

2022–23

ANNUAL REPORT

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## Communication objective

This annual report provides information about the Department of Energy and Public Works’ financial and non-financial performance for 2022–23. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the Annual report requirements for Queensland Government agencies.

The report records the significant achievements against the strategies detailed in the department’s *Strategic Plan 2022–2026* and the *2022–23 Service Delivery Statements*.

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Department of Energy and Public Works Annual Report 2022–23

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## Online open data reporting

Content for the following annual reporting requirements can also be accessed on the department’s website [www.epw.qld.gov.au](http://www.epw.qld.gov.au) and the Queensland Government data website at www.data.qld.gov.au[:](https://data.qld.gov.au/)

* consultancies
* overseas travel
* Queensland Language Services Policy.

14 September 2023

The Honourable Mick de Brenni MP

Minister for Energy, Renewables and Hydrogen

Minister for Public Works and Procurement

1 William Street

BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2022–23 and financial statements for the Department of Energy and Public Works.

I certify that this annual report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019
* the detailed requirements set out in the “Annual report requirements for Queensland Government agencies”.

A checklist outlining the annual reporting requirements can be found at pages 67-68 of this annual report.

Yours sincerely



Paul Martyn PSM

**Director-General**



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Message from the Director-General

The date of 28 September 2022 is a significant milestone in the rich history of the Department of Energy and Public Works (EPW).

It is the day Queensland flicked the switch on the biggest transformation in our state’s economic history with the release of the Queensland Energy and Jobs Plan (QEJP) – a visionary roadmap, that will provide clean, affordable energy, highly skilled, secure jobs, and safeguard the future of our economy and our environment for generations.

In the Plan, EPW delivered a body of public policy of national and international significance. Underpinned by rigorous evidence and analysis, built with expert technical input from the entire government energy sector and collaboration across government, and infused with new thinking and a deep understanding of the needs of stakeholders and of the state, the QEJP is both bold and practical, ambitious yet achievable.

This outstanding work received the overall Premier’s Award for Excellence and the award for the More Jobs in More Industries category at the 2022 Premier’s Awards for Excellence. It has also been widely welcomed by both the energy sector—but more broadly, a wide of range of stakeholders who see in the Plan a way to secure the state’s future.

I am proud of the work of the Energy division in our department in developing the plan. And now we move to implementation—establishing the key institutions that underpin the architecture of the plan, overseeing the rollout of the SuperGrid, and delivering programs that enable Queenslanders from all over our state—farmers, energy consumers, small businesses, traditional owners, industries existing and new—to benefit from the renewable energy transition that the Plan enables.

This year saw significant progress in the development of the hydrogen industry, underpinned by the QEJP. More than 50 hydrogen and ammonia projects are underway across Queensland. We have worked to ensure a coordinated approach to industry development in key hydrogen hubs like Gladstone and Townsville. The planning and project development that we are undertaking with other agencies and proponents will help this industry to scale up, creating jobs and economic opportunities in key regions.

The 160th anniversary of the formation of the Department of Public Works in Queensland was in 2022. The year was an opportunity to reflect on the enormous contribution the department has made by building in communities across Queensland through the work of generation after generation of tradespeople, architects, engineers, and project managers. Just as we have a proud heritage, we have a big future.

This year, Public Works initiated the Modern Methods of Construction (MMC) project to deliver high quality modular housing for government workers and social housing tenants across Queensland. MMC is innovation of the highest standard, delivered in partnership with industry and clients. QBuild itself has opened a manufacturing facility at Eagle Farm and apprentices are now working on modular houses—a significant shift that will underpin the rebuilding of QBuild through improved delivery meeting client agency needs. MMC is timely given the housing needs of the state and is a flagship contribution to the Queensland Government’s agenda.

Our work delivering iconic public buildings continued, with the opening of the Thomas Dixon Centre and practical completion of the Cairns Convention Centre. EPW’s expertise in project management of construction, together with its strong in-house capacities, are a critical asset for the Queensland Government and this is widely recognised by agencies.

Cross-cutting initiatives that connect EPW include the ongoing leadership role of QFleet in the uptake of electric vehicles (EVs). We will trial EV infrastructure at some bus and train stations and install hundreds of chargers in government-owned buildings for public use. EPW has also led work preparing for the adoption of new energy efficiency standards in the National Construction Code to deliver new housing stock that both reduces energy use and is more ready for the uptake of EVs.

All of this momentum will come to life under our *Buy Queensland* approach to government procurement, which, since its introduction in September 2017, has invested more than $64.84 billion into the local economy. Over this time, the government has done business with more than 77,430 Queensland-registered businesses, keeping Queensland dollars in Queensland.

A lot done. A lot more to do.

But this department is ready for the challenge. Our people are our greatest asset. With hands and heads and hearts they are committed to delivering for the state. I want to acknowledge my Executive Leadership Team and all of the over 2,000 people in EPW for their hard work, skill and passion. It is an honour to work with them and for the people of Queensland.

Paul Martyn  
Director-General

About us

We work together to benefit all Queenslanders and to build Queensland’s future by delivering affordable, cleaner energy, operating as the trusted building and construction experts to government and industry, and prioritising Queensland businesses and jobs through nation-leading procurement.

We are leading efforts to ensure reliable, sustainable energy services are delivered to Queenslanders through the *Queensland Energy and Jobs Plan* and supporting the growth of a competitive hydrogen industry through infrastructure development and renewable hydrogen production via the *Queensland Hydrogen Industry Strategy*.

We are delivering excellence in building and design, industry regulatory reform and government building and accommodation, while optimising sustainability, supporting Queensland jobs and delivering better building outcomes through the *Queensland Building Plan*.

Our leading-edge procurement practices, defined through *Buy Queensland 2023*, support the development of strong Queensland industries, build supplier capacity to do business with government, support jobs and grow our regions. We are a fleet management leader through QFleet, transforming our fleet for a low emissions future.

Our workforce is capable, and we strive to ensure that our systems are fit-for-purpose and that we are an employer of choice through our culture, our recruitment and training, and our governance practices.

The Department of Energy and Public Works was established in 2020 under the then *Public Service Act 2008* section 14(1).

# Our vision

Generating and building a sustainable future for all Queenslanders.

# Our purpose

Power. Build. Buy. Together. For Queensland.

# Our operating environment

We have an ambitious and transformative agenda to achieve a more sustainable future. Our work focuses on the opportunities arising in the substantial sectors of energy, building and procurement. We see rapid growth and interest in the renewable energy sector, opportunities to leverage government’s spending power, and prospects to grow as the government builder to modernise delivery and offer a skills pipeline to the sector.

Our work impacts regional communities and businesses in both economic and employment terms. Growth projections and transformation impacts will inform how we work.

Stakeholders are fundamental to our success and the importance of collaboration and engagement has never been clearer. We need to work closely with a range of existing and new industries and Queensland communities to fulfil our policy and delivery agenda, while keeping future sustainability as a key consideration.

To achieve our goals, we must consider a range of factors that can influence our business including supply chain disruptions in multiple industries, labour market constraints, cyber security threats, cost of living pressures including energy affordability, climate change impacts, population increases and demographic changes, and securing social licence in communities as we roll out the *Queensland Energy and Jobs Plan*. These factors can increase the costs of doing business and have evolved the expectations of Queenslanders around government services.

The department is supporting Brisbane 2032 by assisting local businesses through the *Queensland Procurement Strategy 2023 - Jobs, Economy, Legacy, Confidence,* helping to ensure a climate positive event.

## Strategic opportunities, challenges and risks

In 2022–23, the department’s strategic opportunities and challenges included:

* **Sustainability**—in an increasingly socially conscious world, we considered the integration of environmental, social and governance factors into how we do our business to support our economy and advance the sustainable development of our regions.
* **Organisational resilience**—we used lessons learned through the pandemic and severe disaster events to evolve our operating models, enhance our ability to respond to change, and subsequently build confidence in government services.
* **Analytics and insights**—we have continued to look at how to harness the power of research, data analytics and insights and the use of new technologies to innovate and improve decision-making.
* **Investment**—we worked on how to attract investment, encourage public and private collaborations in emerging industries to create jobs, developed and strengthened local supply chains, and supported industries to produce and use innovative technologies—these have been key considerations for achieving success in all areas of our business.

We understand our strategic risks and put actions in place to manage them to support our delivery:

* **Lack of capacity and capability** impacting on the delivery of our current and evolving work program—we have been focussing on investing in our people to build capacity and the right capabilities.
* **Failure to consider safety and wellbeing** which may lead to harm—we continued to demonstrate our strong commitment to our values by providing a safe and healthy work environment that considers the physical, psychological, social and financial wellbeing of our people.
* **Inadequate or ineffective ICT and business systems** not meeting the requirements of the department and its stakeholders—we are continuing our investment in our ICT framework and digital roadmaps to leverage technologies, build capability for contemporary work practices and ensure secure, effective systems.
* **Ineffective cyber-security** resulting in a compromise of the department’s operations and integrity—we are implementing information security to maintain availability, confidentiality and integrity of information.
* **Failure to consider climate change** reducing our ability to adapt and respond to the impact of climate change on our operations including emissions targets—we are working towards adjusting our business to recognise opportunities to create sustainable practices, formulate emission reduction solutions and stimulate markets and jobs for the future.

# Our contribution to the Queensland Government’s objectives for the community

|  |  |
| --- | --- |
| Good jobs | |
|  | **Supporting jobs**—by delivering the *Queensland Energy and Jobs Plan*, investing in Queensland Renewable Energy Zones, delivering the Resilient Homes Fund and Household Resilience Program, evolving the *Buy Queensland* approach to government procurement, seeking new investment opportunities in the renewable energy sector, and by delivering planning, building and maintenance services for government assets. |
|  | **Backing small business—**by supporting the small and medium enterprise procurement target, working to ensure government does business with ethically, socially and environmentally responsible suppliers, reducing building sub-contractor non-payments, and by delivering business energy savings programs. |
|  | **Making it for Queensland**—by growing the renewable energy supply chains in Queensland, investing in regions to embrace the opportunities created through energy transformation across the whole value chain including manufacturing, by supporting and investing in sustainable liquid fuels, and through partnering with Modern Methods of Construction suppliers, helping to ease the state’s housing crisis. |
|  | **Investing in skills**—by creating jobs statewide through the QBuild Apprenticeship Program which builds Queensland’s regional capability in the building and construction sector and working to prepare Queensland’s workforce with the right skills to build new clean energy infrastructure and industries. |
| Better services | |
|  | **Backing our frontline services**—by changing our approach to building safe and secure government employee housing for frontline workers that reduces delivery timeframes to communities and delivering value for money fleet transport solutions. |
|  | **Connecting Queensland**—by establishing an interim Energy Industry Council to facilitate progress of the Queensland Energy Workers’ Charter and design of the Job Security Guarantee ensuring affected workers have secure choices, opportunities and pathways through the energy transformation, and making it easier for people to apply to make homes more resilient through programs such as Resilient Homes Fund and Household Resilience Program. |

|  |  |
| --- | --- |
| Great lifestyle | |
|  | **Protecting the environment—**by investing in renewables, including hydrogen, in the energy sector which will lower economy wide emissions, through implementing environmentally sustainable management of government property, and by continuing to implement the QFleet Environmental Strategy and QFleet Electric Vehicle Transition Strategy. |
|  | **Growing our regions**—by maximising local supplier participation in government procurement; providing housing for Queensland frontline workers in rural and regional locations; strengthening service coverage and responsiveness in regional, remote and discrete communities through Rebuild QBuild’s trades and apprentice growth; partnering with industries and communities to maximise benefits from the energy transformation; and drive regional economic opportunities and through the Electricity Tariff Adjustment Scheme. |
|  | **Building Queensland**—by managing and delivering major infrastructure such as the Queensland Performing Arts Centre, supporting people to enhance the resilience of their homes, delivering safe and improved employee housing in regional and remote locations, and embedding policy and legislation reforms to improve the safety and fairness of the building and construction industry. The department is also upgrading energy infrastructure across the state and delivering a *Buy Queensland 2023* approach supporting quality, local jobs, boosting the Queensland economy. |
|  | **Honouring and embracing our rich and ancient cultural history—**co-designing with remote First Nations communities and the Australian Government an inclusive Remote and First Nations clean energy strategy, and empowering First Nations peoples as part of the energy transformation through inclusive engagement to enhance opportunities for employment and business participation. Our QBuild Social Procurement Champions and our *Buy Queensland 2023* approachenhances accessibility for suppliers from Aboriginal and/or Torres Strait Islander backgrounds; ensures greater diversity in common-use supply arrangements; and focuses on representing regional and remote suppliers including remote Indigenous communities. The department is setting the foundation for our Path to Treaty journey following the passing of the *Path to Treaty Act 2023* in May 2023. |

# Our services and objectives – aligning with the government’s objectives for the community

Our *Strategic Plan 2022–2026* describes our objectives that will direct future activities of our department and can be found on our website at [www.epw.qld.gov.au/news-publications/strategies-plans/strategic-plan](http://www.epw.qld.gov.au/news-publications/strategies-plans/strategic-plan). Our 2022–23 Service Delivery Statements (SDS) describes our services aligned to our objectives. Both documents demonstrate how we contribute to the government’s objectives for the community.

| **Department’s service areas (2022–23 SDS)** | **Department’s objectives** | **Government’s objectives for the community** |
| --- | --- | --- |
| Grow Queensland’s energy sector Lead the energy sector to deliver reliable, affordable and renewable energy to Queensland households and businesses | An affordable, cleaner energy future Ensure reliable, sustainable and affordable energy services are delivered to Queenslanders and support the growth of the hydrogen industry | Supporting jobs  Backing small business  Connecting Queensland  Protecting the environment  Growing our regions  Building Queensland  Honouring and embracing our rich and ancient cultural history |
| Building and government accommodation services To provide sustainable, well designed, fit-for-purpose and safe public works, government accommodation and asset management services to enable Queensland Government agencies to deliver their core services | Building for Queensland’s future Be the trusted experts to government and industry for excellence in building and design, industry regulatory reform, and government building and accommodation | Supporting jobs  Backing small business  Making it for Queensland  Investing in skills  Backing our frontline services  Protecting the environment  Growing our regions  Building Queensland  Honouring and embracing our rich and ancient cultural history |
| Procurement policy and enabling services To prioritise Queensland businesses and local jobs by providing whole-of-government procurement policy and enabling services to Queensland Government buyers and suppliers | Nation-leading procurement Prioritise Queensland businesses and jobs through leading-edge procurement practices that consider environmental, social and governance factors | Supporting jobs  Making it for Queensland  Protecting the environment  Growing our regions  Building Queensland  Honouring and embracing our rich and ancient cultural history |
| QBuild To support Queensland regional job creation and partner with Queensland Government agencies to deliver their core services, by providing statewide planning, building and maintenance services that utilise local suppliers and QBuild apprentices | Building for Queensland’s future Be the trusted experts to government and industry for excellence in building and design, industry regulatory reform, and government building and accommodation | Supporting jobs  Backing small business  Making it for Queensland  Investing in skills  Backing our frontline services  Protecting the environment  Growing our regions  Building Queensland  Honouring and embracing our rich and ancient cultural history |
| QFleet To provide a central pool of expertise in fleet management and fleet management services, to enable government and government-funded organisations to safely deliver frontline services to the community | Nation-leading procurement Prioritise Queensland businesses and jobs through leading-edge procurement practices that consider environmental, social and governance factors | Protecting the environment  Backing our frontline services |

