# Letter of compliance

30 September 2014

The Honourable Ian Walker MP
Minister for Science, Information Technology,
Innovation and the Arts
Executive Building
Level 5, 100 George Street
Brisbane Qld 4000

Dear Minister

I am pleased to present the *Annual report 2013–14* for the Department of Science, Information Technology, Innovation and the Arts.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies* published by the Department of the Premier and Cabinet.

The report outlines the purpose, services, financial performance and achievements of the department during the 2013–14 financial year.

A checklist outlining the annual reporting requirements is included in this report.

Yours sincerely

**Sue Rickerby**
Director-General

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# About our annual report

The Department of Science, Information Technology, Innovation and the Arts (DSITIA) *Annual report 2013–14* is an integral part of our *Corporate governance framework* and is one of the main tools we use to ensure we are accountable to stakeholders, the Queensland Parliament and the community about our activities.

This report details our achievements, performance and financial position for the 2013–14 financial year. It aligns with the DSITIA *Strategic plan, Service delivery statement 2013–14*, and the Queensland Government's objectives for the community. It also provides information on our future direction, people management and corporate governance processes.

## View our report online

This report is available online: www.qld.gov.au/dsitia/annual-report.

For enquiries about this annual report, contact the Principal Consultant, Planning, Performance and People, telephone +61 7 3719 7890 or webfeedback@dsitia.qld.gov.au.

## More information on the Queensland Government Open Data website

A number of annual reporting requirements for this year have been addressed through publication of information on the Queensland Government Open Data website. For further information on consultancies and overseas travel expenditure and our achievements for the *Queensland multicultural action plan 2011–14* please visit www.qld.gov.au/data.

# From the Director-General—the year in review

**I am pleased to present the 2013–14 annual report for the Department of Science, Information Technology, Innovation and the Arts (DSITIA).**

This report reviews our performance and illustrates the effort, commitment and achievements of our staff throughout the year. It outlines the service delivery achievements our department has already made in delivering on the Queensland Government's objectives for the community.

I would like to acknowledge and thank my predecessor Andrew Garner for the significant contribution he made during his time as Director-General for the department.

Since being appointed Director-General for the department in November 2013, one of my priorities has been to ensure DSITIA is recognised as a flagship department which is clever, creative and connected and is making a significant contribution toward the Queensland Government goal of becoming Australia's most respected and responsive public service.

As outlined in the following pages, the department has delivered significant achievements which assist to fulfil the government's five pledges it made to Queenslanders on entering office: to grow a four-pillar economy, lower the cost of living, deliver better infrastructure and planning, revitalise front-line services and restore accountability in government.

Delivering efficient and effective services to government agencies and Queenslanders and at the same time delivering savings, benefits and achievements from whole-of-government service reform, have been major priorities for the department and are highlighted further in Section 2 of this report.

## The year ahead—a year of action

In 2013–14, we undertook a significant amount of planning and strategic work to outline the future direction for science, information and communication technology, innovation and the arts, while continuing to deliver day-to-day services to our customers. This coming year will see us implementing many of the activities outlined in our strategies and action plans to deliver improved outcomes for Queenslanders.

We will also be focused on the role DSITIA will have in delivering the outcomes outlined in *The Queensland Plan; the 30 year vision for the state.*

As we continue to progress our renewal agenda, I will keep engaging with our stakeholders about our services to ensure that we retain a customer focus and are pursuing the desired outcomes in a collaborative and innovative way.

In closing I thank all DSITIA staff for their outstanding work throughout the year to ensure our department delivers quality services to our customers. I have been impressed by the dedication and passion of our staff and look forward to working with my department, my colleagues in other agencies and our many partners and stakeholders to ensure that we transform our services and the public sector for all Queenslanders.

**Sue Rickerby**
Director-General
Department of Science, Information Technology, Innovation and the Arts

# Our achievements

## Our achievements for 2013–14

DSITIA continued its significant renewal agenda in line with its strategic direction and to contribute to the Queensland Government priorities of reinvigorating the Queensland economy and becoming the most respected and responsive public service in Australia.

DSITIA's strategic objectives and renewal agenda directly contribute to the government's objectives for the community, the Commission of Audit's *A Plan: Better Services for Queenslanders*, and will contribute to the government's response to *The Queensland Plan—a 30 year vision for Queensland*.

These strategic objectives align with the Queensland Government priorities:

- To grow a four-pillar economy based on tourism, agriculture, resources and construction
- Lower the cost of living for families by cutting waste
- Revitalise front-line services for families
- Restore accountability in government
- *A Plan: Better Services for Queenslanders*

### Strategic objective:

***Establish the environment to strengthen industries in the knowledge and digital economy through science, technology and innovation***

### Our achievements

- Released *GoDigitalQld Queensland's Digital Economy Strategy and Action Plan* which is our roadmap to using digital technologies, content and innovation services to boost productivity and connectivity in Queensland.
- Published 188 datasets by June 2014, ahead of our target of 70, as per the Queensland Government open data strategy.
- Released the *Science and Innovation Action Plan* to renew the state's science and innovation efforts and established the Science and Innovation Advisory Council to provide guidance, investment advice and review progress against Queensland science and research priorities.
- Committed $42.12 million, and leveraged a further $42 million from the Australian Government, to build essential infrastructure and bolster key research projects for the Australian Institute of Tropical Health and Medicine.
- Supported commercialisation within the Queensland startup community by connecting stakeholders, identifying challenges and opportunities, and encouraging collaboration, through the Minister's Startup Summit, and the Business Angels in Parliament event. We also supported regional Queensland businesses to have access to incubator services through contractual arrangements with iLab.
- Completed a series of Queensland Government's scientific capacity and capability audits which highlighted Queensland's significant skill set and enabled the provision of high level strategic advice to government on the role of science.
- Renewed, with our partner departments, the Memoranda of Understanding Annexures that detail the scientific and technical services to be provided in 2014–15, ensuring that the best possible scientific advice is provided to support decision making.

Strategic objective:

## ***Support a vibrant and creative arts and cultural sector to strengthen cultural and economic outcomes for Queensland***

### Our achievements

- Implemented the *Arts and Cultural Investment Framework 2013–14*, including investing in 35 arts and culture service organisations and managing government owned companies and major performing arts organisation contracts, with a total investment of $37.7 million.
- Released the *Arts for all Queenslanders strategy 2014–18* after extensive consultation with the Queensland community. Seventy-eight per cent of Arts Queensland's clients were satisfied with the consultation. The strategy aims to grow the arts sector and build a strong community of arts. The online strategy's readership continues to grow with 6285 unique visitors and 48 per cent repeat visitors since its launch.
- Invested in several events in 2013–14 that are driving cultural tourists to regional Queensland including the Queensland Music Festival, Australian Festival of Chamber Music in Townsville, and the Cairns Indigenous Art Fair.
- Supported 38 touring productions to tour to 107 Queensland communities through the Playing Queensland Fund, increasing touring arts productions for Queenslanders.
- Over 4.9 million visitors came to the Brisbane Cultural Precinct and the Judith Wright Centre of Performing Arts. Arts Queensland managed the state-owned arts and cultural infrastructure, spending $5.2 million on capital maintenance.
- The *Cultural Precinct Master Plan* was released for public consultation. The master plan is a key action of the *Cultural Precinct Strategy* and will prioritise development of the Brisbane Cultural Precinct and enable Queensland to capitalise on the unique co-location of its major cultural institutions.
- Arts Queensland increased its customer focus with a new client management model for funded organisations and local government. This includes a suite of tools to assist the reporting of outcomes from investment ot articulate public value more clearly.

## Strategic objective: *Deliver efficient and responsive service delivery across and beyond government*

### Our achievements

- Launched the *One-Stop Shop Plan 2013–18* to make government services simpler, clearer and faster for Queenslanders.
- Commenced a one-year pilot for Queensland Government Brisbane CBD based employees to ‘telecommute’ from Gold Coast and Moreton Bay Flexible Work Centres.
- Commenced the Queensland Innovation Hub Pilot Project, involving experts from the public and private sectors to tackle four complex Queensland Government issues.
- Continued to expand Queenslanders’ access to government information and services through initiatives such as AskQGOV and click to chat and tell us once, and the expansion of information and services available through www.qld.gov.au.
- Released the *Queensland Government ICT Strategy 2013–17* and accompanying ICT action plan to drive the government’s ICT management and delivery reform agenda.
- Released the ICT Small to Medium Enterprise (SMEs) policy, making it easier to work with government through mechanisms such as allowing agencies to directly engage SMEs for innovative ICT solutions up to $500,000.
- Commenced the implementation of the Government Wireless Network (GWN), providing the Queensland Police Service, Queensland Fire and Emergency Services and the Queensland Ambulance Service with improved network reliability and coverage.
- Developed a business case for a whole-of-government Digital Archiving Program, including the establishment of a Digital Archive for Queensland’s permanent-value digital public records.
- Promoted an accountable government through Queensland State Archives release of the General Retention and Disposal Schedule for Administrative Records to support recordkeeping by Queensland public authorities; and the release of the decommissioning business systems methodology and toolkit to help state government departments manage their recordkeeping obligations when decommissioning legacy business systems.

## Strategic objective:
## ***Be recognised as a clever, creative and connected department***

### Our achievements

- The DSITIA contestability program was developed, with key activities progressing a contestable environment as part of the government's renewal program. Key achievements include a dedicated contestability team and framework to assess the contestability of DSITIA's services including corporate services, shared services and science delivery.
- Supporting community resilience, DSITIA contributed in excess of 1400 hours to disaster response and recovery activities. This includes approximately 900 hours of effort in delivering services directly to Queenslanders via the government's call centre and maintaining disaster specific content on the Queensland Government website.
- The DSITIA *People strategy* has been developed to build and sustain the workforce and culture we require to deliver against our strategic plan.
- The OneDSITIA renewal program was supported by the Public Sector Renewal Board and established in October 2013. Key outcomes include the:
  - establishment of the new organisational structure and leadership team in February 2014
  - endorsement of organisational key performance indicators
  - launch of the *Strategic Workforce Plan 2014–18* and *ICT Workforce Transformation Plan 2014–16*
  - development of the *Strategic Plan 2014–18*, which is based on the department's renewal agenda
  - establishment of the Aligning the Culture Reference Group—a committee that is driving a range of organisational cultural activities across the department.

### *DSITIA performance against the DSITIA* Strategic Plan 2013–17 *key performance indicators*

| Key performance measures | Notes | 2013–14 |
|---|---|---|
| Improvement in DSITIA culture survey key measures | 1 | N/A |
| DSITIA operates within a 2% variance of budget | | 1.1% |
| Staff satisfaction | | 45% |
| Client satisfaction | | Refer to individual divisional performance reviews |
| Increased number of collaborations between researchers and end users | 2 | To be baselined |
| Commercial revenue as percentage of total revenue | | 15% |
| Utilisation of state owned arts and cultural facilities | | 4,968,683 |
| Customer (public) and client (agency) satisfaction measures for business unit | | Refer to individual divisional performance reviews |
| Agreed and completed service level agreements/ Memorandum of Understandings with client agencies | | All service level agreements with client agencies completed |
| 100% of performance agreements with external providers documented | | 100% |

Notes:

1. Cultural survey instrument was not developed and was replaced with Working for Queensland Employee Opinion Survey.
2. This indicator has since been modified based on the new strategic plan. The indicator is being defined and data being baselined.

# 1 About the department

## Who we are

DSITIA brings together science, innovation, information technology and arts into one portfolio to enable a clever, creative and connected Queensland, and to deliver on the strategic priorities of the Queensland Government.

Within the broader portfolio there are several specific entities, statutory bodies and companies that contribute to our departmental objectives. The two entities are the Queensland Government Chief Information Office (QGCIO) and the Office of the Queensland Chief Scientist. The Chief Scientist reports directly to the Minister for Science, Information Technology, Innovation and the Arts.

We oversee and support the governance and performance of five arts statutory bodies: the Queensland Art Gallery/Gallery of Modern Art, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre Company and the State Library of Queensland; and four companies:  the Aboriginal Centre for Performing Arts, Major Brisbane Festival, Screen Queensland and the Queensland Music Festival. These bodies and companies produce their own annual reports.

Under section 56 of the *Public Records Act 2002*, Queensland State Archives also produces a separate annual report on the administration of the Act. Financial statements for Queensland State Archives are consolidated into the DSITIA financial statements and are included in this report.

## How we began

DSITIA was formed on 3 April 2012 to revitalise front-line services to meet the growing needs of government and the community. Our Minister is the Honourable Ian Walker MP and the Director-General is Sue Rickerby.

The five service areas within the department were created from portfolios and organisational units drawn from the Department of the Premier and Cabinet and the former:

- Department of Employment, Economic Development and Innovation
- Department of Environment and Resource Management
- Department of Public Works.

DSITIA has no single legislative charter.

## Our purpose

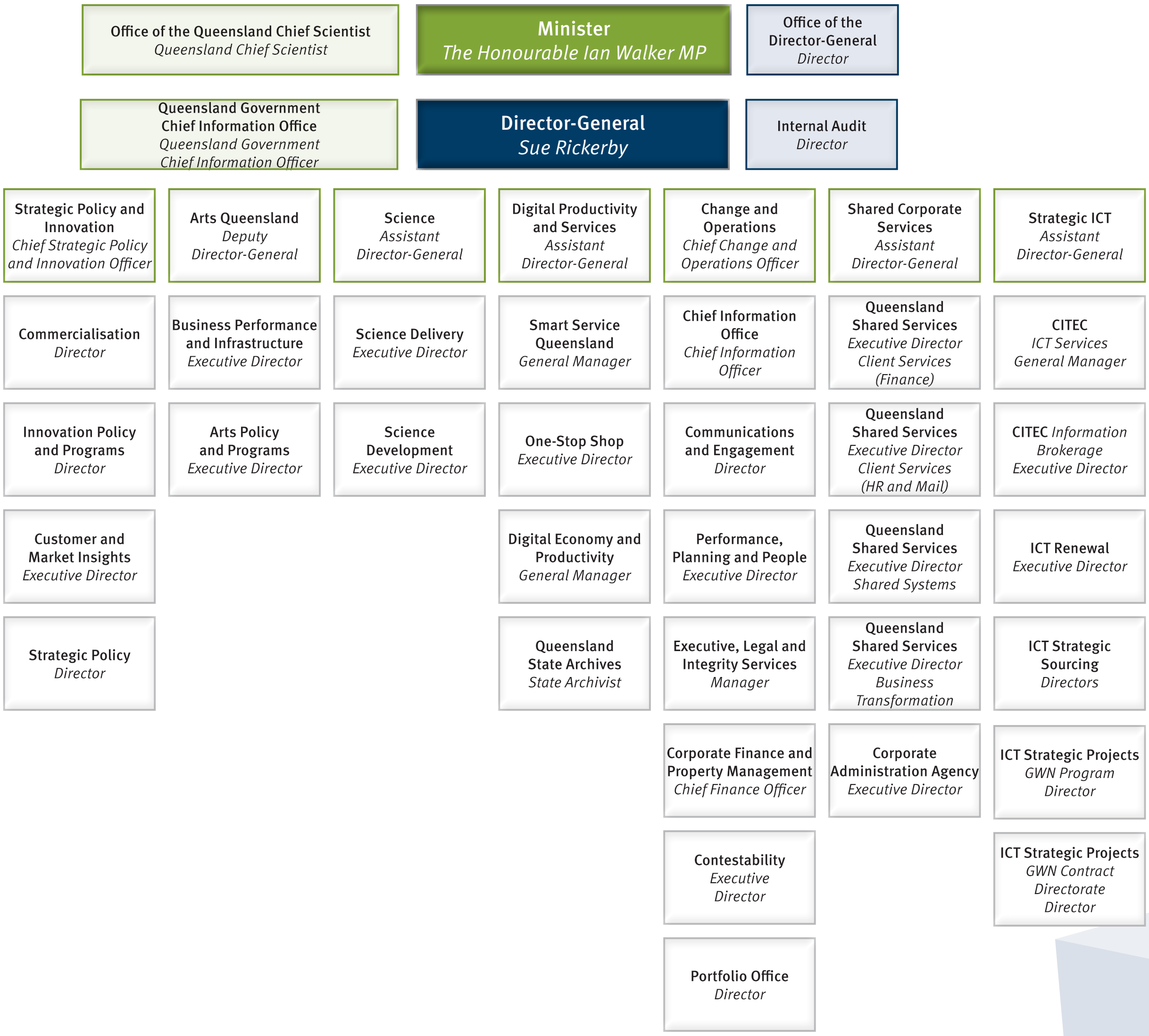
We contribute to getting Queensland back on track by encouraging better outcomes through productivity and creative capability in science, innovation, information technology and the arts.

