

## C. Our assessment of the status of the recommendations

Appendix C captures the status of recommendations from the original audit *Delivering social housing services* (Report 1: 2022–23), tabled on 12 July 2022.

We assessed the status of the recommendations using the criteria below.

**Figure C1**  
**Status of recommendations definition**

Status	Definition
Fully implemented	The recommendation has been implemented, or alternative action has been taken that addresses the underlying issues and no further action is required. Any further actions are business as usual.
Partially implemented	Significant progress has been made in implementing the recommendation or taking alternative action, but further work is required before it can be considered business as usual. This also includes where the action taken was less extensive than recommended, as it only addressed some of the underlying issues that led to the recommendation.
Not implemented	No or minimal actions have been taken to implement the recommendation, or the action taken does not address the underlying issues that led to the recommendation.
No longer applicable	Circumstances have fundamentally changed, making the recommendation no longer applicable. For example, a change in government policy or program has meant the recommendation is no longer relevant.

Source: Queensland Audit Office.

### *Delivering social housing services (Report 1: 2022–23)*

The original audit assessed whether social housing was effectively managed to meet the housing needs of vulnerable Queenslanders. We concluded that:

- the department's processes to manage the housing register were not effective
- the department needed to improve its systems and processes to better manage increasing demand for social housing in Queensland.

The department has made progress towards implementing each of the 8 recommendations, with 2 fully implemented and 6 partially implemented. Figure C2 shows the 8 original recommendations and our assessment of the department's progress.

In its responses to the *2024 status of Auditor-General's recommendations* (Report 1: 2024–25), the department self-assessed it had fully implemented all 8 recommendations.

## Figure C2 Status of implementing recommendations from *Delivering social housing services* (Report 1: 2022–23)

**Recommendation 1:** The department clearly communicates the needs assessment process it applies. This should include a proactive campaign to key stakeholders and consistent and complete information on the department’s website.

**QAO assessment: Fully implemented**

**Actions taken by the department:**

- Delivered a communication campaign to raise awareness of housing eligibility requirements and the needs assessment process.
- Updated its website and public-facing materials to clarify social housing eligibility requirements and key terms.
- Removed references to outdated needs categories from its website, materials, systems, and policies.

**Further actions needed by the department:**

- No further actions needed, the department has fully implemented this recommendation.

**Recommendation 2:** The department periodically confirms the ongoing eligibility of all social housing applicants and updates the register as needed. Applicants who the department determines are uncontactable, or have inactive applications, should not appear on the register.

**QAO assessment: Partially implemented**

**Actions taken by the department:**

- Updated its policies and procedures to support ongoing management of the housing register, including limiting the number of housing offers an applicant can refuse and defining active and inactive applications.
- Established a central team to review active applications at least annually.
- Updated its systems to exclude inactive applicants when allocating social housing.

**Further actions needed by the department:**

- Review the eligibility and living circumstances of all applicants on the register and update or remove them as appropriate.
- We made a new recommendation to strengthen management of applicants on the housing register who are living in transitional and community housing. Refer to [Recommendation 2](#).

**Recommendation 3:** The department consistently completes and reviews all new housing applications.

**QAO assessment: Partially implemented**

**Actions taken by the department:**

- Implemented a system-based process for assessing and reviewing new housing applications
- Updated its training materials to support officers in consistently applying the revised process.

**Further actions needed by the department:**

- Strengthen oversight of new housing application reviews to confirm they are consistently completed, documented, and timely.
- Ensure all staff involved in key processes are appropriately trained.
- Implement system controls to prevent processing without appropriate review and approval.
- We made a new recommendation to strengthen how the department uses internal testing to monitor performance and drive improvement, including across recommendations 3, 5, and 6. Refer to [Recommendation 1](#).



**Recommendation 4:** The department models future demand for social housing at the state and regional levels, incorporating historical and predictive analysis that includes social, economic, and environmental factors to inform its planning, investment, and service delivery.

**QAO assessment: Fully implemented**

**Actions taken by the department:**

- Engaged Queensland Treasury and Queensland Treasury Corporation to model the future demand for social housing at a state level.
- Allocated the state target to regional areas and South East Queensland local government areas to inform planning, investment, and service delivery decisions.

**Further actions needed by the department:**

- While the department has fully implemented this recommendation, it needs to establish an approach to periodically review and update key inputs to the demand model. Refer to [Recommendation 5](#).

**Recommendation 5:** The department consistently performs pre-allocation checks through a systems-based process.

**QAO assessment: Partially implemented**

**Actions taken by the department:**

- Implemented system changes to support consistent completion and review of pre-allocation checks.
- Updated training materials to support consistent application of the revised process, including review of checks.

**Further actions needed by the department:**

- Strengthen oversight of pre-allocation checks to ensure they are completed, documented, and reviewed before making an offer for social housing.
- Ensure all staff involved in key processes are appropriately trained.
- Implement controls to prevent officers offering from bypassing second officer review requirements before making housing offers.

**Recommendation 6:** The department implements a consistent process to identify, approve, record, and monitor applicants on the register for priority allocations across the state.

**QAO assessment: Partially implemented**

**Actions taken by the department:**

- Developed standard criteria to support housing officers to consistently identify and assess priority applicants.
- Implemented a statewide system in September 2022 to record, approve, and monitor priority allocations.
- Updated training materials to support consistent application of the revised process.

**Further actions needed by the department:**

- Strengthen oversight of priority allocations to confirm approvals and review dates are appropriately recorded and completed within policy timeframes.
- Ensure all staff involved in key processes are appropriately trained.
- Implement controls to prevent officers bypassing area manager approval inside the system.

**Recommendation 7:** The department reviews its approach to tenancy management to better respond to the changing needs of tenants in social housing.

**QAO assessment: Fully implemented**

**Actions taken by the department:**

- Reviewed its approach to tenancy management and implemented its Strengthening Tenancy Management (STM) approach for public housing in July 2025.
- Updated its website and created physical pamphlets to inform tenants about the annual reviews required by the STM approach.

**Further actions needed by the department:**

- The department has fully implemented this recommendation.
- We made new recommendations to review the effectiveness of the department's tenancy management approach and strengthen oversight of tenancy management in community housing. Refer to [Recommendations 3 and 4](#).



**Recommendation 8:** The department uses structured conversations to identify and support tenants who can transition away from social housing.

**QAO assessment: Fully implemented**

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Actions taken by the department:

- Introduced annual rent and tenancy reviews for public housing to confirm eligibility and assess tenant’s changing needs.
- Recruited and trained staff to undertake rent reviews and tenancy conversations.

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Further actions needed by the department:

- The department has fully implemented this recommendation.
  - We made new recommendations to review the effectiveness of the department’s tenancy management approach and strengthen oversight of tenancy management in community housing. Refer to [Recommendations 3 and 4](#).
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