# Our values drive our delivery

|  |  |
| --- | --- |
|  | **Customers first**—putting customers first: by understanding our customers at all levels and delivering what matters |
|  | **Ideas into action—**transforming ideas into action: by delivering responsive and innovative solutions, encouraging and embracing new ideas, and working across boundaries |
|  | **Unleash potential**—unleashing potential: by being clear about our vision and continuing to challenge ourselves |
|  | **Empower people**—empowering people: by leading by example within an integrated department |
|  | **Be courageous**—being courageous: by taking calculated risks to achieve better outcomes |
|  | **Healthy and safe workforce**—ensuring a safe work environment: by making the safety of our workers, customers, contractors, other stakeholders and the public our priority |

# Whole-of-government plans and specific initiatives

The department has the following specific-purpose plans:

* Aboriginal and Torres Strait Islander Advancement Framework 1 January 2021–31 December 2023
* *Business Continuity Plan*
* *Disability Service Plan 2022–25*
* *EPW ICT Disaster Recovery Plan 2022–23*
* *EPW Inclusion and Diversity Strategy 2021–2023*
* *EPW Strategic Workforce Plan*
* *Fraud and Corruption Control Plan*
* *Healthy and Safe Workforce Action Plan 2022–24*
* *ICT Pipeline and Work Plan*
* Procurement category strategies for Building Construction and Maintenance and General Goods and Services
* *Waste Reduction and Recycling Plan 2022–25*

The department leads the following whole-of-government initiatives:

* *Queensland Building Plan update 2021*
* *Queensland Energy and Jobs Plan*
* *Queensland Government Building Policy Framework*
* *Queensland Procurement Policy 2023*
* *Queensland Procurement Strategy 2023*—*Jobs, Economy, Legacy and Confidence*
* *Queensland Government’s Zero Emission Vehicle Strategy 2022–2032* (ZEV Strategy) and Action Plan, 2022-2024 (Action Plan)
* *QFleet Electric Vehicle Transition Strategy 2023–2026*
* *QFleet Environmental Strategy*

# National agreements and national partnership agreements

In 2022–23, the following activities occurred to progress Queensland’s national commitments:

* Two meetings of the Building Ministers’ Meeting, comprising the Australian Government and state and territory government ministers with responsibility for building and construction, which oversees policy and regulatory issues impacting Australia’s building and construction industries. Key priorities in 2022–23 included furthering work to ensure new homes are fit for the future and designed and built to be more accessible and more sustainable; facilitating implementation of these changes; and establishing future priorities.
* Engagement with the Australian Government and state and territories on the National Renewable Energy Supply Chain Action Plan on national priorities to strengthen supply chain resilience and manufacturing sovereignty as a key deliverable under the National Energy Transformation Partnership.
* Multiple meetings and decisions of the Energy Ministers’ Meeting, and the establishment of a new Energy and Climate Change Ministerial Council and Energy Ministers’ Sub-Group, Ministerial forums for the Commonwealth, states and territories to work together on priority reforms and resilience of the energy sector and climate change.
* Key energy work programs in 2022–23 included measures to ensure reliability and security of the electricity grid and a new National Energy Transformation Partnership.
* Energy Ministers also agreed to amendments to the national energy laws to incorporate an emissions reduction objective into the National Electricity Objective, National Gas Objective and National Energy Retail Objective, and amendments to the National Gas Law and Regulations to bring hydrogen, hydrogen blends, biomethane and other renewable gases under the national gas regulatory framework.
* Ministers also implemented reforms to help manage east coast gas supply adequacy and settle and restore confidence in the market in both the short and medium term, in response to market volatility in June 2022.

# Organisational structure as at 30 June 2023

#### Minister for Energy, Renewables and Hydrogen, Minister for Public Works and Procurement, Honourable Mick de Brenni

##### Director-General, Department of Housing and Public Works, Paul Martyn

* Director, Office of the Director-General
* Deputy Director-General, Energy, David Shankey
* Executive Director, Strategy, National and Analytics
* Executive Director, Transmission and Transformation
* Executive Director, Supply and Storage
* Executive Director, Distribution, Consumer and Innovation
* Deputy Director-General, Hydrogen, Chris Shaw
* Executive Director, Hydrogen
* Deputy Director-General, Public Works, Graham Atkins
* Assistant Director-General, QBuild, Paul Hyde
* Executive Director, Partnerships
* Executive Director, Technical Services
* Executive Director, South-East Queensland Operations
* Executive Director, Regional Operations
* Executive Director, Capital Programs
* Assistant Director-General, Building Policy, Ainslie Barron
* Executive Director, Policy
* Executive Director, Policy
* Executive Director, Policy
* Executive Director, Queensland Government Accommodation Office
* General Manager, Major Projects
* Executive Director, Strategy
* Chief Contracts Officer
* Executive Director, Delivery
* Queensland Government Architect
* Assistant Director-General, Procurement, Sharon Bailey
* Executive Director, Policy
* Executive Director, Compliance
* Executive Director, General Goods and Services
* General Manager, QFleet
* Deputy Director-General, Corporate and Portfolio Strategy
* Assistant Director-General, Portfolio Strategy, Paige Ridgewell
* Director, Executive Services
* Executive Director, Strategic Communication and Engagement
* Director, Governance
* Director, Portfolio Integration
* Chief Information Officer
* Chief Finance Officer
* Chief, Human Resources Officer
* General Counsel
* Manager, Internal Audit
* Directory, Integrity Services Unit

Our strategic objectives

The department made notable progress to achieve its three strategic objectives: Power. Build. Buy. This section showcases our achievements against our strategic objectives in our *Strategic Plan 2022–2026.*

## Our 2022–23 highlights

|  |  |
| --- | --- |
|  | Power  * Supported the government to release the *Queensland Energy and Jobs Plan* and SuperGrid Blueprint, outlining how Queensland’s energy system will transform to deliver clean, reliable and affordable energy to provide power for generations. This work received the overall Premier’s Award for Excellence and the award for the ‘More jobs in more industries’ category at the 2022 Premier’s Awards for Excellence. * Commenced delivery of key actions in the *Queensland Energy and Jobs Plan*, including the release of a Draft Regional Energy Transformation Partnerships Framework, the establishment of Queensland Hydro to deliver world-class, large-scale Pumped Hydro Energy Storage (PHES), a *Sustainable Liquid Fuels Strategy* options and opportunity paper, Microgrid Pilot Fund guidelines, supported progression of the Borumba Pumped Hydroelectricity Scheme to Financial Investment Decision, and delivered roadshow events in locations across Queensland. * Delivered a $175 Cost of Living energy rebate to more than 2.1 million households across Queensland as energy bill relief. * Centrally held $35 million for feasibility works on further pumped hydro energy storage sites. Subsequently, in June 2023 decided, subject to environmental approvals, to build the Borumba pumped hydro energy storage project; and as part of the decision, the Queensland Government committed $6 billion to progress the project. * Developed and released the Queensland Government’s *Enabling Queensland’s Hydrogen Production and Export Opportunities* report which details the state’s significant potential for a renewable hydrogen export industry in key locations. |
|  | Build  * Continued to deliver $519.2 million housing construction package to accommodate essential frontline workers in Queensland’s regional and remote communities. * Developed an *Electric Vehicle Infrastructure Plan* as part of the *Queensland Jobs and Energy Plan* to make government buildings ready under the *Zero Emission Vehicle Strategy 2022–2032* * Developed an Emissions Baseline Study to support government’s commitment to achieving zero net emissions by 2050 for its commercial and residential portfolio. * Continued to deliver the $741 million Resilient Homes Fund, jointly funded (50:50) by the Queensland and Australian governments, with approximately 5,000 active registrations of interest received and more than 90% of home assessment completed. This is the first household resilience program of its kind to ever be offered in Australia with the potential to change Queenslanders’ lives and to enhance resilience to flooding. * Coordinated the $14.5 million demolition of the stadium infrastructure and site restoration at the Willow Sports Field (formerly 1300 Smiles Sports Stadium). |
|  | Buy  * Developed and launched *Buy Queensland 2023* including the *Queensland Procurement Strategy 2023 - Jobs, Economy, Legacy, Confidence* and *Queensland Procurement Policy 2023*, strengthening support for local supply chains and building Queensland’s economic resilience, whilst creating more jobs in more industries. * Established the Tripartite Procurement Advisory Panel—Australia’s first independent panel to advise on ethical procurement for government suppliers, driving genuine, secure ongoing jobs with fair pay and safe working conditions for Queenslanders. * Achieved the target of 288 electric vehicles (EVs) in the fleet by December 2022. QFleet exceeded its target with a total of 494 EVs active and on order by the end of December 2022, completing its delivery of the *2018 QFleet EV Transition Strategy*. * Successfully completed implementation of the new QFleet fleet management system to deliver greater value and better system support for end-users, while meeting the future fleet management needs of the Queensland Government. |

# Objective one: Power

## An affordable, cleaner energy future

### Ensure reliable, sustainable and affordable energy services are delivered to Queenslanders and support the growth of the hydrogen industry

We deliver this strategic objective through our Energy and Hydrogen divisions, by the following strategies:

* Set the foundations
* Energy system of the future
* Opportunities for communities and industries
* Empowered customers
* Hydrogen leader.

| Strategic objective performance indicator | 2022–23 target | 2022–23 actual |
| --- | --- | --- |
| Renewable energy as percentage of total energy consumed in Queensland1 | 23% | 26% |
| Average time to assess electricity and gas licences2 | <120 days | 69 days |
| Increased investment in renewable energy in Queensland | Improved performance | 174 projects |

Notes:

1. The favourable variance between the 2022–23 actual and the 2022–23 target and the published 2022–23 estimated actual (24.1%) is due to a range of factors. The primary factor is a significant change in weather conditions, reflected by the reversion from a La Nina weather condition through most of 2022 to the current El Nino alert condition issued by the Bureau of Meteorology. This change in weather has had the effect of increasing electricity produced by solar PV systems.
2. The favourable variance between the 2022–23 actual and the 2022–23 target and the published 2022–23 estimated actual (73 days) is the result of improved efficiency when processing and assessing applications.

|  |
| --- |
| *Queensland Energy and Jobs Plan* community engagement events In September 2022, the Department of Energy and Public Works launched the *Queensland Energy and Jobs Plan*.  Since its launch, it has been a priority of the Energy division to engage with communities across Queensland to inform them about the plan and what the energy transformation means for their region.  The plan outlines the state’s pathway to a clean, reliable, and affordable energy system, to provide power for generations.  Extensive engagement has been achieved through a series of community events held in urban and regional communities throughout the state. The first took place in Toowoomba in November 2022, with others held in the first half of 2023, in areas including Mackay, Emerald and Gladstone.  The events ranged from having a presence at established community events to two stand-alone Queensland Energy and Job Fairs held in Townsville and Brisbane. Both events were well attended and featured interactive displays, information booths, and activities hosted by Queensland Government agencies and government-owned corporations.  Attendee feedback was overwhelmingly positive with many interested in hearing about the employment and economic opportunities that renewable energy projects would bring to their region.  The community events provided a valuable opportunity for the department to achieve meaningful engagement with Queenslanders and to demonstrate how the plan would drive job growth and create clean, reliable, and affordable energy for the state. |

## Our achievements 2022–23

#### Setting the foundations

##### We released the *Queensland Energy and Jobs Plan* to transform Queensland’s supply, grid and storage, and progressed towards our renewable energy and whole-of-government emissions targets by:

* launching the $62 billion *Queensland Energy and Jobs Plan* (QEJP) that outlines a number of key actions to deliver clean, reliable and affordable power for generations of Queenslanders. The QEJP puts Queensland on a path to achieve 50% renewable energy by 2030, 70% by 2032 and 80% by 2035. These targets and associated actions will contribute significantly to Queensland’s 2030 interim emissions reduction target
* releasing the draft *Energy (Renewable Transformation and Jobs) Bill 2023* for a four-week public consultation. The draft bill seeks to legislate key commitments from the QEJP (for example, renewable energy targets, public ownership commitment and Job Security Guarantee), create the infrastructure frameworks to build Queensland’s SuperGrid and Renewable Energy Zones, and establish the right governance and advisory bodies to support a smooth, coordinated energy transformation
* working collaboratively with national, state and territory governments to shape the national energy transformation agenda, and ensure Queensland’s interests are proactively represented and the benefits to Queenslanders are maximised
* opening the $10 million Queensland Microgrid Pilot Fund to improve resilience of electricity supply in regional Queensland in extreme weather events
* releasing the sustainable liquid fuels strategy options and opportunities consultation paper to commence consultation of the fuels strategy, an action under the QEJP.

#### An energy system of the future

##### We continued a range of renewable energy projects and investment in networks by:

* outlining in the QEJP a pathway to 70% renewable energy for Queensland by 2032 while providing affordable and reliable energy for all Queenslanders
* supporting energy government-owned corporations (GOCs) to invest in Queensland's renewable energy and hydrogen future via the $4.5 billion Queensland Renewable Energy and Hydrogen Jobs Fund (the Fund). During 2022–23, $2.7 billion was allocated from the Fund, including:
* $563.5 million for CS Energy’s wind investments in Central Queensland
* $330 million for CleanCo’s Swanbank Battery
* $85.5 million for CS Energy’s Brigalow Hydrogen-ready Gas Peaking Plant
* securing funding to build the Borumba pumped hydro energy storage (PHES) project subject to environmental approvals, and progressing detailed studies into Pioneer-Burdekin PHES, supporting the delivery of clean, affordable and reliable energy
* releasing the Queensland SuperGrid Infrastructure Blueprint which outlines the optimal infrastructure pathway to transform Queensland’s electricity system to deliver clean, reliable and affordable power for generations
* acquiring the CopperString project to commence development under state-ownership through Powerlink Queensland, connecting the North West Minerals Province to the National Electricity Market near Townsville, supporting connection of northern renewable energy and critical minerals projects
* working with energy GOCs to implement long term business strategies to achieve the SuperGrid Infrastructure Blueprint inclusive of the objectives for renewable energy generation targets, maintaining majority government ownership and gradual conversion of all publicly-owned coal-fired power stations into clean energy hubs by 2035
* releasing the Sustainable Liquid Fuels Options and Opportunities paper to commence stakeholder consultation that will form a key foundation for development of a sustainable liquid fuels strategy in 2024, which will support increased use of sustainable liquid fuels to accelerate decarbonisation throughout the transition from fossil-based liquid fuels to next-generation fuels, hydrogen, and electrification
* continuing to work across the Queensland Government to grow Queensland’s renewable energy supply chain.

#### Opportunities for communities and industries

##### We promoted the opportunities created from the energy system transformation by:

* releasing guidelines and opening the application process for the $10 million Queensland Microgrid Pilot Fund to support communities on the edge of the electricity grid to deliver shovel-ready microgrid projects and support future projects
* releasing the draft Regional Energy Transformation Partnerships Framework and carrying out public consultation to drive better social outcomes from investments in Queensland’s energy transformation
* including in the exposure draft of the *Energy (Renewable Transformation and Jobs) Bill* *2023* proposed legislative changes necessary for Queensland to deliver the energy transformation in a coordinated way, while safeguarding workers and promoting community benefits of a clean energy system
* convening the Ministerial Energy Council (MEC) four times in 2022–23. The MEC brings together leaders from the energy sector, industry bodies, consumer groups, unions, and government to foster greater collaboration with the energy sector and discuss major energy policy issues affecting Queensland
* hosting information booths at ten community and industry events across the state, including key events in Toowoomba, Townsville and Brisbane, allowing Queenslanders to ask questions about the energy transformation opportunities for regional communities.