## Our role

DSITIA supports delivery of the government's objectives for the community to revitalise front-line services, grow a four-pillar economy, lower the cost of living and deliver better infrastructure and better planning to provide better outcomes for Queenslanders by:

- driving a sustainable economic future through effective leadership and application of science
- connecting government business needs with value-for-money, service-based ICT solutions
- bringing the arts to all Queenslanders
- delivering better services through online government initiatives
- helping agencies get on with their business by ensuring they have access to modern, value-for-money corporate services and trusted advice
- leading the innovation agenda, to facilitate increased levels of innovation and commercialisation to re-energise the Queensland economy
- driving consistency and the connections across portfolios from a policy perspective.

## Our structure (as at 30 June 2014)



Office of the Queensland Chief Scientist
*Queensland Chief Scientist*

**Minister**
*The Honourable Ian Walker MP*

Office of the Director-General
*Director*

Queensland Government Chief Information Office
*Queensland Government Chief Information Officer*

**Director-General**
*Sue Rickerby*

Internal Audit
*Director*

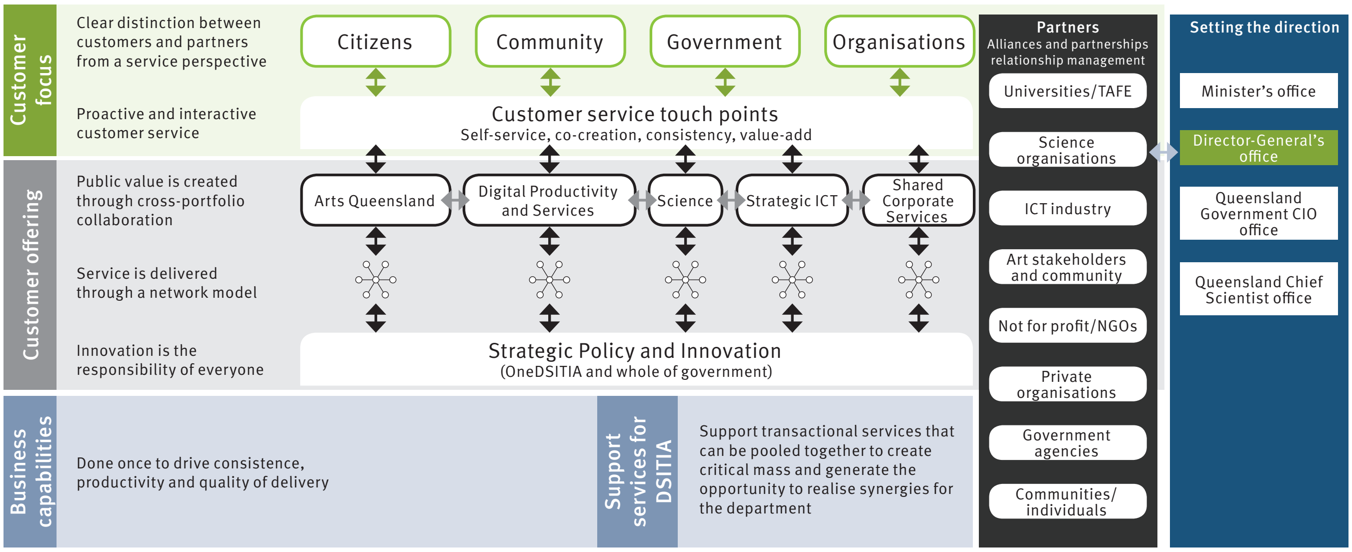
| Strategic Policy and Innovation<br>*Chief Strategic Policy and Innovation Officer* | Arts Queensland<br>*Deputy Director-General* | Science<br>*Assistant Director-General* | Digital Productivity and Services<br>*Assistant Director-General* | Change and Operations<br>*Chief Change and Operations Officer* | Shared Corporate Services<br>*Assistant Director-General* | Strategic ICT<br>*Assistant Director-General* |
|---|---|---|---|---|---|---|
| Commercialisation<br>*Director* | Business Performance and Infrastructure<br>*Executive Director* | Science Delivery<br>*Executive Director* | Smart Service Queensland<br>*General Manager* | Chief Information Office<br>*Chief Information Officer* | Queensland Shared Services<br>*Executive Director Client Services (Finance)* | CITEC<br>*ICT Services General Manager* |
| Innovation Policy and Programs<br>*Director* | Arts Policy and Programs<br>*Executive Director* | Science Development<br>*Executive Director* | One-Stop Shop<br>*Executive Director* | Communications and Engagement<br>*Director* | Queensland Shared Services<br>*Executive Director Client Services (HR and Mail)* | CITEC *Information Brokerage Executive Director* |
| Customer and Market Insights<br>*Executive Director* | | | Digital Economy and Productivity<br>*General Manager* | Performance, Planning and People<br>*Executive Director* | Queensland Shared Services<br>*Executive Director Shared Systems* | ICT Renewal<br>*Executive Director* |
| Strategic Policy<br>*Director* | | | Queensland State Archives<br>*State Archivist* | Executive, Legal and Integrity Services<br>*Manager* | Queensland Shared Services<br>*Executive Director Business Transformation* | ICT Strategic Sourcing<br>*Directors* |
| | | | | Corporate Finance and Property Management<br>*Chief Finance Officer* | Corporate Administration Agency<br>*Executive Director* | ICT Strategic Projects<br>*GWN Program Director* |
| | | | | Contestability<br>*Executive Director* | | ICT Strategic Projects<br>*GWN Contract Directorate Director* |
| | | | | Portfolio Office<br>*Director* | | |

## Our operating environment

On 14 October 2013, the Public Sector Renewal Board supported DSITIA's approach to service renewal through the delivery of the OneDSITIA renewal program and a new operating model for the department.

Implementing the OneDSITIA service delivery approach will occur over a two-year period and will be guided by the results of the Queensland Employee Opinion Survey, *Working for Queensland*, and the renewal principles of:

- customer focus
- innovation
- contestability, commissioning and core services
- excellence, agility and productivity
- governance and accountability.


Customer focus
Clear distinction between customers and partners from a service perspective
Citizens
Community
Government
Organisations
Proactive and interactive customer service
Customer service touch points
Self-service, co-creation, consistency, value-add
Customer offering
Public value is created through cross-portfolio collaboration
Arts Queensland
Digital Productivity and Services
Science
Strategic ICT
Shared Corporate Services
Service is delivered through a network model
Innovation is the responsibility of everyone
Strategic Policy and Innovation
(OneDSITIA and whole of government)
Business capabilities
Done once to drive consistence, productivity and quality of delivery
Support services for DSITIA
Support transactional services that can be pooled together to create critical mass and generate the opportunity to realise synergies for the department
Partners
Alliances and partnerships relationship management
Universities/TAFE
Science organisations
ICT industry
Art stakeholders and community
Not for profit/NGOs
Private organisations
Government agencies
Communities/ individuals
Setting the direction
Minister's office
Director-General's office
Queensland Government CIO office
Queensland Chief Scientist office

**Above: The DSITIA operating model**

The operating model came into effect on 3 February 2014 and aims to shift organisational focus from delivering services to connecting and coordinating service offerings through:

- our key partners: universities and TAFEs, science organisations, the information technology (IT) industry, arts stakeholders and community, not for profit/non-government organisations (NGOs), private organisations, government agencies, communities and individuals
- four customer groupings: citizens, community, government and organisations
- five service delivery divisions: Arts Queensland, Science, Digital Productivity and Services, Strategic ICT, Shared Corporate Services
- two support functions: Strategic Policy and Innovation, and Change and Operations.

## Our values

In 2013 the Public Service Commission released the *Better Ways of Working* strategy with the aim to drive better government services through instilling a values-based leadership approach within the Queensland Public Service.

DSITIA began the process of embedding the Queensland Public Sector values in 2013 to guide our decisions and behaviours in the workplace by communicating them to senior leaders and staff. Teams have embraced this further with conversations about what the values mean to them in terms of behaviours in the workplace.

DSITIA has developed an awareness program that promotes the celebration of each value on a bi-monthly basis with departmental-wide and team-based activities. The program includes the development of resources to promote and recognise the values, a DSITIA Service Excellence Program for all staff and regular communication activities for staff.

The DSITIA Annual Recognition of Excellence Awards were reviewed to ensure award categories aligned with the values.

## What we do

In 2013–14 our diverse range of services:

- provided scientific and technical advice and services to government agencies to underpin their decision making and legislative responsibilities and collaborate with the Chief Scientist in the development of the Queensland Government's science policy and strategic leadership for the government's investment in science through the **Science Division** *(key achievements are available on page 20)*
- promoted the successful adoption of digital technologies and digital content services to revitalise Queensland Government services, boost productivity and innovation within Queensland businesses, and to connect and enable our communities through **Digital Productivity and Services** *(key achievements are available on page 24)*
- strengthened cultural and economic outcomes for Queensland through facilitation of resilience and innovation in the arts and cultural sector by **Arts Queensland** *(key achievements are available on page 30)*
- ensured quality ICT outcomes are achieved across government and supported front-line service delivery through **Strategic ICT** *(key achievements are available on page 36)*
- delivered responsive corporate services and solutions to the majority of Queensland Government agencies through **Shared Corporate Services** *(key achievements are available on page 42)*
- created the right environment to promote innovation and commercialisation of products and services that benefit Queensland and ensure departmental policies align to customer needs and government priorities through **Strategic Policy and Innovation** *(key achievements are available on page 46)*

- provided independent quality advice on ICT issues through the **Queensland Government Chief Information Office** *(key achievements are available on page 50)*, and science policy and strategic advice from the **Queensland Chief Scientist** *(key achievements are available on page 53).*

## Our priorities

In 2013–14 activity within the department was focused on delivering four broad objectives as outlined in our strategic plan for 2013–17. These align with the Queensland Government priorities:

- To grow a four-pillar economy based on tourism, agriculture, resources and construction
- Lower the cost of living for families by cutting waste
- Revitalise front-line services for families
- Restore accountability in government
- *A Plan: Better Services for Queenslanders*

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### Strategic objective:
### *Establish the environment to strengthen industries in the knowledge and digital economy through science, technology and innovation*

#### Outcomes

- Information and knowledge applied to support government priorities
- Best possible scientific information and advice provided to support ministers' and departments' decision making and policy development
- Capability to respond to tropical health threats increased
- Research and development activity aligned to identified industry need
- Access to innovation services and support for all businesses increased
- Increased awareness of and access for Queensland business and community organisations to digital economy opportunities

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### Strategic objective:
### *Support a vibrant and creative arts and cultural sector to strengthen cultural and economic outcomes for Queensland*

#### Outcomes

- Access to arts and culture increased
- Innovation within and resilience of the arts and cultural sector increased
- Queensland's cultural reputation enhanced and cultural tourism opportunities maximised

Strategic objective:

## *Deliver efficient and responsive service delivery across and beyond government*

### Outcomes

- Innovative models for service delivery developed
- Streamlined, accessible, customer-centric government services delivered through optimal channels
- Value for money demonstrated in contestable service areas
- Productive engagement with stakeholders in the community

Strategic objective:

## *Be recognised as a clever, creative and connected department*

### Outcomes

- Workforce is skilled, engaged and accountable
- A culture that values and encourages productivity and creativity
- Organisation is financially sustainable
- Governance and policies facilitate accountable decision making and promote organisational agility

Our core focus continued to be on delivering efficient and effective services for our stakeholders, while ensuring the government is getting the best value for money in service delivery.

These activities included:

- portfolio management of key service renewal programs across DSITIA resulting from the Queensland Commission of Audit report recommendations and the Queensland Government ICT Audit including: contestability, ICT renewal, One-Stop Shop, and the Government Wireless Network
- reforming the way ICT is delivered across Queensland Government through the implementation of the *Queensland Government ICT Strategy 2013–17 Action Plan*; a decisive roadmap for ICT in the Queensland public sector
- continuing service reforms as part of the Public Sector Renewal Program.

## Our challenges

Potential strategic challenges identified for the department were outlined in the DSITIA *Strategic Plan 2013–17* and included:

- managing the synchronisation of multiple-reform agendas to maximise outcomes for the department and government
- delivering high-quality services and policies which meet stakeholders' expectations and the demands of government-reform priorities within its environment of fiscal constraint
- realigning the departmental business operations and services to deliver the government reform agenda and inspire innovation and creativity
- developing the skills and capabilities of our workforce to deliver the government reform agenda, support staff through transformation, and inspire innovation and creativity.

To mitigate these potential challenges, the DSITIA Renewal Portfolio Board governed the implementation of the renewal programs across the department at a strategic level. Board membership comprises divisional heads and an external expert, providing recommendations to resolve program issues and help mitigate risks.

## Our commitment to red-tape reduction

DSITIA is fully committed to playing its part in achieving the government's commitment to reduce red tape for Queensland. The department has progressed several service related and regulatory red-tape reduction initiatives in 2013–14 designed to simplify access, increase convenience and reduce barriers to government services and information for our customers.

Activities included:

- One-Stop Shop access to government services that provides Queenslanders with easy and convenient access to a range of information and services through phone (13 QGOV (13 74 68)) online (www.qld.gov.au) and at multi-agency service outlets. During the 2013–14 year, the One-Stop Shop Plan was launched with delivery of phase one of the program due to be completed in October 2014.
- 188 departmental datasets (as at 30 June 2014) available to the public through the open data website.
- Reducing the barriers for suppliers to work with Queensland Government by providing easier access to government, improved payment practices and accelerated government information technology contract processes. This includes simplification and earlier consideration of ICT engagement, and revision of processes.
- The continued development and updating of innovative environmental information systems providing government and the broader community with increased access to scientific information and maps to streamline or automate processes to reduce regulatory burden.

- Provided an eFiling solution for the Department of Justice and Attorney-General, as an online mechanism for approved law firms to file court documents without having to be physically present at a court house. This innovative and unique product has generated a 36 per cent increase in online court transaction with an average 1636 electronic lodgements per month. Clients have processed in excess of 1000 Queensland Magistrates claims in a single lodgement in less than two hours using this functionality which would have previously taken three to four weeks.

