908

Kingston, Woodridge, Loganlea and Eagleby Office

Unit 2, 8 Blackwood Road, Woodridge
PO Box 369, Woodridge Q 4114
Ph: (07) 3884 9868
Fax: (07) 3884 9866

North Queensland Office

Level 2, 143 Walker Street, Townsville
PO Box 953, Townsville Q 4810
Ph: (07) 4760 7464
Fax: (07) 4760 7472

Palm Island Office

Level 2, 143 Walker Street, Townsville
PO Box 953, Townsville Q 4810
Ph: (07) 4760 7467
Fax: (07) 4760 7472

Vincent Office

Room B4, B Block,
Hodges Crescent, Vincent
PO Box 953, Townsville Q 4810
Ph: (07) 4725 1520
Fax: (07) 4725 1328

Rasmussen Office

309 Pinnacle Drive, Rasmussen
PO Box 953, Townsville Q 4810
Ph: (07) 4774 0533
Fax: (07) 4774 0714

Cairns Office

1 Rambutan Close, Manoora
PO Box 471, Cairns Q 4870
Ph: (07) 4032 5307
Fax: (07) 4032 3945

RACING DIRECTORATE

Office of Racing Regulation

Level 17, 61 Mary Street, Brisbane
GPO Box 2457, Brisbane Q 4001
Ph: (07) 3234 1400
Fax: (07) 3234 1411
Email: info@racing.qld.gov.au
Website: www.racing.qld.gov.au

Racing Science Centre

Cooksley Street, Hamilton
PO Box 513, Albion Q 4010
Ph: (07) 3862 1477
Fax: (07) 3857 0035
Email: info@racing.qld.gov.au
Website: www.racing.qld.gov.au

Appendix 3 – Cost of boards and committees

Board/ Committee/ Tribunal	Role	Achievements	Members	Cost 2003-04
Community Housing Standards and Accreditation Council	• To provide direction to the Standards and Accreditation Unit on issues related to the implementation of an accreditation system, including training requirements, policy matters and workplan priorities. • To provide advice to the Department and direction to the Standards and Accreditation Unit on how best to promote the accreditation system to providers, government and tenants. • To plan and assess the outcomes of consultations, and make recommendations to the Department, on future management options for the Community Housing Standards and Accreditation Council.	• Oversaw the implementation of the revised national Community Housing standards. • Reviewed and implemented tools and supporting material for the Community Housing Standards and Accreditation system.	Community Housing Provider Representatives: Ms Helen Collins Mr Walter Ogle Ms Jean Sorley Community Housing Tenant Representatives: Ms Esta Knudsen Ms Rose Brown Ms Linda Rudd, Peer Evaluator Representative Mr Keith Sullivan, Expert Representative (Chair) Dr Kerry Brown, Expert Representative (Deputy Chair) Ms Rhonda Phillips, Queensland Government Representative Mr Alex Ackfun, representing the Joint Torres Strait Housing and Infrastructure Commission and the Queensland Government Mr Robbie Williams, Indigenous Housing Provider Representative	The council met six times, with $11,421 paid in sitting fees to six eligible non-Department members. Total expenditure for Council activities was $24,387.
Racing Animal and Welfare Integrity Board	To monitor, advise and make recommendations to each control body about the welfare of licensed animals, the quality and range of services for drug control and the way things for analysis are taken and dealt with.	• Replaced the Racing Codes Advisory Board with the Racing Animal and Welfare Integrity Board from 1 July 2003. • Developed and published *Procedures: About the Way Things for Analysis are to be Taken and Dealt With*. • Reviewed and provided advice to the Department's Chief Executive in relation to an accredited facility application.	Dr Frederick Manahan (Chair) Dr Leslie Johnson Dr Chris Baldock	$7,826

Board/ Committee/ Tribunal	Role	Achievements	Members	Cost 2003-04
Racing Appeals Tribunal	To hear appeals lodged against decisions of thoroughbred, harness and greyhound control bodies to refuse or revoke licences or against penalties imposed by stewards.	• There was a 35% increase in the number of appeals received for 2003-04 (54) compared with 2002-03 (40). Of the appeals received, 26 related to the harness code, four to the greyhound code and 24 to the thoroughbred code. One appeal was carried over from the previous year. • 47 appeals were finalised. 15 were dismissed, 17 had the penalty varied, nine were upheld and six were withdrawn. • On average, applications were resolved within 33 days of lodgement of the appeal. • Nine of the appeals received were from regional areas, seven of which were conducted from the Racing Appeals Tribunal hearing room in Brisbane and two are yet to be heard.	Leo Williams (Chair) Sir James Killen Dennis Standfield	$43,998

Note: There were four Racing statutory bodies for which the Minister was responsible: the Greyhound Racing Authority, the Queensland Harness Racing Board, Queensland Racing and the Trustees of Parklands Gold Coast. Achievements and costs associated with the remuneration of board members of these bodies are reported by each statutory body in their respective 2003-04 annual report.

Staff from the Racing Science Centre conduct drug testing to ensure animal welfare and integrity in the racing industry.

Appendices continued

Appendix 4 – Overseas travel

The following overseas travel was undertaken by departmental officers during 2003-04:

Name of Officer	Destination and Position	Reason for Travel	Agency cost	Contribution from other agencies or sources
Helen Ferguson, Director, Housing Policy and Research	Hong Kong	International Housing Conference	$4,000	
Kevin John Hughes, Principal Chemist, Racing Science Centre, Racing Directorate	United Arab Emirates, Dubai	15th International Conference of Racing Analysts and Veterinarians	Nil	$5,300 was paid by the Racing Industry Control Bodies

The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty in understanding this Annual Report, contact us on (07) 3227 6102 and we will arrange for an interpreter to translate the report to you.