##### Graph: Renewable energy as a percentage of total energy consumed in Queensland

#### Empowering customers

##### We promoted and empowered customers to be part of Queensland’s energy transformation in their homes and businesses by:

* delivering a $175 Cost of Living energy rebate to more than 2.1 million Queensland households as energy bill relief
* delivering the $623.1 million Community Service Obligation to support equitable electricity prices for regional Queensland customers and support GOCs delivery

#### Hydrogen leadership

##### We pursued becoming a hydrogen leader and supporting growth of the hydrogen industry by:

* developing and releasing the Queensland Government’s *Enabling Queensland’s Hydrogen Production and Export Opportunities* report which details the state’s significant potential for a renewable hydrogen export industry in key locations
* supporting the introduction of the Gas Supply and Other Legislation (Hydrogen Industry Development) Amendment Bill 2023 to Parliament to support effective regulation of hydrogen development by expanding Queensland’s existing regulatory framework for pipelines to include hydrogen and other renewable gases
* commencing the implementation of Action 1.6 under the QEJP to grow the future renewable hydrogen industry, including commencing implementation of the:
* $15 million initiative to supercharge, coordinate and further plan for hydrogen hubs in key locations across Queensland
* $5 million renewable hydrogen awareness and engagement program
* supporting government-owned corporations (GOCs) to invest in Queensland's renewable energy and hydrogen future via the $4.5 billion Queensland Renewable Energy and Hydrogen Jobs Fund, including:
* $15 million to Stanwell’s Central Queensland Hydrogen project (CQ-H2) to commence the $117 million Front End Engineering Design (FEED) study for Queensland’s largest renewable hydrogen project; and
* $28.9 million to CS Energy to deliver a hydrogen production facility, known as the Kogan Renewable Hydrogen Demonstration Plant
* supporting industry events, such as H2Q’s Hydrogen Connect Summit, that support the growth of a hydrogen industry in Queensland and showcase Queensland Government’s hydrogen activities
* supporting community events such as the Central Queensland University hosted, first annual Australian Hydrogen Grand Prix in Gladstone which provided secondary school students with hands-on experience designing, engineering, and racing hydrogen-powered remote-control cars
* working collaboratively with national, state and territory governments on national hydrogen priorities such as the Guarantee of Origin Scheme, Review of the National Hydrogen Strategy, Hydrogen Headstart Program and National Regulatory Review, and proactively representing Queensland’s interests to support local industry and regional communities
* continuing to work with the Queensland Hydrogen Taskforce, government agencies and GOCs to support the accelerated growth of Queensland’s renewable hydrogen industry
* representing Queensland in the Australian-Germany Energy Partnership delegation to Germany, attending the World Hydrogen Summit in Rotterdam, Netherlands, discussing our collaboration with the Centre for Zero Carbon Shipping in Copenhagen, and meeting with potential investors and the Energy Markets Authority in Singapore.

## Looking forward to 2023–24

We will continue to work to realise and support government priorities by:

* implementing key measures under the *Queensland Energy and Jobs Plan* to support an optimal pathway to support affordable, reliable and renewable energy and jobs. These include:
* the introduction of a new legislative framework for the Queensland Government’s renewable energy targets and renewable energy zones
* preparation of the first annual market snapshot
* commencement of new customer facing programs to reduce household bills and drive savings for small businesses
* action to facilitate private investment in energy infrastructure
* implementation of the Queensland Energy Workers’ Charter and the Job Security Guarantee Fund
* continuing to support detailed studies into the Pioneer-Burdekin pumped hydroelectric energy storage (PHES) in order to provide government with a detailed assessment report in mid–2024
* delivering a Cost of Living rebate:
* $700 on electricity bills for vulnerable households, plus a further $372 under the Queensland Electricity Rebate Scheme, bringing total rebates for Queenslanders doing it toughest to $1,072 in 2023–24
* $650 on electricity bills in 2023–24 for around 205,000 eligible small businesses, cutting the cost of doing business in Queensland
* continuing to provide concessional support and rebates to Queensland electricity customers to reduce cost of living pressures and work with the Australian Government to secure funding to progress initiatives under the *Queensland Energy and Jobs Plan*
* delivering a combined $70 million to deliver energy efficiency measures and advice to tens of thousands of eligible Queensland households to directly support energy efficient appliances and household batteries, keeping costs down for households, enabling more choice and greater energy equity for other initiatives to keep costs down for households, enable more choice and greater energy equity
* continuing to undertake actions to support Queensland’s renewable energy targets of 50% renewable energy by 2030, 70% renewable energy by 2032 and 80% renewable energy by 2035
* building connections with industry and the community to inform Queenslanders about the opportunities of our renewable energy future, including hydrogen, and lay the foundations for social licence
* investing $7 million towards the industrial precinct known as the Barcaldine Renewable Energy Zone (BREZ), with funding to go towards the costs of the common user infrastructure, including road access, water and sewage infrastructure to support the establishment of the BREZ precinct
* continuing to progress the development of the Queensland Renewable Energy Procurement Policy
* working with the Department of State Development, Infrastructure, Local Government and Planning to progress the Hydrogen Industry Strategy 2024–2028 to provide the next steps for Queensland’s renewable hydrogen Industry
* continuing to implement the commitment to invest $15 million to supercharge, coordinate and further plan for hydrogen hubs in key locations across Queensland
* rolling out the $5 million program to communicate the benefits of hydrogen and lift awareness in communities including finalising plans for a Gladstone Community Information Hub for hydrogen
* playing a lead role in whole-of-government coordination for hydrogen including through the Hydrogen Development Sub-Committee of the Ministerial Energy Council, the Hydrogen Interdepartmental Committee and a range of other initiatives
* leading and coordinating government actions to support the growth of a safe and sustainable renewable hydrogen industry, including by progressing the development of strong policy and legislative frameworks.

# Objective two: Build

## Building for Queensland’s future

### Be the trusted experts to government and industry for excellence in building and design, industry regulatory reform, and government building and accommodation

We deliver this strategic objective through our Public Works division, including the Commercialised Business Unit of QBuild, by the following strategies:

* Building and design
* Rebuilding QBuild
* Building sustainability and resilient homes
* Greater diversity
* Building regulation.

| Strategic objective performance indicator | 2022–23 target | 2022–23 actual |
| --- | --- | --- |
| Energy performance – percentage of occupied government office accommodation achieving a rating ≥5 star under the National Australian Built Environmental Rating System1 | 80% | 74% |
| Client satisfaction with QBuild2 | - | - |
| Outsourced maintenance spend on QBuild’s clients’ facilities with local Zone 1 suppliers | 80% | 81.5% |
| Successful QBuild apprentice completions3 | 60% | 85% |
| Local workers inducted on major project sites4 | 85% | 94% |

Notes:

1. The variance between the 2022–23 target and the 2022–23 actual is due to reduced building occupancy while energy is still consumed to maintain core building functions, decreasing building performance of the portfolio.
2. QBuild Client Satisfaction is not presented as this is a biennial service standard with the next survey to be undertaken in 2023–24.
3. The target is based on a combination of historical QBuild data and Queensland construction skills industry data. For the 2022–23 actual, QBuild uses a predicted completion rate formula to provide a forecasted representation of the completion rate. A revised completion rate formula will be used once all apprentices from the initial 2018 intake have completed their training.
4. The favourable variance between the 2022–23 target and the 2022–23 actual is due to our buy local agenda and working closely with major contractors.

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| Innovative approach to government housing In response to statewide housing challenges, the department developed an innovative approach to building government housing for regional communities.  Through QBuild’s Rapid Accommodation and Apprenticeship Centre in Brisbane, government tradespeople and apprentices are building prefabricated modular homes using Modern Methods of Construction.  Their goal is simple: build more high-quality homes in less time, with innovation and training at the core.  The homes are destined for locations such as Miriamvale, Capella, Emerald and South Gladstone, where they will provide affordable social housing and homes for frontline government workers like teachers, nurses and police officers.  The architecturally designed homes use sustainable materials and finishes, and meet the standards of the new National Construction Code 2022 for energy-efficiency and accessibility.  QBuild also has partnerships in place with 11 modular home manufacturers to supplement production.  The homes can be stored offsite, ready to be transported to regional communities on demand.  This approach is able to reduce construction costs and delivery timeframes, allowing QBuild to create a sustainable pipeline of well-designed and affordable housing options, while easing the housing pressure in regional and remote rental markets. |

## Our achievements 2022–23

#### Excellence in building and design

##### We continued to lead contemporary and innovative building design, address industry challenges and support major building projects by:

* investing $87.8 million in the delivery of critical housing for frontline staff such as police, health workers and teachers in remote locations, as well as renew and upgrade current owned assets
* delivering 266 social houses in partnership with the Department of Housing, boosting the social housing portfolio in regions, supporting those in need within the local community and employing tradespeople and apprentices
* continuing the delivery of significant capital works such as the Cairns Convention Centre Expansion, new Performing Arts Precinct, Southern Queensland Correctional Precinct Stage 2, new Youth Detention Centres and the Satellite Hospital Program
* supporting the delivery of Project Validation reports on sporting and stadium infrastructure
* collaborating with Queensland Library to celebrate the 160th anniversary of Public Works through a site showcasing a selection of places designed, built or managed by Public Works over the past 160 years
* continuing the development and implementation of a Centre of Excellence for project and contract management, providing whole-of-government guidance, training and support
* delivering the Resilient Homes Fund and providing education to homeowners and the building industry on available resilience options including enhancing resilience, retrofitting and raising homes
* assisting homeowners under the Resilient Homes Fund to find a builder through strategies such as establishing a register of contractors skilled in resilience work, automated quotation tools to streamline processes, engaging industry stakeholders and delivering education forums to increase awareness of the program with contractors
* leading inter-jurisdictional collaboration on learnings in building household resilience, with New South Wales, Victoria and South Australia modelling their resilience responses on the Resilient Homes Fund
* sponsoring the publication of ‘Light, Space, Place – the Architecture of Robin Gibson’, the first book to be published about the architect of some of Brisbane’s most important civic and commercial environments.

#### Rebuild QBuild

##### We continued to Rebuild QBuild by leveraging a strong, skilled and diverse workforce for whole-of-life asset management of government buildings through:

* commencing program implementation of Rebuild QBuild phase 2, announced on 1 May 2023 by the Premier and Minister for the Olympic and Paralympic Games, which will see growth of up to 1,000 tradies and apprentices across Queensland by 30 June 2026
* employing an additional 32 apprentices as part of the QBuild Apprenticeship Program which was revitalised in 2018 and the Rebuild QBuild initiative, which was supported in 2019. These apprentices are equally based within regional and south-east Queensland
* continuing to strengthen QBuild’s regional footprint, creating more jobs for trade-qualified staff and providing training for apprentices which will help address longer term trade skills shortages in our regions
* undertaking rapid damage assessments of government buildings following the flooding in early 2023 in far north Queensland to help communities get back on their feet
* continuing restoration works at Newstead House, Queensland’s oldest European home built in 1846
* restoring the gravesite of prominent Queensland architect George Henry Male Addison (1857–1922) who designed several of Queensland’s historic buildings, including the Mansions at 40 George Street in Brisbane and the Old Museum building nearby in Bowen Hills—project was completed in January 2023
* establishing the QBuild Rapid Accommodation and Apprenticeship Centre at Eagle Farm in August 2022, replacing the old Northgate depot. The facility will be a hub for Modern Methods of Construction where prefabricated homes will be constructed and bring more housing supply into the market quicker, whilst training a new generation of apprentices. These residences will become homes for essential workers across regional Queensland such as teachers, nurses, and police officers
* developing long-term inter-agency agreements with other Queensland Government agencies to maximise service value and deliver programs and projects on time and on budget
* ensuring a safe work environment for our staff, contractors, and the community – including employing 20% female and 6.8% First Nations apprentices at QBuild.

##### Graph: Percentage of maintenance spend on QBuild’s customer’s facilities with Local Zone 1 suppliers

#### Building sustainability and resilient homes

##### We improved our sustainable building practices and built resilience by:

* showcasing resilient building materials and their benefits at the annual Brisbane Home Show 2023, providing attendees with an opportunity to see and touch the products that will assist to reduce damage to buildings in future flooding events
* developing an Emissions Baseline Study to support the government’s commitment to achieving zero net emissions by 2050 for its commercial and residential portfolio
* continuing the delivery of the $741 million Resilient Homes Fund to provide eligible Queenslanders, whose homes have been badly damaged by the 2021–22 floods, with resilient options to repair, retrofit, raise or demolition and rebuild their impacted home. Grants will increase during the 2023–24 financial year as impacted homeowners progress outcomes from home assessments and engage with building contractors to undertake resilience work
* completing over 4,700 Resilient Homes Fund home assessments, requiring an assessor to visit each property to create a unique Home Assessment Report for every homeowner
* working in partnership with Master Builders Queensland to encourage builders to support flood-impacted homeowners. The Resilient Homes Fund team conducted over 40 activities specifically for industry and builders at events across flood-affected areas including Brisbane, Gold Coast, Sunshine Coast, Hervey Bay, Bundaberg, Rockhampton and Toowoomba. A range of resources were provided to support their resilience work with homeowners
* developing the *Industry Guidance for Flood Resilient Homes* publication to educate industry on innovative, practical and affordable solutions for adapting Queensland homes to be more flood resilient
* continuing to deliver the Queensland Government’s Household Resilience Program. In partnership with the Department of Housing, Phase 3 of the program commenced in August 2022, with 843 grants awarded and $11.9 million in total works completed. This includes over $6 million in grant funding in 2022–23, supporting 579 homeowners to improve the resilience of their homes against cyclones and support local jobs. The program is due to conclude in June 2024
* as a first-of-its-kind program, the Resilient Homes Fund has been working in partnership with key stakeholders on policy development, regulatory amendments and implementation of processes to ensure grant funding is provided in an equitable, transparent and accountable manner
* continuing to work with national bodies such as the Insurance Council of Australia, the National Emergency Management Agency and state level agencies including the Queensland Reconstruction Authority, building policy and other government agencies to ensure learnings from the Resilient Homes Fund program assist building greater resilience across the state and nationally
* working with the Queensland Building and Construction Commission (QBCC) to create a register for builders who are knowledgeable in resilient design and who can provide services to homeowners in need
* building unique government partnerships with Insurance Council Australia, Suncorp, RACQ, QBE Insurance and Insurance Australia Group to enable homeowners to have resilience works delivered at the same time as insurance repairs
* working with stakeholders and other jurisdictions to determine appropriate transitional arrangements for the Modern Homes provisions of the National Construction Code 2022.