## Looking forward

During 2014–15 the department will:

- lead implementation of the *Queensland Digital Economy Strategy and Action Plan* to achieve the vision for Queensland to be Australia's most digitally interactive state
- further implement the *One-Stop Shop Plan* through the addition of 100 new online transactions, establishing the first Service Outlet Pilot in the Lockyer Valley/Scenic Rim region and rolling out and assessing the pilots for social media, and click to chat and tell us once capabilities on www.qld.gov.au
- announce the recipients of $8.75 million in funding available across the Accelerate Queensland Science and Innovation Program, as part of the implementation of the *Science and Innovation Action Plan*
- boost the Maps Online service to enhance the reporting packages available and provide a one-stop shop for access to information on environmental values (such as wetland extent and condition) in areas of interest such as a lot on a plan or street address
- continue to support Queensland Startups by providing early-stage, high-growth potential businesses with access to high quality incubator services
- continue to implement the *Arts for all Queenslanders strategy 2014–18* to achieve growth of the arts sector and a strong community of arts
- implement a refreshed *Arts and Cultural Investment Framework* to grow economic, social, cultural and artistic returns on government investment in Queensland arts and culture
- continue to administer the government's investment in arts statutory bodies, major performing arts organisations and government-owned arts companies
- complete the implementation of the Government Wireless Network for use by public safety agencies throughout the Gold Coast, Logan and Ipswich areas
- assist agencies in progressing from government-owned ICT to sourcing ICT-as-a-service
- complete an assessment of the state's investment in health and biomedical research
- lead the development of a Born Digital, Stay Digital Policy to enhance digital recordkeeping maturity and capabilities across government

- continue to build on collaborations and research opportunities under Queensland’s science and technology related agreements with China’s Ministry of Science and Technology and the Chinese Academy of Sciences
- facilitate a series of Thought Labs to provide opportunities to co-design policy and program solutions with external stakeholders across the portfolio
- complete and assess the Queensland Government’s Flexible Work Centres pilot
- commence construction of the Australian Institute of Tropical Health and Medicine
- continue to deliver on the Queensland Government’s ICT renewal agenda to achieve fundamental change in the management and delivery of government ICT.

# 2 Our service performance

## Science

DSITIA's Science Division provides scientific and technical advice and services to government agencies that underpins their decision-making and legislative responsibilities. The division, in close collaboration with the Chief Scientist, also develops the Queensland Government's science policy and provides strategic leadership for the government's investment in science.

The Science Delivery business area of the division provides high-quality, timely, innovative scientific and technical services and advice in the priority areas of water (freshwater and marine), land and vegetation, climate variability, air quality and biodiversity. Core services also include the provision of foundation environmental and natural resource management data and models.

The Science Development business area of the division supports the investment in, and development of, science capability to maximise the impact and benefits of government investment in science by providing policy advice, administering science legislation and regulations and facilitating science partnerships and international collaborations.

The division works in partnership with government agencies, universities and other research groups, as well as natural resource management groups and industry.

### Our operating environment

Science Division spearheads a unified government approach to science and innovation through the *Science and Innovation Action Plan*, launched in October 2013. This plan provides direction for science and innovation activity across government, and for other science providers.

The Science and Innovation Advisory Council held its inaugural meeting on 7 April 2014 and provides independent guidance, investment advice and reviews progress against the plan's priorities, actions and programs.

The division manages key actions within the *Science and Innovation Action Plan* and provides Queensland Government departments with scientific and technical services and advice.

Memoranda of Understanding (MoU) are negotiated with relevant partner departments to formalise the provision of scientific services, information and advice. This extensive program of work is overseen and managed by the Science Delivery Board, comprising the Directors-General and Commissioner of the partner departments.

An Operational Committee has recently been established to support the Science Delivery Board by providing a mechanism to enhance governance, communication and engagement arrangements within and between agencies and ensure a single point of contact for the MoUs. The Committee consists of a senior executive nominee of each partner department and is chaired by the Assistant Director-General, Science Division.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: Science** | | | |
| **Service standards** | | | |
| Average time taken to upload quality checked air quality monitoring data to the DEHP website that shows the air quality conditions across the state | 1 | 1 hour | 55.6 minutes |
| Percentage of clients from other government agencies satisfied with the natural resource and environmental science services and information provided | 2 | 80% | 97% |
| **Other measures** | | | |
| Annual increase of the number of hectares of vegetation communities and ecosystems mapped to support key policy programs | 3 | discontinued | discontinued |

Notes

1. This measure has been amended to more accurately describe its purpose and to identify its target groups following a review of Queensland Government service standards conducted by the Queensland Audit Office in 2013. The method of calculating the results of this measure remains unchanged.
2. This measure is a new measure for Science Delivery, a business area of the Science Division. The first annual survey was conducted in the first half of 2103 and will be the baseline for reporting over subsequent years. Due to the high result achieved in the baseline survey, a target of 85% has been nominated for 2014–15 as more than one year of survey data is required in order to establish a robust and realistic target for this measure.
3. This measure has been discontinued for future Service Delivery Statement reporting purposes as it is not an indication of the efficiency or effectiveness of the service area.

## Achievements

During 2013–14, Science:

- commenced, in February 2014, monitoring of particle levels in the air beside the metropolitan rail line at Cannon Hill for a 12-month period, on behalf of the Queensland Resources Council
- launched the Wastewater Tracking and Electronic Reporting System (WaTERS) to receive, store and provide timely reports on water monitoring data collected by approval holders under the *Environmental Protection Act 1994*
- released the *Science and Innovation Action Plan* and established the Science and Innovation Advisory Council to independently oversee its implementation

- committed $8.75 million of funding to the Accelerate Queensland Science and Innovation Program, under the *Science and Innovation Action Plan*, to help focus investment in science and innovation in Queensland
- supported the Clem Jones Centre for Ageing Dementia Research by committing $9 million over five years
- committed $42.12 million over the next three years to establish the Australian Institute of Tropical Health and Medicine in conjunction with James Cook University
- released land use and land use change mapping for South East Queensland
- developed and released new fire scar mapping products that show a 27-year fire history of Queensland
- commenced storm tide monitoring at four new locations in the Torres Strait and at Burketown to enhance severe weather forecasts and modelling for Far North Queensland
- supported the state's disaster preparedness by providing storm tide advice, monitoring and data to the State Disaster Coordination Centre during tropical cyclone events
- awarded the Cooper-Hewitt Fellowship to enable a Queensland teacher to access world class design educators in New York at the Cooper-Hewitt National Design Museum
- finalised the review of the *Gene Technology Act 2001*.

## Other whole-of-government plans/specific initiatives

The Science Division supports the following whole-of-government initiatives:

- *State Disaster Management Plan*
- *Reef Water Quality Protection Plan*
- *Science and Innovation Action Plan*.

## Looking forward

In 2014–15, Science Division will:

- announce the recipients of the Accelerate Queensland Science and Innovation Program ($8.75 million)
- expand the scope of WaTERS to cover the coal seam gas and other industries
- release Queensland-wide maps showing trends in woody vegetation density to better inform the long term management of the state's natural resources
- commence construction of the Australian Institute of Tropical Health and Medicine to improve our understanding and treatment of tropical diseases
- boost the Maps Online service to enhance the reporting packages available and provide a one-stop shop for access to information on environmental values (such as wetland extent and condition) in areas of interest such as a lot on a plan or street address

- award five Fellowships to Queenslanders under the Queensland-Smithsonian Fellowship Program to undertake research topics of mutual interest in history, design and science
- deliver a new whole-of-government standing offer arrangement for the purchase of natural resource science and engineering related services (21 services across 10 Queensland government agencies)
- coordinate a review of the *Biodiscovery Act 2004* (Queensland)
- renew Queensland's science and technology agreement with the Chinese Government's Ministry of Science to build on collaborations and research opportunities
- host the 2014 AusBiotech national conference on the Gold Coast (29–31 October) to support the ongoing development of biotechnology and the life sciences industry.

## Digital Productivity and Services

The Digital Productivity and Services Division promotes the successful adoption of digital technologies and digital content to revitalise Queensland Government services, boost productivity and innovation within Queensland businesses, and to connect and enable our communities.

The division is comprised of the Digital Economy and Productivity Office, Queensland State Archives, One-Stop-Shop and Smart Service Queensland. This diverse division's key services include: provision, expansion and improvement of customer access to a wide range of government information and services; collaborative projects and events to promote the adoption of digitally enabled technologies and services across Queensland; and management, preservation and facilitation of access to Queensland's permanent archival public records.

Digital Productivity and Services is responsible for the delivery of the government's One-Stop Shop Plan and the *GoDigitalQld* strategy and action plan. Both of these plans are integral in the government revitalising front-line services and growing a four pillar economy.

### Digital Economy and Productivity

The Digital Economy and Productivity team leads the Queensland Government's approach to framing innovative policy responses and collaborative projects across Queensland Government and with the Australian Government, local governments and non-government organisations in the emerging digital economy.

Digital Economy and Productivity is responsible for leading the implementation of the *GoDigitalQld Queensland Digital Economy Strategy and Action Plan,* a vision for Queensland to be Australia's most digitally interactive state and recognised globally as a digital innovation hub. *GoDigitalQld* aims to promote the adoption and increased use of digital technologies, content and innovative services to deliver better economic and social outcomes for Queenslanders and Queensland businesses, regardless of their location.

### One-Stop Shop Strategy and Implementation Office

The One-Stop Shop Strategy and Implementation Office has been established to provide citizens, as customers, with simplified access to information, services and transactions. Taking a customer-centric approach allows government to see things from the customers' perspective, help cut through agency and service silos to connect services, reduce duplication, and provide seamless and easy access to government services.

The objectives of the One-Stop Shop Plan are to:

- meet customer demand through greater online service delivery while reducing costs for the majority of simple transactions
- make it easier for customers to access services through simplified One-Stop Shop contact channels alongside efficiencies to improve customer service
- improve customer satisfaction by adopting a customer-centric approach that reduces duplication and improves efficiency.

### Smart Service Queensland

Smart Service Queensland plays a pivotal role in the government's commitment to revitalise front-door services through delivering a one-stop shop for Queenslanders. Smart Service Queensland provides easy and convenient access to information and services—online, via the phone, or local counters or agents.

Smart Service Queensland delivers more than 260 services on behalf of all agencies through three call centre sites, whole-of-government websites including www.qld.gov.au, 78 Queensland Government Agent Program offices and three Queensland Government service centres. Smart Service Queensland also supports Queenslanders in times of disaster through the 132 500 SES flood and storm line and acts as the central point of government contact in disaster recovery situations.

### Queensland State Archives

Queensland State Archives connects Queenslanders with their past—the histories of their families, the local community and the state—by ensuring that the significant records of government are available and accessible. Established in 1959, the archival collection comprises millions of public records dating back to the early Moreton Bay penal settlement of 1823.

Public records form the cornerstone of government accountability. They provide unique evidence and context of the actions and decisions taken by governments over time. Through the *Public Records Act 2002*, Queensland State Archives supports democracy and government integrity; maintaining the corporate memory of government by overseeing the making and keeping of Queensland's public records.

As the state's lead agency for government recordkeeping, we offer practical recordkeeping advice and tools to over 500 Queensland public authorities.

## Our operating environment

Digital Productivity and Services is working in an environment of transformation. Its workforce is responding to this demand by trialling new ways of working and increasing their engagement with Queenslanders to ensure that the services delivered are citizen-centric.

The Digital Productivity and Services division is leading two major reform programs for the Queensland Government; One-Stop Shop Plan and the *GoDigitalQld* strategy and action plan. It is also developing the whole-of-government approach to digital archiving that seeks to address the risks inherent in managing this significant shift in the way we manage our digital information.

While funding pressures exist, the group is using innovative techniques to achieve its work program. It has a strong focus on partnering with stakeholders where possible to find effective solutions and has rigorous governance structures to ensure the effectiveness and value for money of its programs.

Similarly, implementing the *One-Stop Shop Plan 2013–18* will enable the government to better address the challenges of providing fast and easy access to government services and information to all Queenslanders regardless of their location. Informed by the results of extensive community engagement, initiatives such as the Service Outlets Pilot in the Scenic Rim and Lockyer Valley regions will offer digital solutions such as video pods and self-service kiosks to connect customers to services in their local community.

In responding to the challenges posed by ensuring the ongoing integrity and usability of public records created digitally, Queensland State Archives has developed the *Digital Continuity Strategy* to future-proof the critical digital records of government business. In accordance with this strategy, and the *Queensland Government ICT Strategy 2013–17* and *Action Plan*, we are developing a whole-of-government approach to digital archiving that seeks to address the risks inherent in managing this significant shift in the way we manage our digital information.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: Digital Productivity and Services** | 1 | | |
| Service standards | | | |
| Client satisfaction Smart Service Queensland (SSQ) | 2 | ≥80% | 76% |
| Customer satisfaction with the services delivered by SSQ | 3 | ≥80% | 88% |
| Customer satisfaction with Queensland State Archives (QSA) delivery of services to the public | | ≥93% | 93.4% |
| Cost per capita per week to provide archival services to Queensland (QSA) | 4 | Baseline to be established | Discontinued measure |
| Other measures—accessibility | | | |
| Volume of interactions with SSQ service delivery channels: | | | |
| • telephone | 5 | 4,000,000 | 3,539,756 |
| • online | 5 | 17,000,000 | 24,203,527 |
| • face-to-face | 5 | 400,000 | 379,465 |
| • processing (including cards and concessions) | | 1,000,000 | 1,017,429 |
| Number of public customers accessing government records: | | | |
| • online | | 380,000 | 392,881 |
| • walk in | 6 | 6,700 | 6,626 |

Notes

1. Digital Productivity and Services is a new division formed after an internal realignment of services within DSITIA that occurred during 2013–14.

2. The 2013–14 actual result for this measure, whilst narrowly falling short of the 2013–14 target, is a significant increase on the 2012–13 result of 53% as Smart Service Queensland continues implementing improvements in delivering services to the public on behalf of its client agencies. Feedback from this year's survey will be used to inform business improvement activities in order to sustain the consistent upward trend in client satisfaction levels since the survey methodology was changed in 2011–12.
3. The 2013–14 actual result for customer satisfaction has exceeded the 2013–14 target as continuous improvements made to the online channel in particular has produced an increase of 28% in customer satisfaction with this channel from the corresponding 2012–13 result. Whilst all channels recorded improved results, this significant increase in the online channel result is the primary reason for the increased overall satisfaction rating. The target for this measure will be increased to 85% next year in recognition of this improvement.
4. This measure has been discontinued as it is not a true efficiency measure in that it relies on factors outside the service area's control such as the changing population of Queensland. As a result, no target could be identified for 2013–14 and an actual cannot be ascertained as this is not a meaningful measure of performance. Digital Productivity and Services will replace this measure with a new efficiency measure for 2014–15.
5. The 2013–14 actual results for both telephone and face-to-face interaction volumes have not met their respective 2013–14 targets due to more customers accessing government services and information online, as evidenced by the online channel results in which the target has been significantly exceeded for the 2013–14 year
6. The 2013–14 actual result for this measure has not met the target as QSA is realigning its strategy with an increased focus on online channels. Therefore QSA did not host as many tours in 2013–2014 which accounts for the shortfall in walk in customers. It is expected that this trend will continue as more customers exercise the option to access records online

## Achievements

2013–14 achievements for Digital Productivity and Services have been reported on in each of the service business areas:

**Digital Economy and Productivity:**

- partnered with government agencies to commence a one-year pilot enabling Queensland Government Brisbane CBD based employees to telecommute from Gold Coast and Moreton Bay Flexible Work Centres
- connected with Queensland business and industry through the delivery of Partners in Digital Productivity forums linking key stakeholders with government for the purpose of developing business solutions to industry specific productivity and growth challenges.

**One-Stop Shop Strategy and Implementation Office:**

- launched the *One-Stop Shop Plan 2013–18*, enabling the government to begin delivery of the vision to provide Queenslanders with easy and convenient access to all government services
- implemented phase one of the One-Stop Shop Plan—notable highlights include 133 new services now available online and through our 'Change of address tell us once' pilot in partnership with Australia Post, with more than 1000 Queenslanders having used this service
- services are on track for delivery by end of 2014 and the Scenic Rim and Lockyer Valley regions have been selected for the One-Stop Shop regional service delivery pilot
- implementation of the One-Stop Shop Dashboard where customers can track new services and progress against targets at www.qld.gov.au/onestopshop.

**Smart Service Queensland:**

- managed the service delivery of more than 260 government services on behalf of Queensland Government agencies to the public handling more than 29 million customer interactions across a range of channels connecting Queenslanders to government information and services
- won three awards at the Asia Pacific Contact Centre Awards—a first place for the best green contact centre in Asia-Pacific and two second place awards in the categories of: best customer service; and contact centre design in Asia-Pacific
- supported and enabled Queensland Government agencies to add a further 124 services to www.qld.gov.au to assist Queenslanders in getting the information they need
- commenced the AskQGOV social media pilot to provide an online hub for Queenslanders to seek Queensland Government service information via Twitter and Facebook
- responded to 12,268 State Emergency Service and Disaster Recovery calls during the 2013–14 disaster season
- administered and managed the delivery of over one million concession services to eligible Queenslanders.