##### Graph: Percentage of building equal or greater than NABERS 5 Star

#### Building regulation reform

##### We delivered policy and legislative reforms to improve the safety and fairness of the building and construction industry and protect Queenslanders through:

* continuing to deliver reforms from the *Queensland Building Plan update 2021* and government commitments setting the long-term strategic direction for the industry and creating a platform to support future job opportunities and economic growth
* supporting an independent panel which delivered its final report in April 2023, examining the financial and operational capacity, ethical behaviour and work practice of developers
* working with the QBCC to implement outcomes of the independent review of the QBCC’s governance arrangements, to ensure Queensland’s building industry regulator is contemporary, fit-for-purpose and reflects best practice
* continuing the review of the Queensland Home Warranty Scheme to strengthen the scheme and promote certainty, equity, fairness and transparency in its operation
* supporting industry readiness for further expansion of the trust account framework to the private sector, including regarding the availability of compliant, readily available software solutions.

## Looking forward to 2023–24

We will continue to work to realise and support government priorities by:

* continuing to invest in the delivery of safe and secure government employee housing as part of the government’s commitment to attract and retain key frontline staff such as police, health workers and teachers in remote locations, as well as renew and upgrade current owned assets
* continuing to Rebuild QBuild by strengthening its regional footprint, creating more jobs for trade-qualified staff and providing training for apprentices which will help address longer term trade skills shortages
* delivering the Modern Methods of Construction (MMC) program, in partnership with the MMC industry, to fast track the delivery of much needed housing for essential workers and vulnerable Queenslanders, increase housing supply and put downward pressure on housing and rental costs for the community
* continuing to deliver professional management of the government's delivery of new significant capital works programs such a new Youth Detention Centres, Beaudesert and Toowoomba Courthouses and the Bundaberg East Levee
* partnering with other agencies that are working on the new Youth Justice building programs and supporting the delivery of the Brisbane 2032 infrastructure projects program of works
* continuing delivery of the Resilient Homes Fund to ensure that Queenslanders impacted by the 2021–22 flooding events access funds to enhance the resilience of their homes to future flooding events, though the resilient retrofit or home raise programs
* working with the building industry to support homeowners under the Resilient Homes Fund, including creating design guidelines and templates for builders to make the process approval faster, online registers to link homeowners with builders and providing education to help homeowners and industry understand how the Resilient Homes Fund works and the purpose of resilient reconstruction
* in consultation with industry, continuing implementation of the *Queensland Building Plan update 2021* priorities by considering licensing frameworks, strengthening the Queensland Home Warranty Scheme and security of payment in the building industry, and improving the safety and quality of buildings, including by progressing reforms within the National Construction Code 2022
* continuing to apply the *Queensland Procurement Policy 2023* by engaging and utilising local suppliers to support Queensland regional jobs and economies
* growing our trade-based workforce by up to 150 staff including 30 apprentices and implement ongoing workforce strategies to grow QBuild to 1,000 trade and apprentice positions by 2026, creating new skilled labour for the state’s building industry
* progressing a high-quality apprenticeship program ensuring a skilled workforce to deliver government construction and maintenance services and effective natural disaster responses
* ensuring a safe work environment for our clients, contractors and the community
* commencing the rollout of the $30 million Electric Vehicle Infrastructure program as part of the *Queensland Jobs and Energy Plan* to make government buildings ready under the *Zero Emission Vehicle Strategy 2022–2032*
* continuing to deliver the $519.2 million housing construction package to accommodate essential frontline workers in Queensland’s regional and remote communities
* delivering the Environmental Strategy to support government’s commitment to achieving zero net emissions by 2050 for its commercial and residential portfolio.

# Objective three: Buy

## Nation-leading procurement

### Prioritise Queensland businesses and jobs through leading-edge procurement practices that consider environmental, social and governance factors

We deliver this strategic objective through Queensland Government Procurement, and through the Commercialised Business Unit of QFleet, by the following strategies:

* Being a government procurement leader delivering excellent outcomes through policy and practice
* Fleet – fleet management leader
* Strong industry.

| Strategic objective performance indicator | 2022–23 target | 2022–23 actual |
| --- | --- | --- |
| Eligible QFleet passenger vehicles to be zero emissions by 20261 | >7% | 30.7% |
| Overall customer (agency) satisfaction with enabling activities | 90% | 87% |

Notes:

1. QFleet’s objective is to achieve 100% eligible QFleet passenger vehicles to be zero emission by 2026. Eligible vehicles are to be transitioned to electric vehicles (EVs) at end of lease. QFleet’s target is to increase the percentage of EVs on the previous year until 2026. The percentage of EVs includes the number active in fleet and on order awaiting delivery.

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| *Buy Queensland 2023* In 2023, the Department of Energy and Public Works released an evolved version of its nation-leading *Buy Queensland* approach to deliver even greater value from its $20 billion annual procurement spend.  The *Buy Queensland* approach comprises the *Queensland Procurement Strategy 2023—Jobs, Economy, Legacy, Confidence* and *Queensland Procurement Policy 2023*.  Introduced in 2017, *Buy Queensland* uses the power of procurement to provide goods and services while creating positive change for Queenslanders.  *Buy Queensland 2023* ensures public spending helps strengthen the state’s already strong economy and supports more jobs.  It requires Queensland Government agencies to prioritise procurement with small to medium-sized local businesses, especially in regional areas.  *Buy Queensland* delivered 28.96% (approximately $5.78 billion) of procurement investment with Queensland small and medium enterprises for the period between 1 July 2021 and 30 June 2022, an annual increase of $1 billion since 2019–20.  It also requires consideration of how public spending can support meaningful work for Aboriginal and Torres Strait Islanders, people with disability, and people from culturally and linguistically diverse backgrounds.  The latest enhancements to the procurement approach supports innovation and encourages businesses to adopt trials and pilot projects to deliver on a range of policy objectives to improve the lives of Queenslanders.  Suppliers will find requirements aimed at maximising local, social, environmental and ethical benefits have been streamlined and simplified.  They also have greater visibility of the government’s forward pipeline of opportunities, including those supporting the *Queensland Energy and Jobs Plan* and building the nation’s largest backbone transmission network, the new Queensland SuperGrid. |

## Our achievements 2022–23

#### A government procurement leader

##### We continued to be a government procurement leader delivering excellent outcomes through policy and practice by:

* prioritising local businesses and Queensland jobs through diverse supplier arrangements, providing nation-leading procurement advice, support, frameworks and tools, that enable government agencies to deliver economic, ethical, social and environmental benefits to Queensland
* launching *Buy Queensland 2023,* consisting of the *Queensland Procurement Strategy 2023 - Jobs, Economy, Legacy, Confidence* and *Queensland Procurement Policy 2023. Buy Queensland 2023* commenced on 1 June 2023 and is supported by a three-year implementation program
* hosting the second *Buy Queensland Buyer Awards* on 7 June 2023 to celebrate and recognise the work and determination of procurement and contract management practitioners who have demonstrated excellence in procurement
* hosting the third *Buy Queensland Supplier Awards* on 5 October 2022, recognising eight different businesses that supply to the Queensland Government, across four categories
* hosting *Buy Queensland 2023* webinars for buyers to provide a comprehensive overview of the new policy and strategy, accompanied by a question and answer session
* expanding application of the Ethical Supplier Mandate to Government-Owned Corporations, Queensland Rail, Seqwater, Mount Isa Water Board and Gladstone Area Water Board to strengthen compliance by government suppliers in the Building Construction and Maintenance and Transport Infrastructure Services procurement categories of spend from 31 March 2023
* inaugurating the independent Tripartite Procurement Advisory Panel to review allegations of supplier non-compliance with the Ethical Supplier Threshold, provide advice and recommendations to government on the application of penalties under the Ethical Supplier Mandate and improve outcomes for workers on Queensland Government procurement projects
* launching the Procurement Compliance Portal that provides Queensland Government buyers with an online facility to check if a supplier is suspended from doing business with the government and assist with removing unethical suppliers from the government’s supply chain
* developing and launching the Ethical Procurement Compliance Training program to equip government procurement and contract management professionals with knowledge and understanding of ethical procurement’s fundamental principles and practices as per the Ethical Supplier Mandate and the Ethical Supplier Threshold
* hosting the Growing Queensland Business roadshow series to provide information on doing business with government, tendering tips for procurement, and the Brisbane 2032 Olympic and Paralympic Games
* updating procurement guides in response to Professor Peter Coaldrake’s report, *Let the sunshine in - Review of culture and accountability in the Queensland public sector* to include updates to the Queensland Government Supplier Code of Conduct 2023.

##### Graphs: Supplier diversity by type under Standing Offer Arrangements managed by General Goods and Services

Note:

1. EPW has strengthened its review processes to ensure suppliers meet the social enterprise criteria in 2022–23.

#### QFleet – a fleet management leader

##### We continued to be a fleet management leader focusing on future mobility, fit-for-purpose vehicles, safety and efficiency by:

* successfully implementing the *2018–2022 QFleet Electric Vehicle Transition Strategy* and exceeding the target of doubling electric vehicles (EVs) in QFleet’s fleet annually over four years, by delivering 494 EVs against a target of 288 by December 2022
* commencing the transition of 100% of eligible passenger vehicles to zero emission vehicles under the *Zero Emission Vehicle Strategy 2022*–*2032*
* increasing the range of environmentally responsible (low and zero emission) vehicles available to agencies for lease, further reducing the carbon footprint of the QFleet government fleet
* trialling five Hyundai NEXO hydrogen FCEVs over three years, with the intention to use ‘green’ hydrogen manufactured in Queensland
* expanding access to QFleet’s car share service with an increase in registered users of 35% since 1 July 2022
* achieving an estimated 56% reduction on its 30 June 2005 vehicle emission levels
* completing implementation of a new QFleet fleet management system, delivering greater value and better system support for end users
* contributing to community events, including hosting the second ‘EV Experience Day’, to promote electric and hydrogen powered vehicles to Queenslanders
* continuing to promote road and driver safety for Queensland Government employees in line with QFleet’s road safety initiatives.

##### Graph: Number of EVs (active and on order) against target per calendar year

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| Charging ahead to our renewable energy future Queenslanders are getting on board the electric vehicle (EV) revolution with as many as 1.6 million EVs expected on our state’s roads by 2035. This is great news as we charge ahead to having 70% renewable energy by 2032.  To help meet that target and keep pace with the increasing move to EVs we are making sure we have enough charging sites across the state and an energy system that meets vehicle charging demands.  We already have the Queensland Electric Vehicle Super Highway and will add another 44 fast chargers across 30 towns by the end of 2024. And to supplement those charging sites, we are installing more than 250 EV chargers in government sites, like hospitals, training centres and museums, for the public to access.  Coupled with the Australian Government’s roll out of chargers on major roads, this means Queenslanders will have access to EV chargers every 150km.  “Queenslanders will have access to EV chargers every 150km”  To make sure Queensland’s energy system can meet these additional charging demands, we are trialling EV chargers in public transport commuter carparks at Eight Mile Plains and Coomera, to test and report on technical aspects and usage.  We are also working towards decarbonising the government’s fleet vehicles, with QFleet on track to have 100% of its eligible passenger vehicles and SUVs as zero emission vehicles by 2026. After these vehicles have served their purpose in delivering government services, they will be available at public auction, increasing the availability of quality, affordable, second-hand EVs in the market each year. |

#### Strong industry

##### We continued to build supplier capacity and deliver the *Buy Queensland* approach by:

* increasing opportunities for ethical Queensland small and medium enterprises, local businesses and social enterprises, along with Aboriginal and Torres Strait Islander businesses, to supply government
* launching *Buy Queensland 2023* which makes it easier for suppliers to do business with government through enhancing existing, and introducing new, measures such as streamlining and strengthening the local benefits approach, requiring debriefings to be offered to all tenderers, better visibility of future procurement opportunities and simplifying our procurement documentation
* hosting *Buy Queensland 2023* webinars for suppliers to provide a comprehensive overview of the new policy and strategy, and an opportunity for suppliers to ask questions about *Buy Queensland 2023* with a panel of subject matter experts with the aim of informing suppliers and helping build supplier capability.

## Looking forward to 2023–24

We will continue to work to realise and support government priorities by:

* prioritising local businesses and Queensland jobs, by maturing procurement capabilities including providing advice, support (including to whole-of-government governance and engagement), frameworks and tools (including digital systems) that enable government agencies to make responsible public procurement choices and deliver economic, ethical, social and environmental benefits to Queensland
* increasing opportunities for diverse suppliers to participate in procurement, including for example, regional businesses, small and medium enterprises, Aboriginal and/or Torres Strait Islander businesses, social enterprises, women-owned and/or women-led businesses, businesses owned or operated by people with disability, and culturally and linguistically diverse suppliers
* improving procurement systems through development of a new supplier portal and contracts directory, that will improve visibility of procurement opportunities, remove duplication of information and make it easier, with reduced time and effort in the procurement process, for suppliers to engage with government
* continuing to support government agencies to achieve zero net emissions by 2050 through fleet efficiencies and the offering of low emission vehicle options
* continuing to deliver against the *QFleet Transition Strategy 2023–2026* and Queensland’s *Zero Emission Vehicle Strategy 2022–2032* to transition 100% of its eligible fleet passenger vehicles to zero emission vehicles by 2026, increasing the percentage of zero emission vehicles in fleet each year
* implementing self-service reporting to QFleet customers providing greater access to systems and data to improve process efficiency and fleet management
* continuing implementation of *Buy Queensland 2023* through development of updated guidance material, and practice enhancements to assist buyers and suppliers
* continuing to recognise suppliers and buyers who demonstrate procurement excellence and are achieving positive economic, ethical, environmental, and social outcomes in local communities.

# Objective four: Together

## EPW working together

### Build a capable workforce with fit-for-purpose systems, and establish our department as an employer of choice with a strong and trusted brand

As a department, we deliver this strategic objective by the following strategies:

* Capable workforce
* Positive culture
* Fit-for-purpose systems
* Better connections
* Good governance.

Our efforts are detailed in the following sections describing our workforce and governance.

| Strategic objective performance indicator | 2022–23 target | 2022–23 actual |
| --- | --- | --- |
| Increase in staff completing human rights training1 | Improved performance | 279 employees |
| Improvement in Working for Queensland survey results2 | Improved performance |  |
| Leadership |  | 55% |
| Learning and development |  | 27% |
| Health and Wellbeing |  | 65% |
| Critical information assets with a current threat and risk assessment | 75% | 75% |

Notes:

1. Comparative data is unavailable.
2. Comparative data is unavailable.

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| --- |
| Celebrating a proud heritage and big future 2022 marked the 160th anniversary of Public Works in Queensland.  The former Lands and Works Department was established in 1862 to oversee a rapid expansion of building works in Queensland, including the design and construction of many significant public buildings.  In the following 160 years, the department has made an incredible contribution to the state—creating places and spaces that enhance health, educate, celebrate culture, protect the environment and safeguard our people.  Public Works has supported the community during times of war, housing shortages, and natural disasters. It continues to leave an indelible mark on communities throughout this state with the delivery of high-quality public buildings.  Public Works is responsible for the design, construction, maintenance, and renovation of public buildings ranging from schools, hospitals and housing to cyclone shelters, ferry terminals and bridges; sporting stadiums and cultural centres; along with government accommodation and emergency service centres.  The 160th year of Public Works was a wonderful opportunity to honour and reflect on this proud heritage and celebrate the contributions of staff, both past and present, as well as the department’s achievements. A monument, built by our very own QBuild stonemason team and apprentice stonemasons, was unveiled in Brisbane’s Queens Gardens as a tribute to the work of so many staff over so many years.  Today, Public Works joins with Energy, Hydrogen and Queensland Government Procurement to look to a future built environment that is sustainable and innovative, and effectively prepares Queensland for the 2032 Olympic and Paralympic Games. |

## Capable workforce with a positive culture

### Our workforce profile

##### Table 1: Staffing numbers – 30 June 2023

| **Number (headcount)** | | **Full-time equivalent** |
| --- | --- | --- |
| Total full-time equivalent (FTE) for the Department of Energy and Public Works | 2,307 | 2,233.49 |

##### Table 2: Strategic workforce profile – 30 June 2023

| **Employment status by headcount** | **Number (headcount)** | **Percentage of total workforce (calculated on headcount)** |
| --- | --- | --- |
| Full-time | 2,164 | 93.80% |
| Part-time | 142 | 6.16% |
| Casual | 1 | 0.04% |

| **Occupation types by FTE** | **Full-time equivalent** | **Percentage of total workforce (calculated on FTE)** |
| --- | --- | --- |
| Frontline | 1,315.96 | 58.92% |
| Corporate | 917.53 | 41.08% |

| **Appointment type by FTE** | **Full-time equivalent** | **Percentage of total workforce (calculated on FTE)** |
| --- | --- | --- |
| Permanent | 1,963.88 | 87.93% |
| Temporary | 225.49 | 10.09% |
| Casual | 0.22 | 0.01% |
| Contract | 43.90 | 1.97% |

##### Table 3: Gender

| **Gender** | **Number (headcount)** | **Percentage of total workforce (calculated on headcount)** |
| --- | --- | --- |
| Man | 1,429 | 61.94% |
| Woman | 878 | 38.06% |
| Non-binary | 0 | 0.00% |

##### Table 4: Diversity target group data

| **Diversity group** | **Number  (headcount)** | **Percentage of total workforce (calculated on headcount)** |
| --- | --- | --- |
| Women | 878 | 38.06% |
| Aboriginal and Torres Strait Islander peoples | 61 | 2.64% |
| People with disability | 107 | 4.64% |
| Culturally and Linguistically Diverse – Speak a language at home other than English, including Aboriginal and Torres Strait Islander / Australian South Sea Islander languages1 | 64 | 2.77% |

1. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

##### Table 5: Target group data for women in leadership roles

| **Women in leadership roles** | **Women (Headcount)** | **Women as percentage of total leadership cohort (calculated on head count)** |
| --- | --- | --- |
| Senior Officers (classified and s155 equivalent combined) | 45 | 42.45% |
| Senior Executive Service and Chief Executives (classified and s155 equivalent combined) | 25 | 49.02% |

### Early retirement, redundancy and retrenchment

No redundancy/early retirement/retrenchment packages were paid during the period.

### Strategic Workforce Plan

The *EPW Strategic Workforce Plan* outlines the key actions to ensure our workforce priorities align with sector-wide and departmental priorities.

Our focus areas were:

* healthy and safe workforce
* workforce management
* leadership at all levels
* people and performance
* positive workplace culture.

#### Key achievements

In 2022–23, our department continued to build a culture of high performance that maximises the potential of its employees and fosters a respectful and inclusive workplace culture.

##### Healthy and safe workforce

During the reporting period, the department demonstrated its commitment to prioritising the psychological and physical health, safety and wellbeing of all employees at all times and in whatever place they work through the following initiatives:

* maintaining the department’s White Ribbon accreditation and providing support and resources to employees who may be experiencing or are affected by domestic and family violence. This included the requirement for all employees to undertake ‘Recognise, respond and refer’ online training (for all new employees and refresher training for existing employees)
* delivering the employee health and wellbeing program, which included the provision of flu vaccinations, skin cancer checks, subsidised physical activity initiatives and regional activities
* ensuring ongoing access to employee support services to effectively manage a range of potential impacts, including complex physical and psychological conditions, work-related matters, COVID-19, organisational change and work-life balance
* commencing the implementation of managing the risk of psychosocial hazards at work Code of Practice 2022, including actions to effectively identify and manage psychosocial risk.

##### Workforce management

To ensure the department had the people to deliver on departmental and government priorities, we:

* implemented a departmental graduate program and recruited 19 graduates across a range of disciplines to build a pipeline of talent to address capability priorities
* undertook a comprehensive recruitment campaign in the Energy division to meet the commitments under the *Queensland Energy and Jobs Plan*
* supported business areas to develop policy and digital capability through the recruitment of graduates as part of the whole-of-government Policy Futures and Digital graduate programs
* provided work experience and vocational placements to secondary and tertiary students to promote career opportunities with the department
* supported hiring managers to adopt different talent sourcing options to broaden and diversify applicant pools.

##### Leadership at all levels

In alignment with the Leadership Competencies for Queensland framework, all employees were supported to develop their leadership competencies through participation in a number of formal programs. During the reporting period:

* 38 employees participated in a range of different QUTex short courses to explore current topics and challenges facing leaders. The programs build on leadership and management skillsets and capabilities such as influencing, negotiating, collaborating, strengthening relationships with internal and external stakeholders and developing emotional intelligence
* 20 employees registered to attend the People Matters program facilitated by the Institute of Managers and Leaders to build confidence and practical skills in managing and leading people and teams. Participants will develop a deeper self-awareness of behaviours and leadership styles, forming the foundation for improving relationships and understanding and growing team dynamics
* 15 employees participated in the Leaders Support Series to discuss and reflect on leadership challenges in a supportive and collaborative space
* an SES Women in Leadership network was established to create a platform for women in senior executive roles to network, collaborate and unpack traditionally gendered topics influencing initiatives for emerging and future executive leaders.

##### People and performance

The department is committed to building and sustaining a high-performance culture that maximises the potential of its employees. In 2022–23, we:

* commenced a review of our departmental policies and practices to align with public sector reforms
* recognised the achievement of employees through informal and formal initiatives including Service to Queensland Awards and departmental excellence awards
* received the overall Premier’s Award for Excellence and the award for the ‘More jobs in more industries’ category at the 2022 Premier’s Awards for Excellence for the department’s work on the *Queensland Energy and Jobs Plan* and SuperGrid Blueprint.

##### Positive workplace culture

To create an environment where all employees are treated with dignity, courtesy, trust and respect at all times is a high priority for the department. During the reporting period, the department has:

* collaborated with Griffith University to deliver a suite of webinars to build employees’ understanding of respectful workplace behaviours and how to be a proactive bystander
* commenced development of two new mandatory e-learning modules regarding Conflict of Interest and Corrupt Conduct
* continued to support employees to adopt flexible work arrangements wherever possible to provide work-life balance
* encouraged employees to participate in the Queensland public sector Respect in the Workplace survey to help understand and gain information to develop better policies and resources to stop, prevent and manage sexual harassment within our workplace.

### Our industrial and employee relations framework

As at 30 June 2023, there are four certified agreements covering employees in the Department of Energy and Public Works:

* *QBuild Field Staff Certified Agreement 2019 (FSA10)* – covering QBuild field staff
* *QBuild Office Staff Certified Agreement 2019* – covering QBuild office staff
* *QFleet Certified Agreement 2018* – covering QFleet staff
* *State Government Entities’ Certified Agreement 2019 (Core Agreement)* – covering the remainder of the department’s certified agreement covered employees.

In 2022–23, the department commenced negotiations and reached agreement with the relevant union parties to replace the *QFleet Certified Agreement 2018* and *QBuild Field Staff Certified Agreement 2019*. The department anticipates making an application to the Queensland Industrial Relations Commission to certify these replacement certified agreements in July 2023 and August 2023 respectively.

Further, the Office of Industrial Relations, with the support of the department, commenced negotiations to replace the Core Agreement and *QBuild Office Staff Certified Agreement 2019* in March 2023. These negotiations remain ongoing as at 30 June 2023.

The department continues to support the government’s policies on the contracting-out of services, union encouragement and employment security. The department is committed to ongoing consultation through formal consultative forums and in relation to significant organisational change matters.

The department is committed to stability and employment security for its employees, including through implementation of the public sector reforms related to the commencement of the *Public Sector Act 2022* on 1 March 2023. We maximise permanent employment through the continued conversion of temporary and casual employees to permanent, where possible.

### Equity, diversity and inclusion

In 2022–23, we continued to build on our commitment to create a more diverse workforce and safe, respectful and inclusive workplaces. In April 2023, the department confirmed alignment to the sector-wide diversity targets for 2023–2026.

To support this commitment, we:

* broadened access to talent by connecting with our external partners including the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts, Multicultural Queensland, RSL Queensland, Soldier On and Job Access, a national hub for workplace and employment information for people with disability
* launched the EPW Disability Service Plan 2022–2025, commenced a disability awareness campaign, introduced the EPW Disability Champion and established the Disability Network to drive positive change and increase accessibility
* supported stronger gender equity through the representation of women in construction by employing 28% new female apprentices in QBuild
* established the SES Women in Leadership network to strengthen and support their career journey and professional development.

To build knowledge and understanding:

* staff were provided access to contemporary research, resources and webinars via the department's membership of the Diversity Council of Australia
* we affirmed our commitment to a diverse and inclusive workplace by celebrating and promoting significant events, including NAIDOC Week, Disability Action Week and Multicultural Month.

To continue developing our cultural capability:

* 26 staff, including the Director-General and senior executives, attended the ‘Building on the Strength of our stories’ training to learn more about Aboriginal and Torres Strait Islander culture and heritage
* Nine employees and supervisors participated in the Public Sector Commissions’ Aboriginal and Torres Strait Islander Career Pathways program
* all employees were required to complete a mandatory SBS First Nations online training module.

In April 2023, the Equity and Diversity Workforce Audit was finalised and the subsequent findings contributed to the development of the *EPW Equity and Diversity Plan 2023–2026*. The implementation of the plan will ensure focus remains on key issues such as recruiting for diversity, increasing the number of women in construction, delivering flexible work arrangements, and building a healthy, safe and respectful workplace culture.

### Embedding human rights

The Department of Energy and Public Works is committed to respecting, protecting, and promoting human rights in all that we do and the decisions that we make.

In 2022–23, the department continued to embed the *Human Rights Act 2019* and build a culture of human rights into our operations.

Our Human Rights workplans for 2022 and 2023 detail our approach to embedding human rights. Our key achievements against the workplans include:

* reviewing and updating the department’s Complaints management policy and procedure including updated guidance on managing human rights complaints in the department
* updating departmental policies and procedures to include a human rights acknowledgement
* updating the department’s Human Rights Impact Assessment Report template to make it easier to use with simplified language and improved instructions
* celebrating Human Rights Week 1-10 December 2022 using the Queensland Human Rights Commission’s theme of ‘Close To Home’, which focused on human rights at a local level, helping people and their communities to know the Act, to share it, and to use it. Promotional materials were developed including screen savers, intranet information page, and a department wide email from the department’s human rights patron
* 279 employees completed the Public entities and the Queensland *Human Rights Act 2019* training module.

#### Human Rights Community of Practice (HRCOP)

The purpose of the department’s Human Rights Community of Practice (HRCOP) is to build departmental capability and culture and ensure a shared approach with shared responsibilities.

The HRCOP met four times in 2022–23. Membership consists of Divisional Human Rights Champions (DHRCs), Divisional Complaints Management Officers (DCMOs), subject matter experts from Legal Services and Integrity Services, representatives from Human Resources and Strategic Communication and Engagement due to their key role in cultural change, as well as representatives from business units across the department.

The meetings included progress updates from members and subject matter experts as well as an educative element. In 2022–23, the HRCOP heard from a range of internal and external guest speakers as well as short training and discussion sessions for members. Guest speakers included representatives from the Queensland Human Rights Commission, Department of Justice and Attorney-General Human Rights Unit, our Building Policy team and our QFleet business unit.

#### Human rights complaints

|  |  |
| --- | --- |
| **Number of complaints between 1 July 2022 – 30 June 2023** | Four human rights complaints were received by the department. Of the complaints:   * one complaint was from a departmental employee * three complaints were from customers of the department.   For clarity, the human rights components of the four complaints were identified by the department. |
| **Outcome of complaints** | * One human rights complaint was unsubstantiated. * One human rights complaint was substantiated but was assessed as not limiting human rights. * Two human rights complaints are ongoing. |

## Fit-for-purpose systems

### Information systems and recordkeeping

The department complies with the *Public Records Act 2002* to keep and maintain records of business activities. The department’s Recordkeeping policy was developed in accordance with the Act, and the department’s supporting procedures provide guidance to employees on the creation and management of departmental business records.

The department’s public records are retained in accordance with general or core retention and disposal schedules and relevant legislation.

In 2022–23, we:

* updated the Recordkeeping policy as well as all related supporting procedures
* utilised the Queensland State Archives’ Recordkeeping Awareness course as mandatory training for all staff to complete once annually
* maintained a Records Community of Practice with representatives from all business areas of the department who meet quarterly
* undertook a Retention and Disposal program of work
* undertook work to identify business owners for orphaned records.

### Information security attestation

During the mandatory annual information security reporting process, the Director-General attested to the appropriateness of the department’s information security risk management to the Queensland Government Chief Information Security Officer. Appropriate assurance activities were undertaken to inform this opinion and the department’s information security risk position.

The department is committed to continually enhancing its information security position and is implementing an Information Security Management System based on Australian standard ISO/IEC 27001 Information technology – Security techniques – Information security management systems – Requirements.

During 2022–23, the department detected and prevented many attempts to break through its security perimeter but did not suffer any serious security or data breaches.

The department engaged an external party to provide assurance of its Essential Eight controls (eight prioritised mitigation strategies developed by the Australian Cyber Security Centre) and the management of information and cyber security against the requirements of ISO/IEC 27001. The review provided assurance that the department is progressing well in the implementation of these controls. The recommendations from the review will form a program of work that will continue to enhance EPW’s security environment.

## Better connections

We have a proud history as an agency trusted by stakeholders and customers alike to communicate effectively with Queenslanders. We understand the importance of communicating with Queenslanders. Each year we hold roadshows and webinars, release discussion papers and meet with industry groups to understand the needs of Queenslanders. We also hold award events to recognise the success of Queensland business. We also have an active presence on social media and a website that we update regularly.

In 2022–23, we:

* delivered roadshow events in locations across Queensland to inform local communities about the *Queensland Energy and Jobs Plan*
* hosted the Growing Queensland Business roadshow series to provide information on doing business with government, tendering tips for procurement, and the Brisbane 2032 Olympic and Paralympic Games
* hosted the *Buy Queensland 2023* webinars for buyers to provide a comprehensive overview of the new policy and strategy, accompanied by a question-and-answer session
* hosted the *Buy Queensland 2023* webinars for suppliers to provide a comprehensive overview of the new policy and strategy, and an opportunity for suppliers to ask questions about *Buy Queensland 2023*
* released the draft *Energy (Renewable Transformation and Jobs) Bill 2023* for public consultation.
* released the sustainable liquid fuels strategy options and opportunities consultation paper.
* released the draft *Regional Energy Transformation Partnerships Framework* and undertook public consultation
* hosted the third *Buy Queensland* Supplier Awards on 5 October 2022, recognising eight different businesses that supply to the Queensland Government, across four categories.

More details on all of these items can be found under Objectives one to three of this report.