**Queensland State Archives:**

- added more than 2000 linear meters of public records to Queensland's archival collection, taking Queensland's archival collection to a milestone of 50 linear kilometres of public records during the year
- facilitated the inscription of its Australian South Sea Islander collection onto UNESCO's Memory of the World Register for the Asia Pacific region
- improved Queensland State Archives online service delivery through the introduction of social media platforms such as Facebook, Twitter and History pin and customer engagement tools such as Facebook forums.

## Other whole-of-government plans/specific initiatives

During 2013–14, Digital Productivity and Services was responsible for the following strategies and initiatives:

- *GoDigitalQld Queensland Digital Economy Strategy and Action Plan*—was launched on 17 June 2014 and outlines the ways digital technology and services will be used to improve productivity and innovation in the Queensland Government, Queensland business and the community.
- Establishing the Flexible Work Centres trial—this is a 12-month pilot of Queensland Government employees with a Brisbane CBD workplace and a non-Brisbane City residential address being able to work several days per week at non-government operated co-working offices at Southport and Redcliffe; the trial runs from May 2014 to April 2015.

- Queensland State Archives continued to support the Queensland Government First World War and Anzac 100 commemorations with a program of activities including public seminars and workshops, publishing commissioned historical essays with interactive online exhibitions, adding digitised content from the archival holdings to the website, initiating a First World War blog in addition to collaborating with other cultural institutions on joint events and activities such as the QANZAC 100 Heritage Leaders Workshop.

## Looking forward

In 2014–15, **Digital Productivity and Services** will:

- lead whole-of-government customer experience and renewal of service delivery of activities by delivering a customer insight program to disseminate meaningful insights to its customers and its partners
- drive the delivery of commitments contained within the One-Stop Shop Plan and *GoDigitalQld*
- baseline cost-to-serve activities within Smart Service Queensland
- in partnership with government agencies stimulate and support adoption of digital government services through the development and release of a Born Digital, Stay Digital policy guide
- work with local government and regional/community organisations to co-design and deliver digital economy initiatives
- collaborate with Queensland business and industry to drive digital adoption and exploit the digital economy through the establishment of GoDigital Queensland Business Collaboration Group
- co-create innovative outcomes with the community to enhance services through digital and non-digital channels through implementing and evaluating the service outlet pilot in the Lockyer Valley and Scenic Rim to inform further co-creation opportunities in other parts of the state
- collaborate with government agencies to deliver innovate outcomes for government including completing the trial of the Flexible Work Centres pilot
- continue to promote an accountable government by concluding the review of the recordkeeping policy framework
- collaborate with heritage institutions on significant commemorations such as the anniversary of outbreak of First World War and the first Anzac Day and the 150th anniversary of railways in Queensland
- continue to improve access to government information and services through strategic partnerships with other government agencies to improve the customer experience and provide better customer outcomes
- further advance the maturity of the open data platform, enabling dynamic, data-driven products to be developed by government and industry.

## Arts Queensland

Arts Queensland aims to strengthen cultural and economic outcomes for Queensland through the *Arts for all Queenslanders strategy 2014–18*. Released in December 2013, the strategy guides the delivery of the government's vision of growth in the arts sector and a strong community of arts.

The strategy supports the Queensland Government's pledge to grow a four-pillar economy through its cultural tourism priority. Arts Queensland is building new tourism partnerships across local and state government and working with the arts sector to grow its cultural tourism potential. Arts Queensland is also finalising the *Cultural Precinct Master Plan*, which is an exemplar of the Queensland Government's goal to leverage stronger outcomes from the investment in cultural infrastructure.

The master plan is a key feature of the government's *Cultural Precinct Strategy 2013–15* and supports the government's commitment to increase overnight visitor expenditure to $30 billion by 2020.

The interim *Arts and Cultural Investment Framework 2013–14* introduced a new funding model that is simpler, transparent and cuts red tape for artists and arts and cultural organisations. A refreshed framework, aligned to the *Arts for all Queenslanders strategy*, will be implemented in 2014–15, setting out clear principles to achieve artistic, social, cultural and economic returns on government investment. It allows the public to clearly see the value and outcomes of arts funding, delivering on government's pledge to restore accountability in government.

### Our operating environment

In 2013–14 the *Arts for all Queenslanders strategy 2014–18* was released after extensive consultation. The strategy aims to grow the arts sector and build a strong community of arts by prioritising returns on arts and cultural investment, strengthening commercial and entrepreneurial capacity, growing public value for arts and culture and strengthening cultural tourism.

Increased demand for funding together with reduced funding for arts in the federal budget means artists and arts organisations must adapt their business models. The film sector will also be impacted not only by reduced funding to Screen Australia but also cuts to the Australian Broadcasting Corporation and Special Broadcasting Service.

The Arts Investment Advisory Board guided the implementation of the *Arts and Cultural Investment Framework 2013–14* and made recommendations to the Minister about investments under the Super Star, Organisations, Projects and Programs and Individuals funds.

Arts Queensland implemented a client management approach to investments and released a suite of tools to assist the reporting of outcomes from investment and articulate public value more clearly. Arts Queensland trialled new online applications and is rolling out online forms across its funding programs to reduce red tape and improve streamlining.

The *Cultural Precinct Master Plan* was released for public consultation on 5 May 2014 and will be finalised as a key action of the *Cultural Precinct Strategy 2013–15*. This will prioritise development of the precinct to maximise the artistic and cultural and tourism potential of the precinct.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: Arts Queensland** | 1 | | |
| **Service standards** | | | |
| Level of client satisfaction with Arts Queensland's funding programs and services | 2 | 85% | 84% |
| Commercial revenue as a percentage of total revenue | | 12% | 15% |

Notes

1. As part of an internal realignment of services, Arts and Culture Services has been renamed as Arts Queensland.
2. This measure has been amended following a review of Queensland Government service standards conducted by the Queensland Audit Office in 2013. The method of calculating the result of this measure remains unchanged.

## Achievements

In 2013–14, Arts Queensland:

- released the *Arts for all Queenslanders strategy 2014–18* following statewide consultation and commenced implementation including delivering a collaborative online platform for strategy engagement with the sector and public
- implemented the *Arts and Cultural Investment Framework 2013–14*, including investing in 35 arts and culture service organisations and managing government-owned companies and major performing arts organisations contracts, with a total investment of $37.7 million
- invested in arts and cultural events, programs and festivals which were delivered to over 4.3 million attendees and participants
- commenced implementation of the *Cultural Precinct Strategy*, including consultation on the draft *Cultural Precinct Master Plan* to drive new cultural tourism outcomes for the state and plan for future collection storage requirements
- supported 38 touring productions to tour to 107 Queensland communities through the Playing Queensland Fund, increasing touring arts productions for Queenslanders
- approved more than $850,000 for investment in four Super Star Fund events, two of which have been staged—Bernard Fanning's performance with emerging Aboriginal

and Torres Strait Islander musicians as part of *Clancestry* and the Queensland Theatre Company's production of *Macbeth*, directed by internationally acclaimed Shakespearean super star Michael Attenborough CBE in collaboration with local theatre company Grin and Tonic

- increased customer focus with new client management model for funded organisations and local government engagement
- supported the 2013 Brisbane Festival which delivered over 85 productions and 467 performances including 11 Australian and six world premieres and attracted over 1.1 million people generating record box office takings in excess of $1.4 million
- supported the Queensland Music Festival which staged the largest number of events in its history and reached more communities than ever before with 148 performances and 600 workshops in Brisbane and across 44 regional centres
- in partnership with Brisbane City Council and the Australia Council for the Arts, supported delivery of the first of three biennial Australian Performing Arts Market events in Queensland
- supported CIAF Presents in August 2013 and transitioned the Cairns Indigenous Art Fair to a new governance model
- completed a lighting upgrade to the Judith Wright Centre of Contemporary Arts street presence to assist in broadening its market appeal and ensure patron safety and its identification as an arts centre
- completed the construction of a new artist workshop at the Aurukun Indigenous Art Centre
- extended the Artist in Residence funding program to include early childhood sector.

## Other whole-of-government plans/specific initiatives

During 2013–14, Arts Queensland was responsible for the following whole-of-government programs/plans/initiatives:

### *DestinationQ*

Cultural tourism has the potential to play a key role in meeting the government's target of increasing visitor expenditure to $30 billion by 2020. Australian Bureau of Statistics data tells us that domestic cultural tourists spend on average 78 per cent more than non-cultural tourists and international tourists spend 64 per cent more. The *Arts for all Queenslanders strategy 2014–18* highlights the role that the arts play in Queensland's cultural and economic development and seeks to grow our state's reputation as a destination to experience innovative, exciting and inspiring arts activities. The *Cultural Precinct Strategy*, launched in June 2013, is a key mechanism for driving local, interstate and international visitation to this invaluable Queensland cultural asset.

The *Cultural Precinct Strategy* has delivered a number of initiatives to drive cultural tourism including:

- major blockbuster exhibitions and world-class productions at the precinct in 2013–14, such as: Queensland Art Gallery/Gallery of Modern Art *Cai Guo-Qiang: Falling Back to Earth*, the Queensland Museum's *Afghanistan: Hidden Treasures* from the National Museum, Kabul, the State Library's *Our Dreaming—animating country*, and the Queensland Performing Arts Centre's presentation of The Netherlands Royal Concertgebouw Orchestra and the National Theatre Great Britain's production of *Warhorse*
- commencing collaborative programming across the Cultural Precinct, including in December 2013 *A Very Cultural Christmas*, an extension of Brisbane's Christmas events which included Christmas lighting, carollers and a special pre-Christmas shopping event.

Arts Queensland has directly invested in several events in 2013–14 that are driving cultural tourists to regional Queensland. These include:

- Queensland Music Festival—$3.2 million per festival
- Australian Festival of Chamber Music in Townsville—$311,650 over three years (2014–16)
- Cairns Indigenous Art Fair—$1.568 million over two years
- Woodford Folk Festival—$406,500 over three years
- Studios and Cultural Trails of the Scenic Rim—$18,351.

In collaboration with Tourism and Events Queensland and regional tourism organisations Arts Queensland is working with key triennially-funded organisations to build capability and capacity to develop and deliver cultural tourism products. Specific activities include Connector events designed to bring together artists and tourism services and operators to identify opportunities for collaboratively developing uniquely Queensland cultural tourist experiences for tourists to enjoy. Arts Queensland is also working closely with the Department of Tourism, Major Events, Small Business and the Commonwealth Games to ensure the cultural tourism potential is reflected in major initiatives.

### *Visual arts and craft strategy*

The *Visual Arts and Craft Strategy 2011–12 to 2014–15* is a joint initiative between Arts Queensland and the federal government through the Australia Council for the Arts (Australia Council). Under the strategy, Arts Queensland and the Australia Council provide matched funding to Queensland's contemporary visual arts and craft sector.

The objectives of the strategy are to build a strong and dynamic contemporary visual arts sector, characterised by a stable base of organisations, which in turn support the production and appreciation of works of artistic excellence. Key outcomes for the funding are enhanced creativity and excellence, linked with public appreciation and informed critical debate.

### *Meeting of Cultural Ministers*

Arts Queensland supports the Minister's attendance at the Meeting of Cultural Ministers (MCM). MCM brings together federal, state and territory ministers with responsibility for arts and culture.

In 2013–14, the ministers:

- completed the first triennial work plan under the National Arts and Culture Accord between the Australian, state and local governments which articulates respective and shared roles and responsibilities and commenced work under the work plan
- continued to develop *Vital Signs—Cultural Indicators framework for Australia* by undertaking a national consultation on the purpose, usefulness and efficacy of the framework in measuring economic, social and cultural value created by arts and cultural sectors in Australia
- welcomed the release of the Australian Bureau of Statistics cultural and creative activities satellite account feasibility study which the MCM had commissioned
- undertook a review of the *National Arts and Disability Strategy*.

## Looking forward

During 2014–15, Arts Queensland will:

- continue to implement the *Arts for all Queenslanders strategy 2014–18* to achieve growth of the arts sector and a strong community of arts
- implement a refreshed *Arts and Cultural Investment Framework* to grow economic, social, cultural and artistic returns on government investment in Queensland arts and culture
- implement the Arts Business Innovation Fund which is targeted at strengthening commercial and entrepreneurial capability of arts and cultural businesses in Queensland to increase their viability into the future
- continue to administer the government's investment in arts statutory bodies, major performing arts organisations and government-owned arts companies
- complete the *Cultural Precinct Master Plan* which will balance arts and culture with new infrastructure opportunities that will drive visitation and patron experience
- in partnership with Queensland Museum, plan for the development of a significant new Anzac legacy gallery commemorating World War One, with one of the highlights to be a permanent home for the German tank *Mephisto*
- increase the number and reach of touring projects around regional Queensland through the Playing Queensland Fund

- support local arts companies to engage internationally renowned artists and build local capacity through the Super Star Fund—projects approved include: Queensland Ballet's Sir Kenneth Macmillan's *Romeo and Juliet* and the Queensland Symphony Orchestra's *Journey through the Cosmos* featuring internationally renowned physicist Brian Cox
- support recipients of triennial organisation funding 2014–16 to deliver on priority areas of the *Arts for all Queenslanders strategy* and achieve increased artistic, social, cultural and economic returns
- deliver a renewed business model for the Regional Arts Development Fund to better align with locally determined priorities and community demand
- support Queensland's major performing arts organisations in the generation of quality seasons, regional engagement and cultural tourism outcomes
- support Brisbane Festival and the Queensland Music Festival in the delivery of their 2014–15 programs
- continue to invest in high quality arts education programs in partnership with Education Queensland and Australia Council for the Arts through the Artist in Residence program
- co-invest in the international arts and education conference in Brisbane.

## Strategic Information and Communication Technology (ICT)

The Strategic ICT Division strives to ensure quality ICT outcomes are achieved across government and is a key area in supporting front-line service delivery. The division is responsible for whole-of-government programs, such as the Government Wireless Network, and plays an integral role in implementing the government's ICT reforms as outlined in the *Queensland Government ICT Strategy 2013–17 Action Plan*.

In addition, as the mega category lead for ICT procurement, the division prepares, negotiates and manages contracts to establish whole-of-government procurement arrangements. Some of the services the division provides include: strategic advice on ICT programs and projects; facilitation of engagement between the ICT industry and government; and management of whole-of-government infrastructure (including data centres and networks).

### CITEC

CITEC ICT's core business is to deliver consolidated ICT infrastructure services for the Queensland Government, covering data centre, network and infrastructure services and solution integration services.

CITEC Information Brokerage is a trusted provider of leading market information solutions that streamline the business processes for commercial clients. CITEC Information Brokerage delivers more than three million transactions annually, through 30 database applications, and services over 7000 active clients in a variety of vertical markets including legal, insurance, local government authorities, commercial agents, credit management, banking and finance.

In preparation for the divestment of CITEC, CITEC ICT and Information Brokerage have been created as two separate entities as of 2 June 2014. Full financial reporting separation will be achieved as from 1 July 2014.

### ICT Renewal

ICT Renewal was established to execute the *Queensland Government ICT Strategy 2013–17 Action Plan*.

ICT Renewal is focused on working with agencies to ensure the Queensland Government achieves ICT renewal and transformation as envisaged in the ICT strategy. ICT Renewal aims to transform the way ICT is delivered and the way it supports the business of government.

### ICT Strategic Sourcing

Strategic Sourcing is the Queensland Government centre of excellence in ICT sourcing matters. The group is responsible for the preparation and management of contracts and other procurement arrangements that support the implementation of ICT strategies and ICT renewal.