### External reviews

In 2022–23, the department was involved in the following reviews by the Queensland Audit Office (QAO):

* *Report 4: 2022–23 2022 status of Auditor-General’s recommendations*

The department provided a self-assessment against recommendations made by the QAO in performance audits from the 2018-19 financial year. The department reported all recommendations were fully implemented.

* *Report 7: 2022–23 Major projects 2022*

This report provides details on Queensland’s major infrastructure projects and analyses expenditure by the Queensland Government. There were no recommendations relevant to the department.

* *Report 11: 2022–23 State entities 2022*

The department obtained an unmodified opinion on the 2021–22 financial statements.

* *Report 8: 2022–23 Energy 2022*

This report summarises the audit results of Queensland’s six energy entities. There were no recommendations relevant to the department.

* *Report 17: 2022–23 Implementing machinery of government changes*

This report analyses the change management practices of four departments significantly affected by the 2020 machinery-of-government changes, including the Department of Energy and Public Works. The department was rated as having an ‘integrated’ average maturity of change management practices for implementing the November 2020 machinery-of-government changes.

No specific recommendations were raised for the department, however four recommendations are addressed to ‘all departments’ for improvement in the efficiency and effectiveness of controls for future machinery-of-government changes.

* *Report 18: 2022–23 Queensland Regional Accommodation Centre (QRAC) (Wellcamp)*

This report examines the procurement of QRAC, including the reasonableness of the process, overall cost, public disclosure of financial information and use of confidentiality provisions.

Two recommendations were raised for the department to expand the definition of reportable contracts to include the purchase and lease of real property; and to provide advice on when information subject to confidentiality provisions can be released.

The department responds to recommendations made by coroners in findings of inquests. In 2022–23, the department:

* as a supporting agency, responded to three recommendations from a 2016 inquest relevant to building industry inspections and standards relating to building awnings
* as the lead agency, responded to the fourth recommendation from the same 2016 inquest
* as the lead agency, responded to the first recommendation from a 2014 inquest related to fire safety in tourist accommodation.

The department was also involved in the following reviews:

*Project Trust Accounts (ongoing implementation)*

* Assess software compliance with the project and retention trust account framework
* In September 2022, through a Standing Offer Arrangement, Deloitte was engaged to investigate available software and its compliance with the statutory requirements of the trust account framework under the BIF Act and BIF Regulation
* Deloitte delivered its final report in February 2023.
* Health check of industry readiness for phase 3 and 4 implementation of trust account framework
* Deloitte supported the department to assess industry readiness for the remaining phases of the trust account framework
* Deloitte provided a preliminary consultation record report in March 2023
* Due to the software compliance findings and decision to extend the commencement dates for the trust account framework, the detailed further assessment of readiness did not proceed.
* Review of the role of developers in the building and construction industry
* Following a recommendation of the Transport and Public Works Parliamentary Committee in 2020, the *Queensland Building and Construction Commission Act 1991* was amended to require that a review of the role of developers in the building and construction industry be undertaken. The Act also required a copy of the outcomes of the review to be tabled by the minister in Parliament.
* An independent panel undertook and completed their review, with the final report tabled on 8 June 2023.

## Good governance

Our governance arrangements ensure we meet our strategic objectives and that our resources are allocated appropriately to maximise the cost-effective delivery of services. Our Governance Committee Framework comprises the Executive Leadership Team (ELT) and five governance committees, as set out below.

### Executive Leadership Team

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

Our Executive Leadership Team:

* sets the department’s strategic direction, goals and performance levels, aligned to government objectives
* provides stewardship over the implementation of programs and policies
* demonstrates visible and aligned leadership to the agency
* ensures effective financial management and use of resources, including reprioritisation when necessary
* monitors the performance of business activities and the achievement of priorities and objectives
* ensures effective business continuity practices and culture within the department
* supports the Director-General, as the accountable officer, to meet legislative requirements and accountabilities
* ensures the effective management of risk through:
* setting the organisation’s risk culture and providing direction for the risk management system
* monitoring risks that present the most significant threat to achieving the department’s purpose and objectives, including departmental risks
* leads the development of a human rights culture in the department and ensures acts and decisions take human rights into account.

Chairperson: Director-General

Members:

* Deputy Director-General, Public Works
* Deputy Director-General, Corporate and Portfolio Strategy
* Deputy Director-General, Energy
* Deputy Director-General, Hydrogen
* Deputy Director-General and Chief Advisor, Queensland Government Procurement
* Assistant Director-General, Building Policy
* Assistant Director-General, QBuild
* Assistant Director-General, Portfolio Strategy

### Our Executive Leadership Team as at 30 June 2023

#### Paul Martyn

**Chairperson**: Director-General

PSM, BA (Hons), LLB (Hons) (Qld), MSc (London)

Paul Martyn leads the Department of Energy and Public Works (EPW). With more than 25 years’ experience in economic policy and reform, Paul led the development of Queensland’s plan for the energy transformation.  He is responsible for policy around the building and construction industry, and for improved government procurement. His department, with over 2,000 staff, delivers major building projects across Queensland.

Prior to joining EPW, Paul was Chief Executive Officer of Trade and Investment Queensland, where he spearheaded investment attraction in hydrogen and renewable energy.

Paul has worked to encourage growth and investment in a wide range of Queensland’s key sectors, including resources, agriculture, manufacturing, tourism, defence industries and high technology – and now energy and building.

In the Governor-General’s 2022 COVID-19 Honours List, Paul was awarded a Public Service Medal for his leadership of Queensland’s COVID-19 Response and Recovery Taskforce during the pandemic.

#### Graham Atkins

Member: Deputy Director-General, Public Works

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

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

In this role, Graham has led the state’s primary building and construction service provider to deliver major projects, building maintenance, and facility management services for client agencies and departments.

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

#### Sharon Bailey

Member: Deputy Director-General, Queensland Government Procurement

BSocWk, BA, PgD-Arts

Sharon joined the Department of Energy and Public Works in April 2019 and brings extensive experience from across federal and state jurisdictions of government.

Her previous roles span central agency, economic and social policy and corporate positions, encompassing experience in a diverse range of public policy areas including humanitarian and migrant settlement, community cohesion, education, arts, public works, commercialisation and community services development.

#### David Shankey

Member: Deputy Director-General, Energy

LLB, BCom

David was appointed as Deputy Director-General of the Energy division in August 2021.

In this role, David led the division as it delivered the *Queensland Energy and Jobs Plan* – the most significant and challenging energy reform agenda in the state’s history. He also serves as Queensland’s Energy Senior Official, supporting Energy Ministers in the development of national energy market policy.

In his previous role as Executive Director in the Energy division, he worked in multiple roles including Strategic Policy and Renewables. Prior to joining the Queensland Government, David worked in both the resources sector and in the media.

#### Chris Shaw

Member: Deputy Director-General, Hydrogen

BSc(hons)

Chris was appointed as Deputy Director-General of the Hydrogen division in March 2022 to lead the work with partner agencies in securing a hydrogen future for all Queenslanders.

In his previous role of Executive Director, Georesources Policy for the Department of Resources, Chris provided strategic direction for Queensland’s resources sector, including regulatory reform and industry development. He also played a lead role in the development of resource sector COVID-19 pandemic responses and government support and recovery measures. Chris also previously played a lead role in onshore gas industry reform with the Northern Territory Government and has held senior roles in the private sector.

#### Irene Violet

Member: Deputy Director-General, Corporate and Portfolio Strategy

BHealthSC (Rehab Couns), BA (Psych), MBA

Irene was appointed as Deputy Director-General, Corporate and Portfolio Strategy in May 2022.

Irene has over 20 years’ experience working in state and federal governments, largely focused on policy-driven service transformation and delivery. She has a keen interest in ensuring programs are people-centric and that digital technologies are leveraged to enhance service delivery.

Irene has led large-scale programs in the former Department of Communities, Housing and Digital Economy and former Department of Employment, Small Business and Training. She has led Queensland Shared Services, modernising and optimising the shared services used by agencies and departments. Irene has also held several senior executive roles at WorkCover Queensland, with responsibilities for corporate services, customer services and specialist advisory teams, and was a member of the Workplace Health and Safety Board of Queensland.

Irene brings a wealth of experience in customer service and design, digital transformation, and management of strategy, program and service delivery.

#### Ainslie Barron

Member: Assistant Director-General, Building Policy

BA, MPubPol

Ainslie joined the Department of Energy and Public Works in late 2017 and since September 2021 has been the Assistant Director-General, Building Policy.

Ainslie has over 20 years’ experience in state and federal government, including working with a national employer association. Ainslie has extensive central agency experience and has worked on significant economic and social policy portfolios developing and delivering high priority reforms for the Queensland Government.

Ainslie brings strategic leadership experience within public sector environments to the role, and as the Queensland Government’s representative on the Australian Building Codes Board, collaborates with officials nationally on matters relevant to the building portfolio.

#### Paul Hyde

Member: Assistant Director-General, QBuild

ADip App Sc (Building), Grad Cert Public Sector Leadership, MAICD

Paul was appointed Assistant Director-General of QBuild in May 2022. Prior to this, he spent 12 years with the Queensland Police Service, the Public Safety Business Agency and Queensland Fire and Emergency Services where he worked in the Asset Management and Capital Program divisions.

Starting his career as an apprentice carpenter in Cairns, Paul has 40 years’ experience in the building industry, mostly in government roles. After working with local builders across the region he joined the then State Works Department as a carpenter, quickly progressing to Supervisor, Senior Supervisor, District Manager, Regional Manager and Client Services Director working on Thursday Island and in Bamaga, Roma, Mount Isa and Toowoomba.

Paul has extensive experience in building contract and strategic asset management and remote area service delivery. He has managed large and diverse teams, working in challenging and complex environments. He is a recent graduate of the Australian Institute of Company Directors.

#### Paige Ridgewell

Member: Assistant Director-General, Portfolio Strategy

BLeisSt, MBA, MPP, MAICD

Paige’s 30-year Queensland public sector career has seen her working across a number of portfolios including infrastructure and planning, main roads, racing, national parks, social policy, and sport and recreation. She is known for her experience in successfully leading transformation within government through community collaboration and co-design and a strong focus on creating better futures for Queenslanders. With over six years in executive roles in the Queensland Government, she has extensive experience in leading business divisions and directing teams to achieve high-level outcomes in strategy, policy and program development and delivery.

Paige has served on a range of community boards and committees and is well-versed in engaging with diverse stakeholders, as well as government statutory authorities and committees to achieve mutual outcomes. In her previous roles as Assistant Director-General, QBuild and Assistant Director-General, Sport and Recreation, Paige led the QBuild Transformation Program to enhance delivery of building of government infrastructure assets and led the delivery of the *Queensland Government’s Activate! Queensland 2019–2029* sport strategy.

Paige brings her many years of experience as an athlete, coach and administrator, as well as her background in multiple sectors of the leisure industry, to the work environment by applying the principles of high performance, training and teamwork.

### Governance committees

The department has five committees in its governance structure to support the Executive Leadership Team, each advising on decisions and activities within their Terms of Reference or Charter.

#### Audit and Risk Committee

The Audit and Risk Committee provides independent advisory services to support the Director-General in the effective discharge of the responsibilities in the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and other relevant legislation and prescribed requirements.

The committee’s role and responsibilities are further defined in the Audit and Risk Committee Charter which was approved by the Director-General.

**Chairperson:** Julie-Anne Schafer (External member from July to November 2022, Chair from March 2023)

Members:

* Christopher Johnson (External member from March 2023)
* Irene Violet, Deputy Director-General, Corporate and Portfolio Strategy
* Ainslie Barron, Assistant Director-General, Building Policy
* Peter Dowling (External member, Chairperson from July to November 2022)

In 2022–23, the Audit and Risk Committee:

* considered internal audit reports, Queensland Audit Office reports including performance audit reports, and associated recommendations
* received updates on major initiatives in the department, including limited life programs and key departmental risks.

The Audit and Risk Committee met on five occasions during 2022–23.

The remuneration paid to three external members was as follows: Julie-Anne Schafer ($4,117), Chris Johnson ($2,288) and Peter Dowling ($4,752).

#### Digital and ICT Steering Committee

The Digital and ICT Steering Committee (DISC) provides advice to the Director-General through the Executive Leadership Team, about the effective alignment and deployment of departmental digital and ICT investments and resources to the department’s strategic objectives and the government’s priorities. The committee’s key focus areas are:

* overseeing the digital and ICT portfolio
* overseeing the continuous improvement of the Information Security Management System
* providing leadership through the management of the EPW security policy and its implementation across the department
* promoting best practice techniques in investment, project and portfolio management
* maintaining a Digital and ICT Governance and Assurance model that supports effective financial and management decision-making
* controlling of departmental ICT resources and assisting in ensuring business benefits through ICT/digital initiatives
* monitoring the departmental cyber security risk and ICT systems management risk, and undertaking quarterly risk reviews and analysis.

#### People and Culture Committee

The committee provides strategic support to the Director‐General and Executive Leadership Team to build a culture that reflects the department’s values through effective human resource strategies and programs. The committee’s key focus areas are:

* providing strategic leadership
* guiding investment, development, implementation and review of our people management practices, to build capability
* guiding and implementing best practice and innovative strategies to improve our people management practices
* overseeing and contributing to effective human resource management information systems and technology
* guiding development, implementation and ongoing review of best practice people and culture strategies and programs, including change management; workforce management planning; attraction and retention; leadership development; reward and recognition; employee relations; performance management and development; diversity; and succession management and development
* committing to and facilitating the implementation of the White Ribbon Australia’s Workplace Accreditation Program
* ensuring the committee has a strong focus on diversity through actively targeting a broad range of issues and opportunities across the department in consultation with various diversity groups.

#### Safety and Wellbeing Committee

The Safety and Wellbeing Committee provides direction and leadership to support an effective workplace health and safety (WHS) management system to achieve improved performance and culture. The committee’s key focus areas are:

* creating a culture that supports keeping everyone safe and well
* providing strategic direction and leadership to assist with the development of WHS plans to effectively manage WHS risks (including ensuring appropriate resources are available to implement WHS plans).
* critically reviewing the department’s WHS performance and leading initiatives to achieve improved performance, supporting the department’s strategic objectives
* monitoring WHS plans to ensure compliance with relevant legislation, directives and policies
* monitoring and reviewing the department’s WHS performance, leading initiatives and providing guidance on the investment, development, implementation and review of risk mitigation strategies to achieve improved performance, build capability across the department, and support the department’s strategic objectives (including reports and recommendations from the WHS Sub Committee)
* providing guidance and support to the WHS Sub Committee to achieve objectives outlined within the departmental risk on ‘Health, Safety and Wellbeing’
* monitoring, reviewing and endorsing departmental strategies, plans, reports and budget (where required) on WHS matters to ensure compliance with relevant legislation, directives and policies
* undertaking regular risk review and analysis to guide and implement best practice and innovative risk mitigation strategies to improve WHS.

#### Sustainability and Resilience Committee

The newly established Sustainability and Resilience Committee provides direction and leadership to support the transition of departmental activities to achieve the department’s vision of generating and building a sustainable future for all Queenslanders and to better prepare and adapt to a changing climate. The committee’s key focus areas are:

* Climate change risk and resilience: supporting the identification of risks to departmental operations as a result of climate change and providing direction and approval pathways to ensure activities are undertaken to address risk and take advantage of any opportunities
* Emission reduction: supporting the implementation of emission calculation and reporting activities and provide direction and approval pathways to ensure activities are undertaken to reduce the department’s emissions in accordance with any government policy
* Environmental management and sustainability: support implementation and adherence to international or Australian standards on environmental management and drive performance of the department to prioritise environmental and sustainability values.