## Our operating environment

The Commission of Audit's recommendations to deliver ICT as-a-service presents both opportunities and challenges.

The Strategic ICT Division continues to work with government agencies and industry to drive the ICT reform agenda aligned with the Queensland Government ICT action plan. The Strategic ICT Division has undertaken the ICT category lead and procurement reform in partnership with the Queensland Government Procurement Transformation Program.

The Government Wireless Network is one of the most significant ICT projects being delivered in Queensland.

The new network will deliver a number of benefits including improvements in radio communication, coverage and transmission, interoperability between public safety agencies, increased safety for front-line officers and end-to-end encryption providing information privacy and protection.

The Government Wireless Network will be implemented to support the immediate priority of the Cairns Finance Officials' meeting in September 2014 and the Brisbane G20 Leaders' Summit in November 2014. This will be followed by widespread deployment across South East Queensland by June 2016.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: CITEC** | | | |
| **Service standards** | | | |
| Client satisfaction | 1 | ≥65% | 93% |
| CITEC Information Brokerage | 2 | | |
| CITEC ICT | | | |
| EBITDA (EBIT less depreciation and amortisation $'000) | 3 | 10,734 | 15,030 |
| **Other measures** | | | |
| Service availability | | 99.9% | 99.983% |
| Whole-of-government programs percentage complete | 4 | nil | nil |
| Number of information technology graduates, trainees and cooperative students employed each year | 5 | nil | nil |

Notes

1. Client satisfaction measurement for CITEC is on hold during the divestment process.
2. CITEC Information Brokerage measures client satisfaction of CITEC Confirm, the retail information broker on an annual basis.

3. The 2013–14 actual results is higher than the 2013–14 target/estimate due to better than expected project revenue and cost reduction efficiencies implemented by CITEC.
4. Due to the divestment of CITEC ICT no whole-of-government programs commenced during 2013–14.
5. Due to the divestment of CITEC ICT and CITEC Information Brokerage employment within these business areas are on hold during the divestment process.

## Achievements

2013–14 achievements for Strategic ICT have been reported on in each of the service business areas.

**ICT Renewal:**

- launched the *ICT Strategy Action Plan* in August 2013
- enabled agencies to produce departmental as-a-service roadmaps and identify ICT assets in preparation for transitioning to an ICT as-a-service environment
- developed tools to support the practical application of the contestability framework to ensure the best value for money and ICT service delivery models for agencies
- prepared a concept brief One Government One Network and a business case.

ICT **Strategic Sourcing:**

- released the ICT Small to Medium Enterprise (SME) policy in January 2014, providing SMEs with greater opportunities to participate in the government market
- established the following ICT as-a-service arrangements:
  - Microsoft off-shore communications and collaboration
  - Microsoft email on-shore
  - software asset management.

**CITEC:**

- prepared a business case and approach for the divestment of CITEC and CITEC Information Brokerage
- supported the upgrades of Queensland Health and the Department of Transport and Main Roads payroll
- developed an infrastructure as-a-service product for government use
- completed the Queensland Government Customer Identity Management Release 1 and 2 of Level 1 Authentication project for the One-Stop Shop initiative on time and under budget.

## Other whole-of-government plans/specific initiatives

During 2013–14, Strategic ICT was responsible for the following whole-of-government programs/plans/initiatives:

- Established several whole-of-government panel arrangements including:
    - Electronic Communication and Collaboration
    - ICT Services
    - Microsoft (CoreCAL, Premier Support Services and Custom Support).
- Initiation of the ICT Renewal Program, a whole-of-government initiative, to execute the ICT strategy and associated action plan released by the Minister for Science, Information Technology, Innovation and the Arts on 29 August 2013. The program has set the foundation for future success through the progress of the following areas:
    - clearer accountability and processes to ensure successful ICT investment decision-making and appropriate risk management (through a Director-General Council governance body)
    - mechanisms for small to medium enterprises to actively participate in contracting government business
    - improvements in government-wide information sharing, including an enterprise social network that can be leveraged for collaborative and idea sharing among government communities
    - an ICT contestability framework that provides an approach for the achievement of good cost outcomes for government.

ICT Strategic Sourcing has enabled the government to use cloud and other as-a-service offerings through:

- policies for ICT as-a-service and offshoring data
- new commercial terms and conditions for as-a-service contracts
- streamlined procurement arrangements
- reviewed Queensland legislation and law.

DSITIA is responsible for the management and implementation of the Government Wireless Network program. The Government Wireless Network will improve communications, safety and security for Queensland's public safety agencies and front-line police and emergency services.

The network will deliver a range of important benefits including:

- improvements in radio coverage and transmission
- interoperability between agencies
- increased safety for front-line police, firefighters and paramedics
- end-to-end encryption providing information privacy and protection.

During 2013–14, the program:

- built and commissioned 70 Government Wireless Network radio sites to support the G20
- installed 430 mobile radios in police, fire and ambulance vehicles by June 2014
- delivered comprehensive training for Government Wireless Network radios and consoles to more than 140 agency trainers and users for G20.

The Government Wireless Network will bring our public safety agencies' radio communications capabilities into the digital age.

## Looking forward

In 2014–15, **ICT Renewal** will:

- work with agencies to assist the implementation of the ICT Strategy and support ongoing ICT renewal implementation
- lead the implementation of the ICT procurement for 1 William Street
- lead the development of One Network for the Queensland Government.

In 2014–15, **ICT Strategic Sourcing** will:

- implement the mega category lead role for ICT procurement
- establish more arrangements to support the government's as-a-service agenda
- establish the following ICT as-a-service arrangements:
    - Print Imaging as-a-service
    - Infrastructure as-a-service.

In 2014–15, **CITEC** will:

- upgrade key ICT infrastructure to support client needs and provide more effective solutions
- significantly improve its online eConveyancing services to clients
- extend its court eFiling capabilities nationally
- continue to progress divestment.

In 2014–15, the **Government Wireless Network** will:

- deliver the required infrastructure and secure digital radio network to meet the radio communications requirements of the G20 events
- progress implementation of the Government Wireless Network in South East Queensland, using a staged approach.

# Shared Corporate Services

The Shared Corporate Services Division helps other government agencies to get on with their business by ensuring they have access to modern, value-for-money corporate services and trusted advice. By providing quality back-office support systems, agencies are able to focus on the important work they do delivering services directly to Queenslanders. Combining the capabilities of Queensland Shared Services and the Corporate Administration Agency, the division facilitates a range of corporate services to the rest-of-government cluster of departments and an additional 27 public sector entities. This includes financial transaction services, human resources services, payroll and recruitment services.

## Corporate Administration Agency

The Corporate Administration Agency provides corporate services to 23 Queensland public sector entities which are principally small to medium statutory bodies. Services include human resource management and consulting; payroll and recruitment services; financial transaction services; and information management services, including information technology and business systems.

## Queensland Shared Services

Queensland Shared Services provides a range of corporate services to the rest-of-government cluster of departments including financial transaction services; facilities management; procurement; human resource, payroll and recruitment services and consulting; and mail support services. Queensland Shared Services also provides core finance and human resource systems application support to the rest-of-government cluster.

## Our operating environment

A key factor impacting the operating environment for Shared Corporate Services is implementing the renewal agenda outlined in the recommendations of the Queensland Commission of Audit relating to lifting the previous mandate on agencies to utilise the services of Queensland Shared Services. This, along with the overall contestability agenda, is requiring a re-positioning of shared services within Queensland Government and development of new business models for the future.

A detailed implementation plan and agency customer roadmap is under development to ensure transition to any new arrangements are achieved without service disruption.

Maintaining systems performance to support human resource, payroll and financial management services including managing risks associated with legacy systems no longer covered by mainstream vendor support. Projects are underway to mitigate the systems risks for out of support payroll systems and planning has commenced to define and consult on the future pathway for financial systems.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: Shared Corporate Services** | | | |
| Service standards | | | |
| Client satisfaction | 1 | ≥75% | 60% |
| Labour as a percentage of total costs | | 56% | 54% |
| Overheads as a percentage of total costs | | <10% | 8.5% |
| Corporate Administration Agency service standards | | | |
| Operating surplus/deficit ($) | 2 | Break even position | (218K) |
| Percentage of client services delivered within budget and within agreed timeframes | 3 | 95% | 95% |
| Client satisfaction | 4 | New measure | 80% |

Notes:

1. The methodology used for capturing customer satisfaction data was changed in 2013–14 to align with international best practice, increase transparency, and focus on repeatability for future comparison of results to baselines. This survey was aligned to the Institute for Citizen Centre Service Common Measurements Tool providing repeatability, comparisons and consistent reporting over time. In 2012–13 Queensland Shared Services achieved a customer satisfaction rating of 74.2%. While the satisfaction rating may be interpreted as lower than previous years, it is not directly comparable given the changed methodology which has been introduced to provide an independent approach and reflect international best practice. The overall satisfaction ratings reported for 2013–14 should not be directly compared with past results because: QSS has previously undertaken customer satisfaction surveys or soundings internally – an external research company was engaged to administer the 2013–14 survey and validate results, and the survey sample groups were significantly larger.
2. The Corporate Administration Agency obtained approval to incur a deficit for 2013–14. This was calculated in a range that depended on the exit of customers due to machinery-of-government changes and unbudgeted expenditure. The estimated final position incorporates the exit of customers and implementation of new customers.
3. The performance for 2013–14 is based on quantitative data in the Corporate Administration Agency's reporting to customers.
4. Client satisfaction was a new measure for Corporate Administration Agency in 2013–14.

## Achievements

In 2013–14, **Queensland Shared Services**:

- managed the fortnightly payroll for 67,000 staff across 23 agencies; that's over 1.7 million pays delivered this year with over 99 per cent accuracy
- supported financial transactions and advisory services supporting agency budgets of approximately $30 billion, including processing 500,000 accounts payable annually at an accuracy rate of over 99.9 per cent
- commenced streamlining of existing mail practices and planning for a future of digital mail delivery
- developed and deployed e-forms for accounts payable and telecommunication services; the e-form for accounts payable is now being utilised by nine agencies, with over 13,000 e-forms delivering savings of over $120,000
- implemented the whole-of-government late payment policy, supporting the government's election commitment to ensure that all bills from small businesses involving contracts up to $1 million are paid within 30 days
- finalised the upgrade of the Aurion Version 9 human resource/payroll systems to a fully vendor supported Aurion Version 10 and transitioned four agencies onto the upgraded Aurion platform.

In 2013–14, the **Corporate Administration Agency**:

- managed payroll for approximately 2900 employees and up to 3500 casuals across 23 statutory authorities; that's over 80,000 pays a year at an accuracy rate of 99.83 per cent
- processed financial transactions and provided advisory services, supporting agency budgets of approximately $559.6 million, including processing over 40,000 accounts payable at 95.56 per cent accuracy rate
- expanded the content of customer extranets to enhance communication with clients and provide them with access to templates, information, systems and reports
- attracted and implemented two new government clients (Trade and Investment Queensland and Office of Health Ombudsman) and assisted three more (Skills Queensland, Health Quality and Complaints Commission and Commission for Children and Young People and Child Guardian) in transition arrangements due to machinery-of-government changes.

## Other whole-of-government plans/specific initiatives

During 2013–14, Shared Corporate Services was responsible for implementing a vendor payment monitoring capability for departments in support of the government's election commitment to ensure that all bills from suppliers involving contracts up to $1 million are paid within 30 days.

## The year ahead

In 2014–15, **Queensland Shared Services** will:

- plan for transition from being a mandated service provider to a provider of choice
- extend e-form technology to improve the efficiency and effectiveness of accounts receivable services
- undertake business transformation strategies to incorporate contestability principles and benchmarks, and improve efficiency and reduce costs both from a government and departmental perspective
- transform services for rest of government utilising opportunities to work across all agencies to implement changes
- move a further nine agencies off legacy unsupported payroll systems onto the Aurion platform
- substantially enhance the current self service functionality of the Aurion payroll platform
- continue to develop a customer-focused workforce with detailed planning for future capabilities
- establish a roadmap to deliver on government's ICT as-a-service policy.

In 2014–15, the **Corporate Administration Agency** will:

- implement and establish support arrangements for Queensland TAFE's electronic document and records management system (TRIM)
- investigate and implement opportunities to automate current manual business processes to improve efficiency and reduce costs
- undertake business transformation strategies to incorporate contestability principles and benchmarks, and improve efficiency and reduce costs both from a government and departmental perspective
- continue to develop the capability of its people to provide innovative and flexible delivery of services to our customers
- architect a future state cloud delivery model through platform as-a-service and infrastructure as-a-service.

# Strategic Policy and Innovation

The Strategic Policy and Innovation Division undertakes customer analysis to understand needs, identify challenges and opportunities, connect the different areas of DSITIA, and tell the story about how collectively our department makes a difference to Queensland now and into the future.

The division also leads the innovation agenda in DSITIA, and influences Queensland Government agencies, Queensland businesses and research organisations to enable and facilitate increased levels of innovation and commercialisation to re-energise the Queensland economy.

## Commercialisation

Improving commercialisation rates is a significant opportunity for Queensland. The Commercialisation team supports this by helping create the right environment to enable businesses, researchers and government to commercialise their products and services. It does this by facilitating collaboration and partnerships between entrepreneurs, investors, research institutes, government, and business sectors.

## Customer and Market Insights

The Customer and Market Insights team has a strategic cross-agency focus. Its role is to coordinate customer and market analysis for the department, and disseminate meaningful insights on policy impact and service delivery. It also influences the department's performance metrics, helps define DSITIA customer needs and undertakes visioning to ensure customers' future needs are met.

Another key function is facilitating DSITIA's interface with stakeholders, and managing the whole-of-department engagement processes.

## Innovation Policy and Programs

The Innovation Policy and Programs team leads the innovation agenda in DSITIA, and influences both Queensland Government agencies and Queensland businesses, ensuring innovation is part of every day, through:

- coordinating innovation initiatives throughout DSITIA, and across the Queensland Government to deliver more productive government services
- provision of services and referrals through third party providers to deliver specialist advice on innovation, commercialisation and intellectual property
- collaboration and partnerships with government agencies, the business community, research organisations, industry associations and third party providers to enable and facilitate increased levels of innovation.

## Strategic Policy

The Strategic Policy team develops and delivers the department's policy narrative—driving consistency and connections across the department, coordinating collaboration on policy issues, and delivering a cohesive message about how our department supports Queensland. Its key functions are to:

- ensure DSITIA strategies and policies are cohesive and align with whole-of-government priorities
- lead engagement with government agencies and key stakeholders regarding policy matters and whole-of-government strategies and submissions
- undertake research on key trends and emerging issues.

## Our operating environment

Strategic Policy and Innovation is driving the innovation agenda across government—leading an alternative way of problem-solving, including an open-innovation approach, and facilitating innovative solutions for government services and challenges.

## Performance review

The following service standards in the department's *Service delivery statement 2013–14* were used by the department and the government to assess the division's overall performance.

| Department of Science, Information Technology, Innovation and the Arts | Notes | 2013–14 target/est. | 2013–14 actual |
|---|---|---|---|
| **Service area: Strategic Policy and Innovation** | 1 | | |
| **Service standards** | | | |
| Proportion of stakeholders who are satisfied with innovation and commercialisation, consultative and engagement processes | 2 | 85% | 91% |

Notes:

1. Following an internal realignment of services, the new Strategic Policy and Innovation Division includes part of the service area previously presented under Innovation and Science Development Services.
2. A number of events with a high number of stakeholder participants who rated their satisfaction level very high contributed to an increased 2013–14 actual as follows: Innovation Clinics, Start-up Summit and the Germinate Program (conducted through iLab).