### Public sector ethics

When performing official duties, employees are required to demonstrate high ethical standards and values in accordance with the *Public Sector Ethics Act 1994* (PSE Act) and the *Code of Conduct for the Queensland Public Service* (the Code of Conduct).

To ensure the department’s employees are aware of their ethical obligations and standards of behaviour expected of them, the department provides online Public Sector Ethics training (PSET). PSET includes content relating to:

* the four 4 principles set out in the PSE Act
* the Code of Conduct
* ethical decision making
* other key legislation guiding professional conduct, including employees’ responsibilities and obligations.

PSET is provided to new employees as part of induction. Existing employees are required to undertake a mandatory PSET refresher on an annual basis.

During 2022–23, the department also developed and delivered a range of prevention, awareness and education initiatives relating to ethical conduct, with a particular focus on integrity, ethical decision making, corrupt conduct prevention and management of conflicts of interest.

The department has a robust Integrity Framework, which represents an integrated approach to preventing, detecting and responding to serious wrongdoing (including suspected fraud and corruption) in the department.

The Integrity Framework is underpinned by legislation governing ethical conduct (including the PSE Act), the Code of Conduct and the department’s integrity policies and procedures. The department also has an Integrity Services Unit (ISU), which is a key integrity assurance measure. ISU promotes, encourages and supports an ethical and accountable culture within the department.

### Risk management

Our Risk Management Framework is based on international standard AS/NZS ISO 31000:2018 and aims to drive a strong risk culture through consistently applied risk management which is integrated with management processes and responsibilities. It is an integral part of the department’s governance activities and is critical to our strategic and operational planning, service delivery, management, and decision-making.

In defining our risk appetite, we determine the level of risk that our department is willing to accept in its operations. We have different risk appetites for different types of risks. Overall, we maintain a moderate risk appetite, except for workplace health and safety and fraud and corruption, where a zero-tolerance approach is adopted, and a low-risk appetite for critical information assets. However, we remain open to embracing a higher risk appetite when pursuing innovative initiatives that align with government priorities.

Risks are identified and managed at strategic and divisional levels by risk owners and assessed regularly to ensure appropriate mitigations are in place.

Throughout 2022–23, we continued to enhance our risk management system:

* We matured our management of three previously identified departmental (strategic) risks for capacity and capability, safety and wellbeing and ICT systems management, developed a new cyber security risk and began work on defining a new risk relating to climate change. Efforts are underway to establish the departmental climate change risk and incorporate climate change risks at the operational level. In collaboration with Griffith University and the Department of Environment and Science, a Climate Change Risk Baseline Assessment was conducted in 2022. This assessment helped identify and map climate risks, identify gaps, and explore opportunities to strengthen our understanding and capacity for managing climate risks within the department.
* Quarterly risk reporting was provided to the Executive Leadership Team and divisional heads, focussing on high or escalating risks. Reporting is now delivered through the Power BI platform, enabling senior leaders to interact with information and risk officers to more easily and efficiently analyse data. These reports facilitate decision-making by determining the need for further action.
* We implemented an inclusive and targeted approach to enhance risk management competency at all levels of the department. The tactics involved active collaboration and engagement with the divisions and workshops with business areas to support their risk assessments, enhance their risk knowledge, and improve risk management practices.
* As part of our continued aim to enhance capability and promote best practices, quarterly Risk Management Coordinator network meetings facilitated networking opportunities, provided insights into contemporary risk management practices, and allowed risk practitioners to strengthen their skills.

### Internal audit

The Internal Audit unit operates independently and supports the department by providing assurance and advice to the Director-General, senior management and the Audit and Risk Committee on whether the department’s financial and operational controls are designed to manage the department’s risks and achieve the department’s objectives, and are operating in an efficient and effective manner.

The Internal Audit unit considers the departmental risks and changing risk environment when developing the strategic internal audit plan and triaging its program of works. The Internal Audit unit considers the coverage and management of risks and controls across the department to assess whether an appropriate level of assurance is maintained.

The Internal Audit unit operates a quality assurance and improvement program which was updated in 2022–23 to proactively identify opportunities to ensure the efficient, effective and economical operation of the function.

During 2022–23, the Internal Audit unit:

* completed five internal audit reviews, three targeted data analytics reviews, three management requests and provided ongoing assurance in three distinct areas
* provided independent advice on a variety of project committees
* followed up on open audit recommendations
* provided ad hoc advice to management on a range of issues.

Service Delivery Statements – performance

We track our performance through a range of service standards, as published in the *2022–23 Service Delivery Statements* (SDS) budget paper. Service standards are provided for three service areas and two Commercialised Business Units (CBUs):

* Grow Queensland’s energy sector
* Building and government accommodation services
* Procurement policy and enabling services
* QBuild (CBU)
* QFleet (CBU).

| **Grow Queensland’s energy sector1** | **2022-23**  **target/est.** | **2022–23**  **actual** |
| --- | --- | --- |
| Effectiveness measures | | |
| Renewable energy as percentage of total energy consumed in Queensland  Percentage of energy consumed in Queensland is calculated as a 12-month moving average.  The favourable variance between the 2022-23 Actual and the 2022–23 Target/Estimate and the published 2022–23 Estimated Actual (24.1%) is due to a range of factors. The primary factor is a significant change in weather conditions, reflected by the reversion from a La Nina weather condition through most of 2022 to the current El Nino alert condition issued by the Bureau of Meteorology. This change in weather has had the effect of increasing electricity produced by solar PV systems. | 23% | 26% |
| Average time of energy (electricity and gas) licensing assessments  The favourable variance between the 2022-23 Actual and the 2022–23 Target/Estimate and the published 2022–23 Estimated Actual (73 days) is the result of improved efficiency when processing and assessing applications. | <120 days | 69 days |
| Efficiency measure | | |
| Cost per biofuels exemption application assessed  The favourable variance between the 2022-23 Actual and the 2022–23 Target/Estimate and the published 2022–23 Estimated Actual ($3,510) is due to an increase in the number of applications resulting in a reduced average cost per application. | <$4,680 | $3,550 |

Note:

1. The service area name changed from 'Energy Services' in the 2021–22 SDS to ‘Grow Queensland’s energy sector’ in the 2022-23 SDS to be clearer about the service area's role.

| **Building and government accommodation services** | **2022–23**  **target/est.** | **2022–23**  **actual** |
| --- | --- | --- |
| Effectiveness measures | | |
| Return on investment | | |
| Commercial properties included in the office portfolio | ≥6% | 5.9% |
| Government employee housing  The variance between the 2022-23 Actual and the 2022–23 Target/Estimate and the published 2022–23 Estimated Actual (1.35%) is mainly due to a decrease in rental surplus associated with increasing portfolio costs such as maintenance expenditure and the increase in valuation and size of the portfolio which has reduced the overall return on investment. | ≥1.5% | 1.23% |
| Vacancy rate | | |
| Office portfolio  The favourable variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to the centralised management of government demand and optimised utilisation of the portfolio. | ≤3.5% | 1.72% |
| Government employee housing  The favourable variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to the realignment of the portfolio to better suit agency requirements. | ≤6% | 1.55% |
| Percentage of government-owned employee housing with an acceptable facility condition index rating  The favourable variance between the 2022-23 Actual and the 2022-23 Target/Estimate and the published 2022-23 Estimated Actual (93%) is a result of a lower level of maintenance liability at the end of the financial year due to increased delivery of maintenance works than originally planned in the estimated actual. | ≥90% | 98.4% |
| Energy performance – percentage of occupied government office accommodation achieving a rating ≥5 star under the National Australian Built Environmental Rating System  The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to reduced building occupancy while energy is still consumed to maintain core building functions, decreasing building performance of the portfolio. | 80% | 74% |
| Efficiency measures | | |
| Work point density | | |
| Average | 13.5m² per person | 13.48m² per person |
| New fit-out | 12m² per person | 11.42m² per person |

| **Procurement policy and enabling services** | **2022–23**  **target/est.** | **2022–23**  **actual** |
| --- | --- | --- |
| Effectiveness measure | | |
| Overall customer satisfaction with the enabling activities that support agency implementation of the Queensland Procurement Policy | ≥90% | 87% |
| Efficiency measure | | |
| Operating cost per $1,000 of managed spend on general goods and services  General Goods and Services report one quarter behind due to availability of SAP and Supplier data. This data will be published at [www.epw.qld.gov.au](http://www.epw.qld.gov.au) by 31 December 2023. | <$2 | N/A |

| **QBuild** | **2022–23**  **target/est.** | **2022–23**  **actual** |
| --- | --- | --- |
| Effectiveness measures | | |
| Overall customer satisfaction  A 2022–23 Target/Estimate and 2022–23 Estimated Actual is not presented as this is a biennial service standard with the next survey to be undertaken in 2023–24. | N/A | N/A |
| Percentage of maintenance spend on QBuild’s customers’ facilities with Local Zone 1 suppliers (based on physical location of contractor’s workplace) | 80% | 81.5% |
| Percentage of successful QBuild apprentice completions  The target is based on a combination of historical QBuild data and Queensland construction skills industry data. The 2022-23 result uses a predicted completion rate formula to provide a forecasted representation of the completion rate. A revised completion rate formula will be used once all apprentices from the initial 2018 intake have completed their training. | 60% | 81% |
| Efficiency measures | | |
| Total current assets over total current liabilities  The variance between 2022-23 Target/Estimate and 2022-23 Actual is mainly due to general movements in business operational activity. | 2.05:1 | 1.87:1 |
| Gross profit as a percentage of revenue generated from work delivered on behalf of QBuild customers  The variance between 2022-23 Target/Estimate and 2022-23 Actual mainly reflects products and services delivered, and the related gross profits achieved, and the impacts of Enterprise Bargaining Agreements funded through other revenue. | 8.3% | 7.0% |
| Net profit before tax and dividends as a percentage of sales  The variance between 2022-23 Target/Estimate and 2022-23 Actual is mainly due to the increase in contribution from a higher volume of sales and the net reduction in overall administrative costs. | 0% | 0.4% |

| **QFleet** | **2022–23**  **target/est.** | **2022–23**  **actual** |
| --- | --- | --- |
| Effectiveness measures | | |
| Percentage of total QFleet vehicles with a 5-star ANCAP safety rating  This measure identifies the percentage of QFleet's active fleet with the highest ANCAP rating (i.e. 5-star) to demonstrate government is striving to provide the safest possible workplaces for Queensland Government employees. QFleet is currently reporting above target however it should be noted not all vehicles have an ANCAP rating, (i.e. those with a gross vehicle mass >3.5 tonnes). | 90% | 92.6% |
| Fleet vehicle utilisation compared to agreed lease parameters  The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is mainly due to how agencies have adapted to flexible working requirements and the reduced demands on motor vehicle use. | 90% | 79.7% |
| Efficiency measures | | |
| Total current assets over total current liabilities  The variance between 2022-23 Target/Estimate and 2022-23 Actual is mainly due to increased provisions for dividend and income tax due to a higher operating surplus offset by an increased cash balance. | 4.01:1 | 3.26:1 |
| Financial return as a percentage of total net assets  The variance between 2022-23 Target/Estimate and 2022‑23 Actual is mainly due to a higher operating surplus achieved than budgeted. | 3.3% | 7.5% |
| Total net debt as a percentage of total capital  The variance between 2022-23 Target/Estimate and 2022‑23 Actual is mainly due to a higher operating surplus after tax and dividend resulting in higher equity and lower net debt due to an increased cash balance. | 66.1% | 60.0% |

Appendices

# Appendix 1 – Statutory bodies

The following statutory bodies and authorities prepare separate annual reports that are provided to the Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement.

|  |  |  |
| --- | --- | --- |
| **Name of body as described in the constituting Act** | **Constituting Act** | **Annual reporting arrangements** |
| Board of Architects of Queensland | Architects Act 2002 | Annual report to Parliament |
| Board of Professional Engineers of Queensland | Professional Engineers Act 2002 | Annual report to Parliament |
| Energy and Water Ombudsman of Queensland | Energy and Water Ombudsman Act 2006 | Annual report to Parliament |
| Queensland Building and Construction Commission | Queensland Building and Construction Commission Act 1991 | Annual report to Parliament |

# Appendix 2 – Government bodies

The following bodies, boards and committees were active during 2022–23 with reporting arrangements to the department. Additional information on government bodies is available on the department’s website: [www.epw.qld.gov.au/news-publications/annual-report](http://www.epw.qld.gov.au/news-publications/annual-report).

The Services Trades Council forms part of QBCC and as such will be reported in the QBCC Annual Report.

The Advisory Council to the Energy and Water Ombudsman Queensland (EWOQ) forms part of the EWOQ and as such will be reported in the EWOQ Annual Report.

|  |  |
| --- | --- |
| **Development Tribunals (Tribunals)** | |
| Act or instrument | Planning Act 2016 (Chapter 6, Part 2) |
| Functions | To provide an affordable, timely, accessible non-court-based resolution service to resolve building and development appeals and appeals relating to enforcement notices, plumbing and drainage and water connection appeals. |
| Achievements | 71 appeals finalised in 2022-23 |
| Financial reporting | Appeal fees and member remuneration payments are accounted for in the financial statements. |
| Remuneration  Referees are only paid if they are appointed to a Tribunal to decide an appeal. Fees for a standard appeal of eight hours or less are $650 for the Chairperson and $500 for an ordinary member. Fees for a complex appeal of eight hours or more are $975 for a chairperson and $750 for an ordinary member. Referees are also remunerated for out-of-pocket expenses such as private vehicle travel and postage costs. | |

|  |  |
| --- | --- |
| **Queensland Urban Design and Places Panel (advisory)** | |
| Act or instrument | Terms of Reference |
| Functions | The Queensland Urban Design and Places Panel provides state agencies and local governments with independent expert urban design advice on major infrastructure and urban-planning projects across Queensland. |
| Achievements | * Detailed design review and advice provided to The Gabba and Roma Street proposed Olympic venues * Detailed policy advice provided to the Queensland Housing Summit * Policy review and advice provided to Healthy Places, Healthy People (Ipswich Pilot) |
| Financial reporting | Panel member remuneration payments are accounted for in the financial statements. |
| Remuneration  The three-year term of the 30 member Queensland Urban Design and Places Panel concluded in January 2023. Members are paid sitting fees only if they are appointed to a design review subcommittee to consider a particular project. Panel members that are public sector employees (which includes the Chair) are not paid sitting fees. Daily sitting fees for non-government members are $400 or $200 where a subcommittee meets for four hours or less. Total remuneration costs for 2022–23 were $11,000. | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Tripartite Procurement Advisory Panel** | | | | | |
| Act or instrument | Terms of Reference | | | | |
| Functions | The Tripartite Procurement Advisory Panel (the Panel) is the independent, expert body providing advice and recommendations to the Queensland Government on penalties (demerits and/or sanction) applicable under the Ethical Supplier Mandate for non-compliance with the Ethical Supplier Threshold and/or other contractual commitments.  The Panel's role covers three broad areas which include:   1. Providing advice and making recommendation to the procuring agency decision makers regarding penalty and/or remedial action based on the non-compliance and the application of the Mandate policy. 2. Providing broader systems improvement advice for consideration by the procuring agency. 3. Reviewing all appeals lodged by suppliers. | | | | |
| Achievements | The Panel was inducted on 1 August 2022 and supersedes the Procurement Penalties and Sanctions Committee. Eight cases of alleged supplier non-compliance were escalated to the Panel its first nine months of operation, with one penalty issued to date and 40 matters expected to be considered over the next 12 to 18 months. | | | | |
| Financial reporting | Costs associated with the Panel are included as expenditure in the accounts of the Department of Energy and Public Works (costs taken from the operational budget). The departmental accounts are audited by the Auditor-General. | | | | |
| Remuneration | | | | | |
| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees[[1]](#footnote-2) if applicable | Actual fees received[[2]](#footnote-3) |
| Chair | John Thompson | 6 | $650 daily | $975 | $5,525 |
| Deputy Chair | Jennifer McVeigh | 5 | $650 daily | $975 | $1,950 |
| Member | John Crittall | 4 | $500 daily | $750 | $750 |
| Member | Stephen Nance | 4 | $500 daily | $750 | $500 |
| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees[[3]](#footnote-4) if applicable | Actual fees received[[4]](#footnote-5) |
| Member | Shane Kennelly | 4 | $500 daily | $750 | $1,598 |
| Member | Angela Liebke | 4 | $500 daily | $750 | $1,500 |
| Member | Anne Milner | 4 | $500 daily | $750 | $0 |
| Member | Jorgen Gullestrup | 4 | $500 daily | $750 | $2,045 |
| Member | John Shenfield | 3 | $500 daily | $750 | $533 |
| Member | Jason Stein | 4 | $500 daily | $750 | $1,500 |
| Member | Thomas Campbell | 3 | $500 daily | $750 | $1,250 |
| Member | Graham Moloney | 4 | $500 daily | $750 | $1,250 |
| No. scheduled meetings/ sessions | 3 full Panel meetings to communicate updates and seek advice on strategic challenges  6 Panel (sub-committee) meetings to consider matters and provide recommendations on penalties | | | | |
| Total out of pocket expenses | $0 | | | | |