## Achievements

In 2013–14, Strategic Policy and Innovation:

- delivered a range of stakeholder activities to support commercialisation within the Queensland Startup Community, including:
  - Minister’s Startup Summit
  - Business Angels in Parliament
  - establishment of the startup working group
- supported the visiting Entrepreneurs Program
- formalised contractual arrangements to deliver a suite of incubator services to regional Queensland businesses through iLab
- commenced round one of the Queensland Innovation Hub Pilot Project to tackle four complex Queensland Government service delivery issues through open innovation, involving experts from the public and private sectors
- launched the PhD Employment Experience program to encourage PhD students to consider a range of potential employment options by working on projects of interest and building broad work skills to enable them to become work ready; the pilot round focused on placements within the Queensland Government
- facilitated delivery of 30 innovation events and webinars to over 800 people throughout Queensland including inventors, entrepreneurs, small business and key stakeholders from research, industry and government—the events addressed barriers to innovation, facilitated networking and the formation of new collaborations to capitalise on new opportunities; the services were delivered under a third-party service agreement
- established the new Commercialisation Panel, to provide Queensland Government agencies with easy access to advice on commercialising Crown intellectual property.

## Other whole-of-government plans/specific initiatives

During 2013–14, Strategic Policy and Innovation was responsible for the following whole-of-government programs/plans/initiatives:

- finalised the Intellectual Property Audit for Queensland Government agencies to better identify and manage government’s Intellectual Property
- managed the whole-of-government statutory obligations in relation to government use of third-party copyright material under the *Copyright Act* (not including educational use)
- provided capability development to Queensland Government staff regarding intellectual property through the provision of online training modules and face-to-face workshops
- commenced a pilot to deliver an alternative model to address government service delivery and challenges, using an open innovation approach and demonstrating innovation in procurement.

## Looking forward

During 2014–15, Strategic Policy and Innovation will:

- deliver round two of the Queensland Innovation Hub Pilot Project
- provide early-stage, high-growth potential businesses across the Queensland Startup Ecosystem, including regional Queensland, with access to high-quality incubator services
- implement actions to support commercialisation led by the Queensland Startup Summit Working Group and support engagement with Early Stage Venture Capital specialists
- facilitate a series of Thought Labs—a whole-of-department engagement tool to provide opportunities to co-design solutions to challenges with external stakeholders
- expand the PhD Employment Experience program to industry-based projects for PhD students
- implement customer-focused projects across the department to improve performance, support better customer satisfaction, achieve efficiencies and value for money
- develop a case study library showcasing Queensland's innovation and commercialisation success stories
- provision of specialist third-party services delivering events, workshops and advice to facilitate collaborations, development of new ideas, and translation of innovation into commercial outcomes
- develop and communicate the strategic narrative for DSITIA supported by relevant research and data analysis
- develop and deliver a DSITIA policy capability program for the department, including an online repository of policy development tools, policy information sessions, and other initiatives enabling transfer of knowledge and skills development
- develop and implement an evaluation framework and approach for DSITIA's policies and strategies
- deliver the Director-General's Innovation Challenge to develop departmental capacity in creative problem solving to address challenges and deliver innovative solutions and services.

## Queensland Government Chief Information Office

The Queensland Government Chief Information Office (QGCIO) provides unbiased, independent quality advice to the Director-General and Minister for Science, Information Technology, Innovation and the Arts on ICT issues from a whole-of-government perspective.

Advice is informed by research on emerging technologies, determining business drivers for decisions and risk-based analysis on the performance of information technology and information systems across government.

The QGCIO also develops ICT strategy, policy and standards to support consistency of application across the Queensland Government.

The QGCIO provides:

- governance processes to support investment review and assurance of ICT-enabled initiatives
- architectures and long-term strategy for information technology and information systems (transformation)
- advice, analysis and intervention on emerging day-to-day issues
- cross-government program support through project assurance and supporting agency initiatives, for example usage of cloud computing platforms and platforms to support cross-government collaboration and cooperation
- ICT profiling to afford evidence for future initiatives and assist in monitoring of government's ICT including at-risk systems
- enhanced workforce capability through the ICT Graduate Program a conduit for positive relationships with other jurisdictions, industry and academic institutions.

### Our operating environment

Queensland Government ICT is in a phase of change which will affect how all government business is conducted particularly during the public sector renewal period. This is supported by ICT renewal and government is taking advantage of modern ICT initiatives such as ICT as-a-service and cloud computing as key tools for the future. This will have a significant impact on the delivery of ICT within government and the internal-to-government shared service providers. The approach will transform ICT delivery within agencies.

The 2012 ICT Audit and the 2013 Queensland Commission of Audit recommendations were the basis for the *ICT Strategy 2013–17.* In line with the strategy, agencies are considering how to transition away from owning and operating ICT assets. QGCIO is assisting agencies and central government with the implementation of these ICT reforms, and the implementation of the ICT strategy and supporting action plan.

Specific actions underway include:

- using cloud computing as an approach to achieve transformation to sourcing ICT services from private providers where this is feasible and represents value for money
- adopting ICT as-a-service: QGCIO has developed a set of integrated policies to support agencies in the transition toward commodity ICT and a pay-for-what-you-use model
- refocusing skills and resources to support the transformation.

It is important that QGCIO can support government in identifying the business reasons for ICT transformation. Flexibility, agility and transparency should be key drivers of technology push.

QGCIO will continue to work with agencies, other jurisdictions and the ICT industry to drive the change needed to better support service delivery.

## Achievements

In 2013–14, QGCIO:

- implemented improved ICT governance and accountability arrangements which has increased visibility of government ICT investment
- worked with agencies and industry to drive renewal, in particular, the move to the delivery of ICT as-a-service which is a major focus of the ICT strategy
- maintained the Queensland Government Enterprise Architecture so agencies have a policy framework for ICT investment and business decision-making
- worked across government and with other jurisdictions to support initiatives such as telecommunications black spots across the state (mobile and broadband) and 1 William Street.

## Other whole-of-government plans/specific initiatives

During 2013–14, QGCIO was responsible for the following whole-of-government programs/plans/initiatives:

- the development of key policy and guidelines for ICT as-a-service which will support agencies initiatives progress from traditional government-owned ICT to sourcing ICT as a commodity
- progression of implementation of the Queensland Government Client Identity management system as part of the One-Stop Shop initiative—new authentication levels have been gradually released to support the whole-of-government client identity account for citizen and business online transactions across all Queensland Government agencies
- the ICT architectural lead in the development of the specification for the 1 William Street ICT blueprint; the role included the development of content and coordination of participation from representatives
- developed a *Tactical Cyber Security Plan* to improve whole-of-government ICT security in preparation for G20
- One Government Network business case developed for consideration.

## Looking forward

During 2014–15, QGCIO will:

- assist agencies in progressing from traditional government-owned ICT to sourcing ICT as-a-service
- maintain improved governance over ICT investment in government to minimise or prevent risk
- update the ICT Strategy to drive innovation and transformation initiatives
- review the Queensland Government Enterprise Architecture to ensure it supports government policy and direction
- continue to analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, and reduce complexity and risk.

## Queensland Chief Scientist

The Chief Scientist has four major areas of focus:

- **Strategic leadership**—through a commitment to policy that will help meet our economic challenges, and rebuilding our state's science and technology capability through key roles in the development and implementation of the *Science and Innovation Action Plan*, and chairing the Science and Innovation Advisory Council.
- **Analysis and review**—by providing advice on maximising opportunities from the government's investment in research and development (R&D), informed by the Queensland Government R&D Expenditure Report, produced annually by the Office of the Queensland Chief Scientist.

  To guide the development of science policy, the Chief Scientist has: overseen the completion of a series of science capability audits across government; formulated Decision Rules to guide government investment in R&D and redefined Queensland's Science and Research priorities.
- **Advice to government**—since 2011 the Chief Scientist has been involved with or led a number of reviews and inquiries, including the science of floods, uranium mining, Hendra Virus, underground coal gasification, innovation in government and innovation through procurement.
- **Communication**—through the delivery of speeches at 78 events in 2013–14. As part of this role, the Chief Scientist has an ambassadorial role for science, fostering collaboration and cooperation among government, research, industry and community sectors and raising the profile of Queensland as a state characterised by world-class research and investment opportunities; as well as engaging the community in better understanding the importance of science, research and innovation in the state's future economic, social and environmental wellbeing.

The Chief Scientist also provides advice in organisational transformation to government departments and the Public Service Commission.

### Our operating environment

The Office of the Queensland Chief Scientist's *Health of Queensland Science* report made a number of key observations and recommendations regarding the importance of:

- continuing to build and leverage on the substantial investment of the Queensland Government in R&D making the appropriate investment in R&D and increasing our leveraging of available Commonwealth funding
- maintaining and nurturing collaborations, especially with China and India
- ensuring that quality research is actually applied to improve Queensland's economy
- focusing the state's research efforts in niches across a range of areas of relevance to Queensland.

## Achievements

In 2013–14, the Queensland Chief Scientist:

- oversighted completion of the ‘Assessment of Health/Biomedical Research’ in Queensland
- oversighted the completion of the whole-of-government audit of applied science and research in the water sector to enable the provision of high-level strategic advice to the directors-general of the core water departments
- published the *Queensland Government R&D expenditure report for 2012–13*
- chaired Science and Innovation Advisory Council meetings which, inter alia, reviewed applications to the Queensland Government Accelerate funding programs
- completed science capability audits of the Departments of Transport and Main Roads (applied science, engineering and R&D) and Natural Resources and Mines (Geological Survey of Queensland and Safety in Mines Testing and Research Station).

## Other whole-of-government plans/specific initiatives

During 2013–14, the Queensland Chief Scientist:

- developed a set of 10 Science and Research Priorities to guide longer-term investment decisions in R&D across government
- published the *Queensland Government’s R&D expenditure report 2012–13*
- partnered with DSITIA in the implementation of the *Science and Innovation Action Plan*, which outlines key actions across government needed to support the delivery of science to meet government needs, and to remove impediments to business driving innovation.

## Looking forward

During 2014–15, the Queensland Chief Scientist will:

- implement recommendations of phase one of the assessment of the state’s investment in health and biomedical research
- complete phase two of the assessment of the state’s investment in health and biomedical research—considering a strategy to ensure the continued advancement of excellence productivity and innovation in health sciences and health services across Queensland, with a particular emphasis on collaboration
- implement recommendations of the whole-of-government water audit
- chair the Science and Innovation Advisory Council.

# 3 Our corporate governance

## Our leaders

On 14 October 2013, the Public Sector Renewal Board supported DSITIA's approach to service renewal through the delivery of the OneDSITIA renewal program. As a result the department undertook a restructure to implement a new operating model and subsequent new leadership team.

Business areas such as CITEC, ICT Renewal and ICT Strategic Sourcing were moved to Strategic ICT, and Digital Economy and Productivity was moved from Innovation and Science Development to form the new structure.

### ***Sue Rickerby, Director-General*** (25 November 2013 to present)

Sue Rickerby was appointed Director-General of DSITIA on 25 November 2013.

Since February 2013, she was the Deputy Director-General of the Priority Projects Division in the Department of the Premier and Cabinet. Sue has an extensive background in local government and the private sector in Australia and New Zealand.

In her role at the Department of the Premier and Cabinet, she was responsible for a number of whole-of-government and multi-agency projects, including:

- *The Queensland Plan: a 30-year vision for the state*
- the one-stop shop
- open data and social services investment reform projects.

Previously, Sue held several executive roles with Brisbane City Council. She was responsible for marketing, customer services, shared services and a wide range of front-line services.

Her achievements included the development of Brisbane City Council's first brand strategy and customer focus strategy. She also established council's shared services centre providing human resource, finance and procurement services to all parts of council.

Sue represented council on several external bodies and boards and, as a trained incident controller, was closely involved in council's disaster response work, including for the 2011 floods. She also served on key governance bodies including financial risk management, corporate risk management and audit committees.

Her private sector career ranges from roles in multi-national companies, to consulting and corporate roles in both goods and services, as well as running her own business.

Sue was the first woman president and is a life member of the Public Relations Institute of New Zealand.

### ***Andrew Mills, Queensland Government Chief Information Officer*** (6 January 2014 to present)

Andrew Mills was appointed Queensland Government Chief Information Officer on 6 January 2014 to provide strategic advice to the Minister for Science, Information Technology, Innovation and the Arts and agencies on the best way for the government to use ICT to deliver improved services to Queenslanders and drive efficiencies through ICT as-a-service.

Before this role, Andrew was Chief Information Officer for the South Australian Government where he led development and implementation of across-government ICT strategy and policy and improvement initiatives to build online service capability.

Andrew has worked in the public sector for 37 years, and has held senior positions in both the Australian and South Australian governments, predominantly in information management, information technology and telecommunications.

Andrew has a Bachelor of Science from the University of New South Wales and a Masters of Science (Electronic Systems) from the Cranfield University in the United Kingdom.

### ***Dr Geoff Garrett AO, Queensland Chief Scientist FTSE PrEng***

Geoff Garrett was appointed Queensland Chief Scientist in January 2011 to provide high-level, strategic advice to the state government on the role of science, research and innovation in achieving the state government's priorities.

A Cambridge graduate in metallurgy and an academic for 13 years, Geoff led two of the world's major national research institutions—CSIR in South Africa (1995–2000) and CSIRO in Australia (2001–2008).

A former South African Engineer of the Year (1999), he is a recipient of the Centenary Medal for service to Australian society through science.

In June 2008 he was appointed as an Officer of the Order of Australia (AO) in the Queen's Birthday Honours List.

### ***Dr Christine Williams, Assistant Director-General, Science Division***

Dr Christine Williams leads the Science Division, which provides scientific and technical advice and services to government agencies, to underpin their decision-making and legislative responsibilities.

The division, in close collaboration with the Chief Scientist, also developed the Queensland Government's science policy and provides strategic leadership for the government's investment in science.

Christine's (and her team's) recent achievements include developing a new business model and framework that provides a mechanism for the provision of scientific services, information and advice to partner agencies and delivering the Accelerate program to support Queensland Science.

Christine is a trained economist, with a Doctor of Philosophy from the University of Queensland and a Master of Philosophy from Oxford University. She has been a senior executive in the Queensland public service for almost fifteen years. Christine has managed science across a number of government agencies, for the past seven years. Previously she worked in Queensland Treasury as Director of Economic Policy and Assistant Government Statistician (Economics).

Christine came to the Queensland Government from academia, where she taught statistics and econometrics, at both the Queensland University of Technology and the University of Queensland.

### *Andrew Spina, Assistant Director-General, Digital Productivity and Services BSc (Comp.)*

Andrew Spina transitioned to the role of Assistant Director-General of Digital Productivity and Services in April 2012. He performed a similar role from April 2011 in the former Department of Public Works.

In this role, Andrew is focused on using digital services to support improved customer service delivery, government efficiency and industry productivity. He is responsible for the areas of Digital Economy and Productivity, the One-Stop Shop Strategy and Implementation Office, Queensland State Archives and Smart Service Queensland.

Andrew has held assistant and deputy director-general roles in DSITIA and the former Department of Public Works.

In his former role as Deputy Director-General, Government ICT in DSITIA, Andrew was responsible for ICT service delivery within the Queensland Government and provided strategic leadership to CITEC, Smart Service Queensland, Queensland State Archives, ICT Strategic Sourcing and ICT Renewal.

Andrew has previously led the delivery of ICT services for various government departments, most recently, as Chief Information Officer, Department of Communities.

Andrew has had extensive experience in forming and leading ICT service organisations for multiple agencies and directing significant business and technology transformation programs in addition to more than 30 years of experience in ICT service delivery.

### *Kirsten Herring, Deputy Director-General, Arts Queensland* (12 August 2013 to present)

Kirsten Herring was appointed as Deputy Director-General, Arts Queensland in 2013. In this role Kirsten oversees the activities of Arts Queensland, including the Queensland Government's investments in the South Bank Cultural Precinct, the funding of the major arts companies and the delivery of the arts investment funding programs.

Currently her division is leading the *Arts for all Queenslanders strategy*, which is a blueprint for the government's approach to growing the arts and culture sector throughout the state. Kirsten is also working with the state's statutory bodies on delivering the *Cultural Precinct Strategy*, which will work to reinforce Queensland's position as an outstanding cultural tourism destination within Australia and offshore.

Before joining Arts Queensland, Kirsten held a number of executive positions with Events Queensland. These roles included Interim Chief Executive Officer (from 1 August 2012 until the merger with Tourism Queensland in early 2013); and General Manager—Event Acquisition and Development.

Kirsten has also worked as the Commercialisation Manager for The University of Queensland's Arts Faculty; and as the Director of Investment for the Department of State Development.

### ***Dallas Stower, Assistant Director-General, Strategic ICT*** (12 May 2014 to present)

Dallas Stower has significant senior ICT leadership experience across a range of roles and organisations and will ensure that CITEC, ICT Renewal and Strategic Sourcing and the Government Wireless Network Program deliver the agreed outcomes for government.

Prior to his current role, Dallas was asked to take up the position of General Manager, CITEC and to transform CITEC into a more sustainable business, which he did through a range of cost reduction and efficiency measures.

Previously, as Executive Director Telecommunications and Digital Economy Coordination Office, Dallas was responsible for leading the government's telecommunications and broadband strategy including coordinating the state's response to the National Broadband Network and managing the relationship with NBNCo and relevant federal agencies.

Dallas has more than 30 years experience in the ICT industry and was the Chief Information Officer at Queensland Rail from 2001 until early 2009. He previously undertook a number of senior IT management roles within Queensland Rail and state government agencies, particularly in the areas of information technology strategy development, ICT planning, enterprise architecture and technology implementation.

Prior to Dallas' appointment, Jennifer Beresford was the Assistant Director-General from 14 April 2014 to 5 May 2014.

### ***Dianne Jeans, Assistant Director-General, Shared Corporate Services*** (3 February 2014 to present)

Dianne Jeans was appointed Assistant Director-General, Shared Corporate Services, which includes responsibility for Queensland Shared Services and the Corporate Administration Agency.

Before taking up this role, Dianne had been the General Manager of Smart Service Queensland since December 2006. Dianne has worked across a number of government agencies covering criminal justice policy, human services policy and service delivery, economic development issues, community engagement and integrated service delivery.

Dianne has qualifications in law, commerce, policy, management and corporate governance and has had a public service career spanning more than 30 years in both Queensland and Victoria.

Dianne maintains strong community connections, and is a member of a number of business, networking, and community organisations. She is a member of Zonta, involved in local activities to benefit women, and involvement in the organisation of an annual dinner dance for people with disabilities. A key community role is chairing the Board of Directors for Australia's CEO Challenge, a not-for-profit company whose vision is to create a world without violence against women and children.

### *Leigh Roach, Chief Strategic Policy and Innovation Officer* (3 February 2014 to present)

Leigh Roach was appointed to the role of Chief Strategic Policy and Innovation Officer in February 2014. Her responsibilities span strategic policy, customer and market insights, innovation and commercialisation policies and programs.

Leigh has worked in senior positions in both Australian and state governments and developed expertise in trade, industry, innovation, employment and consumer policy and programs. Leigh has led state-wide networks of service delivery to industry and business.

Leigh has expertise in managing organisational change and has facilitated major change processes in service delivery activity to business and across the public sector.

She has qualifications in Economics and Japanese from the University of Queensland and a post graduate diploma with the Securities Institute of Australia.

### *Evan Hill, Chief Change and Operations Officer* (3 February 2014 to present)

Prior to Evan Hill's appointment to Chief Change and Operations Officer, he led the 'service delivery through one department' renewal program within DSITIA. This program developed the strategic thinking for the future roadmap of the department's operating model in alignment with the government renewal priorities including The Queensland Plan and delivering better services for Queensland.

Evan was Acting Deputy Director-General of Arts Queensland, which saw him successfully develop and deliver the *Cultural Precinct Strategy* and establish and implement the Arts Investment Advisory Board. He also oversaw the consultation process for the *Arts for all Queenslanders strategy*.

Prior to this, Evan was the Executive Director of Arts Corporate, Property and Services, responsible for:

- strategic arts policy planning and development
- financial management and reporting
- managing the $1 billion building owner responsibilities to the state owned arts and cultural infrastructure
- managing the shared corporate service operations to 25 government agencies through the Corporate Administration Agency.

Overall he has 25 years experience in the public sector. Evan recently completed his Executive Masters of Public Administration through the Australia and New Zealand School of Government.

***Danny Short, Chief Finance Officer*** (10 March 2014 to present)

Danny Short was appointed to the role of Chief Finance Officer in March 2014. He is responsible for financial strategy and resource management, statutory financial reporting and policy as well as property and business management functions for the department.

Danny has over 20 years experience in senior and executive management roles across a variety of corporate and strategic governance, financial management, performance and risk management positions. Danny is a Certified Practising Accountant and holds a Bachelor of Commerce degree.

Danny has undertaken roles across various Queensland Government organisations in public works, housing and communities. His most recent positions have been as Chief Finance Officer at the Department of Energy and Water Supply and before that as General Manager, Strategic Governance and Risk with the Queensland Water Commission.

Throughout his career, Danny has worked collaboratively with colleagues from across the public sector and has implemented a range of governance measures, built frameworks to assist in assessing risk and has had significant involvement with many stakeholder committees and key central agencies.

Prior to Danny's appointment, Rita McLucas was the Chief Finance Officer from 1 July 2012 to 31 December 2013 (with relieving provided by Scott Walker for three months).

# Previous leaders

### ***Andrew Garner, Director-General and acting Queensland Government Chief Information Officer*** (15 April 2013 to 24 November 2013)

Andrew Garner was appointed Director-General of DSITIA in April 2013 and concluded this role on 24 November 2013.

Andrew has more than 24 years professional advisory experience in assisting and leading major reform programs within the public and private sector. He has a Bachelor of Business from the University of Southern Queensland and is a Member of the Institute of Chartered Accountants and the Institute of Internal Auditors. Andrew most recently worked at Ernst and Young as its Lead Queensland Government Partner, as well as leading the Queensland Advisory Practice.

Andrew also acted as Queensland Government Chief Information Officer and was responsible for ICT governance, investment assurance, information systems and information technology strategy, policy and standards and the Queensland Government Enterprise Architecture.

### ***Darren Crombie, Deputy Director-General, Innovation and Science Development*** (3 April 2012 to 2 February 2014)

Darren Crombie was Deputy Director-General until 2 February 2014, where he was responsible for a group that connects business, innovation, science and technology to improve Queensland's productivity growth and create jobs. The group focused on removing barriers to innovation, commercialisation and business growth, profiling Queensland's science, research and innovation capability, creating networks, and leveraging existing investments and infrastructure.

Prior to this Darren held senior positions in the former Department of Employment, Economic Development and Innovation and the Department of Local Government and Planning where he was responsible for business innovation, infrastructure and strategic planning and regionalisation work.

He was formerly a senior executive with the federal government and represented Australia on United Nations and Asia-Pacific Economic Cooperation bodies, and was the Australian Capital Territory president of his professional association. Darren holds degrees in regional and town planning and public administration. He is a member of the Australian Institute of Company Directors.

### ***Mike Burnheim, Assistant Director-General, Shared Services BA, MSocSC (Australian Government)*** (1 January 2013 to 14 February 2014)

Mike Burnheim was Assistant Director-General of the Shared Services Division in DSITIA until 14 February 2014. Since 2003, Mike played a leading role in the whole-of-government Shared Service Initiative that transformed corporate service delivery in the Queensland Government. In March 2003, Mike was appointed to lead the Shared Service Implementation Office and in 2006, was appointed as the Managing Director of the Shared Service Agency.

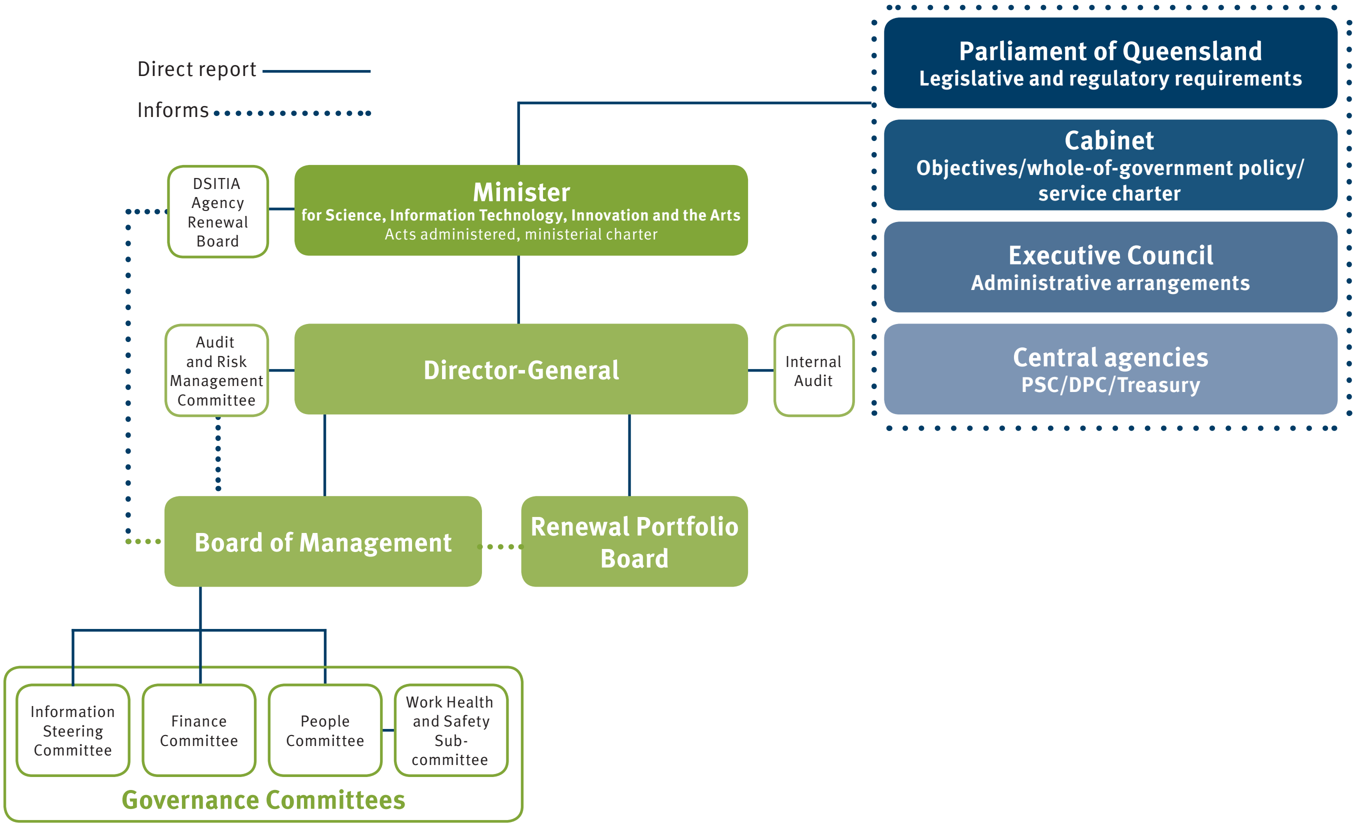
Mike has five years private sector experience and 30 years experience in the public sector (with 22 of these in a corporate services environment). Previously heading the successful Corporate Administration Agency within Arts Queensland, he has also worked for Queensland Treasury, the Public Sector Management Commission and the Office of the Cabinet within the Department of the Premier and Cabinet. Mike is a member of the Institute of Public Administration.

### *Evan Hill, Acting Deputy Director-General, Arts Queensland* (6 May 2013 to 9 August 2013)

As acting Deputy Director-General, Evan Hill was responsible for providing advice to the Director-General and Minister on arts and cultural policy, managing arts funding and capital programs. He works collaboratively with statutory bodies and companies in the arts portfolio and the wider arts community to support quality arts and culture.

Throughout his 24-year career as a public servant, Evan has undertaken a number of senior leadership roles with his most recent career highlight being the development and release of the Cultural Precinct Strategy. Evan also completed his Executive Masters of Public Administration in June 2013.

## Governance framework


Direct report
Informs
Parliament of Queensland
Legislative and regulatory requirements
Cabinet
Objectives/whole-of-government policy/ service charter
Executive Council
Administrative arrangements
Central agencies
PSC/DPC/Treasury
DSITIA Agency Renewal Board
Minister
for Science, Information Technology, Innovation and the Arts
Acts administered, ministerial charter
Audit and Risk Management Committee
Director-General
Internal Audit
Board of Management
Renewal Portfolio Board
Information Steering Committee
Finance Committee
People Committee
Work Health and Safety Sub-committee
Governance Committees

The Chief Change and Operations Officer is the champion of the department's corporate governance arrangements.

The Board of Management (BOM) is the department's principal policy-setting and decision-making authority and supports the Director-General as the department's accountable officer for ensuring the department implements an appropriate governance framework.

Corporate governance arrangements are based on principles of best practice public sector governance as outlined in the *Public Sector Governance Better Practice Guide*, Australian Audit Office and the Australian Public Service Commission *Building Better Governance Guide*.

Corporate governance arrangements are the principles, elements and mechanism used by the department to support a focus on effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.

## Governance committees and boards

The leadership and accountability model forms part of the department's corporate governance framework and illustrates the accountability mechanisms in place to effectively control business activities.

BOM supports decision-making to:

- oversee the implementation of programs and policies
- monitor performance and reporting requirements
- review risk mitigation strategies
- review the implementation of recommendations from management and audit reports to improve business processes and work practices.

BOM is supported by three governance committees and one sub-committee established to support the Director-General in the effective discharge of legislative accountabilities. The governance committees also support opportunities for developing leaders to promote a performance culture and facilitate relationship building and communication.