# Appendix 3 – Glossary of terms

**ARRs** Annual report requirements for Queensland Government agencies

**EPW** Department of Energy and Public Works

**EVs** Electric Vehicles

**FAA** Financial Accountability Act 2009

**FPMS** Financial and Performance Management Standard 2019

**GoC** Government Owned Corporation

**ICT** Information and Communication Technology

**MMC** Modern Methods of Construction

**NABERS** National Australian Built Environment Rating System

**PSE Act** Public Sector Ethics Act 1994

**PSET** Public Sector Ethics training

**PHES** Pumped hydroelectric storage

**QAO** Queensland Audit Office

**QBCC** Queensland Building and Construction Commission

**QUT** Queensland University of Technology

**SDS** Service Delivery Statements

**WHS** Workplace Health and Safety

# Appendix 4 – Compliance checklist

| **Summary of requirement** | | **Basis for requirement** | **Annual report reference** |
| --- | --- | --- | --- |
| Letter of compliance | A letter of compliance from the accountable officer or statutory body to the relevant Minister/s | ARRs *–* section 7 | 5 |
| Accessibility | Table of contents  Glossary | ARRs – section 9.1 | 2  66 |
| Public availability | ARRs – section 9.2 | 3 |
| Interpreter service statement | Queensland Government Language Services Policy  ARRs – section 9.3 | 3 |
| Copyright notice | Copyright Act 1968  ARRs – section 9.4 | 3 |
| Information Licensing | QGEA – Information Licensing  ARRs – section 9.5 | 3 |
| General information | Introductory Information | ARRs – section 10 | 6-16 |
| Non-financial performance | Government’s objectives for the community and whole-of-government plans/specific initiatives | ARRs – section 11.1 | 10-14 |
| Agency objectives and performance indicators | ARRs – section 11.2 | 17-56 |
| Agency service areas and service standards | ARRs – section 11.3 | 57-60 |
| Financial performance | Summary of financial performance | ARRs – section 12.1 | 70-71 |
| Governance – management and structure | Organisational structure | ARRs – section 13.1 | 16 |
| Executive management | ARRs – section 13.2 | 49-55 |
| Government bodies (statutory bodies and other entities) | ARRs – section 13.3 | 61-65 |
| Public Sector Ethics | Public Sector Ethics Act 1994  ARRs – section 13.4 | 55 |
| Human Rights | Human Rights Act 2019  ARRs – section 13.5 | 45-46 |
| Queensland public service values | ARRs – section 13.6 | 13 |
| Governance – risk management and accountability | Risk management | ARRs – section 14.1 | 55-56 |
| Audit committee | ARRs – section 14.2 | 53 |
| Internal audit | ARRs – section 14.3 | 56 |
| External scrutiny | ARRs – section 14.4 | 48-49 |
| Information systems and recordkeeping | ARRs – section 14.5 | 46 |
| Information Security attestation | ARRs – section 14.6 | 46-47 |
| Governance – human resources | Strategic workforce planning and performance | ARRs – section 15.1 | 42-43 |
| Early retirement, redundancy and retrenchment | Directive No.04/18 Early Retirement, Redundancy and Retrenchment  ARRs – section 15.2 | 41 |
| Open Data | Statement advising publication of information | ARRs – section 16 | 4 |
| Consultancies | ARRs – section 31.1 | www.data.qld.gov.au |
| Overseas travel | ARRs – section 31.2 | www.data.qld.gov.au |
| Queensland Language Services Policy | ARRs – section 31.3 | www.data.qld.gov.au |
| Financial statements | Certification of financial statements | FAA – section 62  FPMS – sections 38, 39 and 46  ARRs – section 17.1 | 128 |
| Independent Auditor’s Report | FAA – section 62  FPMS – section 46  ARRs – section 17.2 | 129 |

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# Financial summary

The Department of Energy and Public Works was established on 12 November 2020 as a result of the *Public Service Departmental Arrangements Notice (No. 4 and 5) 2020*.

Pursuant to section 80 of the *Financial Accountability Act 2009*, for financial reporting purposes the effective date of the transfer was 1 December 2020.

As at 30 June 2023 the reporting entity comprised the Department of Energy and Public Works and two Commercialised Business Units (CBUs) (QBuild and QFleet).

A Statement of Comprehensive Income for the period 1 July 2022 to 30 June 2023 and a Statement of Financial Position as at 30 June 2023 are provided on the following pages.

The department obtains the majority of its total income from user charges and fees which comprise $2,014 million or 87% of the department’s total income of $2,320 million. User charges include:

* building services
* commercial accommodation services and government employee housing to other Queensland state government entities
* fleet management services.

##### Graph: Total income by Major Departmental Services and Commercialised Business Units in 2022–23

##### Graph: Total income by category in 2022–23

# Income by Major Departmental Services and Commercialised Business Units do not include internal departmental transaction eliminations which are eliminated in the Statement of Comprehensive Income.

The major expense of the department is supplies and services which totals $1,321.1 million or 58 percent of the department’s expenses of $2,281 million. The major supplies and services comprise building, construction and maintenance services and property related expenses.

Major assets of the department are property, plant and equipment ($3,804 million) and right-of-use assets ($1,554 million) of the department’s total assets of $6,086 million (88 percent). The majority of these assets comprise government owned employee housing, commercial properties and the land on which these are situated and leased commercial accommodation.

## Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with Section 54 of the *Financial and Performance Management Standard 2019*. The statement was presented at the Audit and Risk Committee meeting in August 2023.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.

##### Graph: Total expenses by category in 2022–23

##### Graph: Total expenses by Major Departmental Services and Commercialised Business Units in 2022–23

**Total expenses by Major Departmental Services and Commercialised Business Units in 2022-23**

# Expenses by Major Departmental Services and Commercialised Business Units do not include internal departmental transaction eliminations which are eliminated in the Statement of Comprehensive Income.

## Statement of Comprehensive Income

for the year ended 30 June 2023

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Note** | **Actual  2022-23** | **Actual 2021-22** |
|  |  | $’000 | $’000 |
| **Income** |  |  |  |
| User charges and fees | 1 | 2,014,224 | 1,809,634 |
| Appropriation revenue | 2 | 241,010 | 159,720 |
| Grants and other contributions | 3 | 33,055 | 10,643 |
| Other revenue |  | 31,007 | 24,720 |
| Gains on disposal /remeasurement of assets |  | 555 | 2,724 |
| **Total income** |  | **2,319,851** | **2,007,441** |
| **Expenses** |  |  |  |
| Supplies and services | 4 | 1,321,102 | 1,113,949 |
| Depreciation and amortisation |  | 536,245 | 537,022 |
| Employee expenses | 5 | 287,380 | 251,215 |
| Finance/borrowing costs |  | 39,881 | 35,001 |
| Grants and subsidies | 6 | 77,015 | 20,840 |
| Other expenses |  | 19,141 | 12,824 |
| **Total expenses** |  | **2,280,764** | **1,970,851** |
| **Operating result before income tax** |  | **39,087** | **36,590** |
| Income tax benefit /(expense) |  | (6,487) | (6,210) |
| Operating result after income tax |  | 32,600 | 30,380 |
| Other comprehensive income |  |  |  |
| Items that will not be reclassified to operating result |  |  |  |
| Increase/(decrease) in asset revaluation surplus |  | 141,361 | 152,149 |
| **Total other comprehensive income** |  | **141,361** | **152,149** |
| **TOTAL COMPREHENSIVE INCOME** |  | **173,961** | **182,529** |

Notes:

1. The increase in user charges and fees is mainly due to an increase in work delivered by QBuild for client agencies.
2. The increase in appropriation revenue is mainly due to funding for CopperString 2.0 to transition the project to State ownership and delivery and *Queensland Energy and Jobs Plan* initiatives.
3. The increase in grants and other contributions income is mainly due to funding received for the Resilient Homes Fund.
4. The increase in supplies and services is mainly due to an increase in work delivered by QBuild for client agencies.
5. The increase in employee expenses is mainly due to increases under agreed Enterprise Bargaining Agreements.
6. The increase in grants and subsidies is mainly due to payments relating to CopperString 2.0 and the Housing Resilience Program.

## Statement of Financial Position

as at 30 June 2023

|  | **Note** | **Actual 2022-23** | **Actual 2021-22** |
| --- | --- | --- | --- |
|  |  | $’000 | $’000 |
| **Current assets** |  |  |  |
| Cash and cash equivalents | 7 | 402,330 | 315,516 |
| Receivables |  | 162,756 | 154,757 |
| Contract assets |  | 77,596 | 62,765 |
| Other current assets |  | 17,701 | 16,182 |
| Non-current assets classified as held for sale |  | 671 | 4,568 |
| **Total current assets** |  | **661,054** | **553,788** |
| **Non-current assets** |  |  |  |
| Property, plant and equipment |  | 3,804,216 | 3,602,504 |
| Right-of-use assets |  | 1,553,727 | 1,719,877 |
| Receivables |  | 58,571 | 62,050 |
| Other non-current assets |  | 8,288 | 3,276 |
| **Total non-current assets** |  | **5,424,802** | **5,387,707** |
| **TOTAL ASSETS** |  | **6,085,856** | **5,941,495** |
| **Current liabilities** |  |  |  |
| Lease liabilities |  | 395,692 | 376,328 |
| Payables | 8 | 257,192 | 209,525 |
| Provisions | 9 | 39,622 | 13,537 |
| Accrued employee benefits |  | 9,923 | 8,689 |
| Queen's Wharf deferred consideration | 10 | 71,250 | 0 |
| Unearned revenue | 11 | 17,526 | 6,407 |
| Other current liabilities |  | 47,784 | 32,724 |
| **Total current liabilities** |  | **838,989** | **647,210** |
| **Non-current liabilities** |  |  |  |
| Lease liabilities |  | 1,427,552 | 1,597,244 |
| Borrowings |  | 196,512 | 196,512 |
| Queen’s Wharf deferred consideration | 10 | 48,142 | 119,392 |
| Provisions | 9 | 6,057 | 32,398 |
| Unearned revenue |  | 22,484 | 23,807 |
| Other non-current liabilities |  | 19,677 | 17,334 |
| **Total non-current liabilities** |  | **1,720,424** | **1,986,687** |
| **Total liabilities** |  | **2,559,413** | **2,633,897** |
| **Net assets** |  | **3,526,443** | **3,307,598** |
| **Equity** |  |  |  |
| Contributed equity |  | 3,107,542 | 3,055,093 |
| Asset revaluation surplus |  | 366,463 | 225,102 |
| Accumulated surplus/(deficit) |  | 52,438 | 27,403 |
| **TOTAL EQUITY** |  | **3,526,443** | **3,307,598** |

Notes:

1. The increase in cash and cash equivalents is mainly due to appropriation revenue deferrals and the revised timing of delivery of capital works projects.
2. The increase in current payables is mainly due to approved end of year deferrals and adjustments relating to appropriation revenue.
3. The movement in provisions is mainly due to the reclassification of the transfer duty payable for the Queen’s Wharf Precinct integrated resort development from non-current to current as the project is expected to be completed in 2023-24.
4. The movement in Queens Wharf Precinct deferred consideration is due to the reclassification from non-current to current as the integrated resort development is expected to be completed in 2023-24.
5. The increase in current unearned revenue mainly relates to supplementation funding to support ReBuild QBuild.

## Introduction to financial statements

The following financial statements have been prepared by the department and audited by the Auditor-General of Queensland:

* Statement of Comprehensive Income – Controlled
* Statement of Financial Position – Controlled
* Statement of Changes in Equity – Controlled
* Statement of Cash Flows – Controlled
* Statement of Comprehensive Income by Major Departmental Services and Commercialised Business Units – Controlled
* Statement of Assets and Liabilities by Major Departmental Services and Commercialised Business Units – Controlled
* Statement of Comprehensive Income – Administered
* Statement of Financial Position – Administered
* Statement of Comprehensive Income by Major Departmental Services – Administered
* Statement of Assets and Liabilities by Major Departmental Services – Administered
* Notes to the Financial Statements 2022–23
* Management Certificate
* Independent Auditor’s Report.

## General Information

These financial Statements cover the Department of Energy and Public Works.

The department is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of the department is:

1 William St

BRISBANE QLD 4000

A description of the nature of the department’s operations and its principal activities is included in the notes to the financial statements.

For information in relation to the department’s financial statements, please call 07 3008 3138 or visit the departmental website [www.epw.qld.gov.au](http://www.epw.qld.gov.au/)

1. A Panel sub-committee comprises the Chair or Deputy Chair plus two members and is called into session to consider allegations of breaches of the Ethical Supplier Threshold and/or other contractual commitments. [↑](#footnote-ref-2)
2. Due to late lodgement of remuneration claims, actual fees received amount is less than the total remuneration a panel member was entitled to receive in 2022–23. [↑](#footnote-ref-3)
3. A Panel sub-committee comprises the Chair or Deputy Chair plus two members and is called into session to consider allegations of breaches of the Ethical Supplier Threshold and/or other contractual commitments. [↑](#footnote-ref-4)
4. Due to late lodgement of remuneration claims, actual fees received amount is less than the total remuneration a panel member was entitled to receive in 2022–23. [↑](#footnote-ref-5)