The DSITIA Renewal Portfolio Board was established in June 2013 to govern the implementation of the renewal programs across the department at a strategic level. Board membership is comprised of divisional heads and an external expert.

| Committee name | Members and purpose statement |
|---|---|
| **Board of Management (BOM)** | • Director-General (Chair)<br>• Chief Change and Operations Officer<br>• Chief Strategic Policy and Innovation Officer<br>• Queensland Government Chief Information Officer<br>• Deputy Director-General, Arts Queensland<br>• Assistant Director-General, Science<br>• Assistant Director-General, Digital Productivity and Services<br>• Assistant Director-General, Strategic ICT<br>• Assistant Director-General, Shared Corporate Services<br>• Chief Information Officer (CIO)<br>• Chief Finance Officer (CFO)<br>• Director, Office of the Director-General<br>BOM meets weekly and is the primary governance body for DSITIA.<br>As well as the decision-making responsibilities, BOM is informed about sub-committee outcomes in order to facilitate effective corporate governance.<br>For one meeting of the month, the agenda was expanded to include corporate compliance reporting. The Chief Change and Operations Officer chaired the meeting and additional attendees included:<br>• Executive Director, Performance, Planning and People<br>• Director, Communications and Engagement<br>• Director, Internal Audit |
| **Audit and Risk Management Committee** (independent of Board of Management) | • Director-General<br>• Chief Change and Operations Officer<br>• Chief Strategic Policy and Innovation Officer<br>• Assistant Director-General, Digital Productivity and Services<br>• Assistant Director-General, Shared Corporate Services<br>External members:<br>• Marita Corbett, Partner, Risk Advisory Services, BDO (Qld) Pty Ltd (chair)—paid as per agreed rates<br>• Deputy Director-General, Corporate Services, Department of Communities Child Safety and Disability Services<br>The Audit and Risk Management Committee is directly responsible to, and supports the Director-General in the effective discharge of legislative accountabilities.<br>The role of the committee is to provide independent assurance and assistance to the Director-General on:<br>• the risk, control and compliance frameworks<br>• the agency's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.<br>The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups within DSITIA, or the reporting lines and responsibilities of either internal audit or external audit functions.<br>The committee meets a minimum of four times a year to provide advice about audit and risk management matters. |

| Committee name | Members and purpose statement |
|---|---|
| **Information Steering Committee (ISC)** | • Chief Change and Operations Officer (Chair)<br>• Chief Strategic Policy and Innovation Officer<br>• Deputy Director-General, Arts Queensland<br>• Assistant Director-General, Science<br>• Assistant Director-General, Strategic ICT<br>• Chief Information Officer<br>• General Manager, Smart Service Queensland<br>• Executive Director, Shared Corporate Services<br>• Queensland Government Chief Technology Officer, QGCIO<br>The committee meets every six weeks as a sub-committee of BOM. The primary functions of the ISC include:<br>• managing the performance of the DSITIA ICT Assets Portfolio to ensure business service delivery agreements are met<br>• endorsing departmental ICT and information management policies, standards and guidelines including DSITIA's Enterprise Architecture Positioning Statements<br>• endorsing the technical quality and business value of ICT solutions selected to enable DSITIA's project portfolio<br>• endorsing all DSITIA ICT investments prior to approval by the BOM. |
| **Finance Committee** | • Chief Change and Operations Officer (Chair)<br>• Chief Strategic Policy and Innovation Officer<br>• Deputy Director-General, Arts Queensland<br>• Assistant Director-General, Science<br>• Assistant Director-General, Digital Productivity and Services<br>• Assistant Director-General, Strategic ICT<br>• Assistant Director-General, Shared Corporate Services<br>• Chief Finance Officer<br>The committee meets monthly to provide assurance regarding the effective financial management of the department which includes consideration of financial performance, financial policy development, savings initiatives, funding pressures and strategic procurement issues. |
| **People Committee** | • Assistant Director-General, Shared Corporate Services (Chair)<br>• Chief Change and Operations Officer<br>• Director-General (ex officio member)<br>• Chief Strategic Policy and Innovation Officer<br>• Queensland Government Chief Information Officer<br>• Deputy Director-General, Arts Queensland<br>• Assistant Director-General, Science<br>• Assistant Director-General, Digital Productivity and Services<br>• Assistant Director-General, Strategic ICT<br>• Executive Director, Performance, Planning and People<br>• Director, Office of the Director-General |

| Committee name | Members and purpose statement |
|---|---|
| **People Committee cont’d** | The People Committee meets every two months to advise the Director-General on human resources and work health and safety policy, strategies and practices.<br>It is responsible for driving change and critically reviewing performance to ensure compliance with relevant legislation, directives and strategic objectives within the department. |
| **Work Health and Safety (WHS) Sub-Committee** | • Assistant Director-General, Shared Services (Chair)<br>• Deputy Director-General, Innovation and Science Development<br>• Deputy Director-General, Government ICT<br>• Assistant Director-General, Science Division<br>• Executive Director, Science Policy and Investment<br>• General Manager, Smart Service Queensland<br>• General Manager, Queensland Shared Services<br>• General Manager, Centre for Information Technology and Communication (CITEC)<br>• Director, Human Resources<br>The WHS Sub-Committee meets on a quarterly basis. The committee advises the People Committee and the Director-General about workplace health and safety plans, policies, strategies, and work practices and ensures a strategic focus in relation to workplace health and safety management as well as ensuring compliance with legislation, directives, and policies and effective operation of the department’s Safety Management System (SMS). The committee also monitors performance and risk management and proposes improvements for workplace health and safety issues.<br>On 19 December 2013, activities of the WHS Sub-Committee were absorbed into the People Committee. |
| **DSITIA Renewal Portfolio Board** | • Director-General (Chair)<br>• Queensland Government Chief Information Officer<br>• Chief Strategic Policy and Innovation Officer<br>• Chief Change and Operations Officer<br>• Deputy Director-General, Arts Queensland<br>• Assistant Director-General, Science<br>• Assistant Director-General, Digital Productivity and Services<br>• Assistant Director-General, Strategic ICT<br>• Assistant Director-General, Shared Corporate Services<br>• Chief Finance Officer<br>• External representative, Gartner<br>The DSITIA Renewal Portfolio Board meets monthly. Its primary role is to maintain oversight of the Renewal Portfolio, make investment and key resourcing allocation decisions and determine which initiatives and activities are to be included in the Renewal Portfolio. |

## Audit arrangements

Internal Audit is an integral part of the *Corporate governance framework* by which the department maintains effective systems of accountability and control.

The focus of Internal Audit is to continually assist the department in accomplishing its objectives.  Internal Audit brings a systematic and disciplined approach to evaluate and improve the effectiveness of the department's risk management, control and governance processes.

Internal Audit operates in accordance with its charter, under the powers pursuant to section 61 of the *Financial Accountability Act 2009* and part two division five of the *Financial and Performance Management Standard 2009* and with regard to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The department has established a co-sourced audit model of service delivery with an external provider. This arrangement provides the department with access to extensive expertise and specialist skills.

Internal Audit works in accordance with a strategic and annual audit plan approved by the Director-General. The annual audit plan is developed with regard to the risk assessment for each area of operations and provides an effective and regular risk-based review of all facets of the department's operations, having regard to the functions and duties imposed upon the Director-General.

Internal Audit has independent status and to ensure this independence the Head of Internal Audit is responsible to and has direct access to the Director-General and the Audit and Risk Management Committee. The Audit and Risk Management Committee meets on a quarterly basis and operates with due regard to Queensland Treasury and Trade's best practice *Audit Committee Guidelines*.

During 2013–14, Internal Audit:

- prepared a comprehensive, risk-based annual audit plan and strategic audit plan
- delivered risk-based assurance audits and advisory reviews in accordance with the 2013–14 annual audit plan
- monitored the timely implementation of internal audit and the Queensland Audit Office (external audit) audit recommendations
- provided professional and timely advice to management.

## Risk management

As the department delivers the government's renewal agenda and progresses with its renewal and transformation the risk management system continues to be strengthened under the guidance of the Audit and Risk Management Committee.

The risk management policy and framework build on the international risk management standard *AS/NZS ISO 31000:2009* and Queensland Treasury and Trade's risk management guidelines, ensuring risks are managed consistently across the department and are minimised through a robust system of internal controls. Management also recognise the importance of being a risk capable organisation and embrace the new government values, which place emphasis on taking calculated risks to encourage a culture of innovation and creativity within the public service.

The department has developed a *DSITIA Assurance Framework* and mapped sources of control assurance against key risk functions. This has enhanced the governance arrangements by better understanding the control assurance landscape and also supplements the work of Internal Audit. It also provides opportunities to strengthen controls or otherwise reduce red tape through the removal of inefficient and costly controls.

This year both Internal Audit and the Queensland Audit Office have reviewed the department's risk management processes and practices, and conveyed independent assurance around the efficiency, effectiveness and economical operation of the department's risk management system.

## Audit and Risk Management Committee

The DSITIA Audit and Risk Management Committee acts as a forum for risk management and oversees its planning, monitoring and reporting processes.

The committee met five times and paid $4063 remuneration to external board members in the 2013–14 financial year. Achievements for the committee include:

- establishment of the *Audit and Risk Management Committee charter*
- endorsement of the *2014–17 Strategic Audit Plan* and *2014–15 Annual Audit Plan*
- the continuation of a stringent approach to the follow-up of audit recommendations
- consideration of all audit recommendations by the Queensland Audit Office, including performance audit recommendations
- the review of the 2012–13 financial statements and recommended signing by the Chief Finance Officer and Director-General.

## Ethics and code of conduct

The *Code of Conduct for the Queensland Public Service* (the code) is approved under the *Public Sector Ethics Act 1994* and came into effect on 1 January 2011.

The code sets out the standards of behaviour and expressly applies to all departmental employees and any volunteers, students, contractors, or consultants who perform work in any capacity for the department.

In 2013, the department implemented a code of conduct and ethics section on the intranet providing information on ethical decision making and links to an online code of conduct training package and relevant legislation. Further information includes:

- recording contact with lobbyists
- prevention and reporting of fraud and corruption
- complaints management.

A series of training programs are delivered face-to-face and online to educate managers and staff on how they can implement the code of conduct into their everyday practices. The programs provide education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters.

The programs are delivered as:

- management training—cultivating positive workplaces
- employee training—supporting positive workplaces.

The positive workplaces training, provides managers and employees with skills and confidence to ensure workplace negativity is eliminated and promote a positive, healthy, safe and productive workplace for their staff.

Administrative procedures and management practices within the department are consistent with the Act, the ethics principles, values, and the standards of conduct expected of employees as set out in the code.

## Information systems and recordkeeping

The Information Steering Committee (ISC) forms part of the governance framework within DSITIA. ISC is the information governing body for authorising information management (IM) strategy, policy, framework and other governance artefacts in DSITIA. The ISC provides direction and endorsement, evaluates performance, manages risks and measures compliance.

The DSITIA Chief Information Officer is responsible to the ISC for whole-of-department IM policy; IM direction; IM performance monitoring; IM capability development; and IM induction excluding Right to Information and Information Privacy and Intellectual Property. The DSITIA Executive, Legal and Integrity Services Unit is responsible to the ISC for whole-of-department Right to Information, Information Privacy and Intellectual Property policy, performance monitoring, capability development and induction.

The ISC has endorsed a DSITIA information management framework that formally assigns information owner and custodianship roles and responsibilities, including recordkeeping.

Recordkeeping policies highlight the responsibilities of the department and assign specific responsibilities to positions in order to ensure that records, in all formats, are managed throughout their lifecycle. The department only disposes of its records formally under the General Retention and Disposal Schedule or other approved core business retention and disposal schedules.

The department is investigating the implementation of eDRMS as-a-service through its ICT as-a-Service roadmap.

# 4 Our people

## Workforce profile*

* Active and paid FTE/head count as at fortnight ending 27 June 2014.

### Staff numbers

| Division | Permanent | Temporary | Casual | SO | S.122 | SES | Total | % |
|---|---|---|---|---|---|---|---|---|
| Office of D-G | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 1.00 | 3.00 | 0.10% |
| Arts Queensland | 73.02 | 25.00 | 0.00 | 8.00 | 0.00 | 2.00 | 108.02 | 3.70% |
| Change and Operations | 194.00 | 39.25 | 0.00 | 13.00 | 1.00 | 4.00 | 251.25 | 8.60% |
| Digital Productivity and Services | 490.35 | 44.76 | 2.96 | 10.00 | 7.00 | 3.00 | 558.07 | 19.10% |
| Internal Audit | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 4.00 | 0.14% |
| Office of Chief Scientist | 5.34 | 1.00 | 0.00 | 0.00 | 0.66 | 0.00 | 7.00 | 0.24% |
| QGCIO | 18.65 | 1.00 | 0.00 | 4.00 | 10.00 | 0.00 | 33.65 | 1.15% |
| Science | 305.11 | 55.30 | 6.47 | 11.00 | 0.00 | 3.00 | 380.88 | 13.04% |
| Shared Corporate Services | 964.23 | 127.10 | 1.13 | 15.90 | 3.00 | 3.00 | 1114.36 | 38.14% |
| Strategic ICT | 322.15 | 63.28 | 0.00 | 11.00 | 33.64 | 0.00 | 430.07 | 14.72% |
| Strategic Policy and Innovation | 26.20 | 1.00 | 0.00 | 2.00 | 0.00 | 2.00 | 31.20 | 1.07% |
| **DSITIA** | **2402.05** | **357.69** | **10.56** | **77.90** | **55.30** | **18.00** | **2921.50** | |

### Gender as at 27 June 2014

| Female | % | Male | % | Total |
|---|---|---|---|---|
| 1664.12 | 56.96% | 1257.38 | 43.04% | 2921.50 |

### Permanent retention rate

| Permanent 28.06.13 | Permanent retained 27.06.14 | % | Permanent 28.06.13 | Permanent retained 27.06.14 | % |
|---|---|---|---|---|---|
| 2632.42 | 2471.95 | 93.90% | 2794 | 2618 | 93.70% |

### Permanent separation rate

| **FTE** | | | **HC** | | |
|---|---|---|---|---|---|
| Permanent 27.06 | Permanent separated | % | Permanent 27.06 | Permanent separated | % |
| 2471.95 | 308.70 | 12.49% | 2618 | 335 | 12.80% |

## Early retirement, redundancy and retrenchment

Redundancies were offered during 2013–14 as a result of business unit restructures to facilitate business efficiencies. During the period, 44 employees received redundancy packages at a cost of $2,924,001.28. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

At the conclusion of this period, and where it was deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During the period, two employees received a retrenchment package at a cost of $101,807,47.

## Informing the community

Communication of government services is essential to keep the community informed on matters such as research, science, innovation, information and technology and arts. The department also produces communications to facilitate access to government services.

As at 27 June 2014, the department employed 29.29 full-time equivalent staff whose functions relate to media, public affairs or communications.

## Workforce planning, attraction and retention

With a workforce reduction of 4.3 per cent and a public service employee reduction of 4.67 per cent the focus for DSITIA has been the retention and development of staff.

The People Committee endorsed the DSITIA *People Strategy 2013–17*.

In 2013–14, parts of the department implemented strategies to ensure they possessed the required capability and workforce capacity to deliver the required business outcomes and services to the Queensland community and other government agencies.

Strategies included:

- service excellence training
- formal and informal recognition programs
- performance and development planning
- development of *ICT Workforce Transformation Plan 2014–16* and DSITIA *Strategic Workforce Plan 2014–18*
- mobility of staff to manage the changing workloads in business areas
- investing in capability development.

## Workforce planning framework and key strategies

In line with the public sector renewal agenda and the recommendations of the Commission of Audit report, the Workforce Planning Framework is being prepared by government to give guidance to specific agency plans.

DSITIA is regularly collecting data on workforce size and composition and the capability requirements to deliver on business outcomes.

A five-year strategic workforce plan was developed for 2014–18. Key strategies identified for the short term are:

- **Reshape**—assess the capacity and capability requirements of the workforce against the timeframes and milestones of the renewal and contestability agendas
- **Retain**—identify employees with skills, capabilities and experience that will be critical to the organisation's future. The capabilities to be retained include:
  - strategic thinking linked with business change
  - leadership through change
  - understanding of business requirements and ability to consider and procure innovative methods of service provision
- **Retrain**—provide opportunities to retrain in areas of need. Key capabilities required that can be retrained include:
  - contract management
  - vendor management
  - procurement
  - project and program management
  - change management
  - service management
  - commercial acumen
  - process improvement
  - leadership
  - stakeholder relationships

  Projects are already underway to build capability in:
  - business change management
  - leadership development
  - project and program management
- **Recruit.**

During the past 12 months, DSITIA's workforce reduced by 4.3 per cent. To ensure delivery of the recommendations in the Commission of Audit report, capability needs will significantly change in the business areas where renewal is occurring.

## Employee performance management

The *DSITIA Employee Performance Management Framework* launched in 2012–13 continues to align performance with the Queensland Public Service Commission's values. The framework outlines six key components of employee performance management, including employee induction/onboarding, probation, performance and development planning, rewards and recognition, management of unsatisfactory performance and discipline.

Supporting this framework is the *DSITIA Performance and Development Planning Policy* which articulates the responsibility of managers and their employees to ensure that annual performance and development agreements are conducted.

The performance and development planning approach reflects the whole-of-government requirement to include the balanced scorecard approach to Senior Officers (SO) and staff at AO8/PO6 classification levels to ensure there is alignment with the Senior Executive Officers and Chief Executive Officer performance and development frameworks.

The balanced scorecard approach analyses performance across four different perspectives:

- financial
- stakeholder and outcomes
- internal business
- learning and growth.

All permanent staff, new starters, staff on probation and temporary staff (excluding agency staff and contractors) who are employed with DSITIA for six months or greater participate in the performance and development planning processes.

DSITIA has published a code of conduct and ethics section on the DSITIA intranet to provide information on ethical decision making. This includes links to an online code of conduct training package and relevant legislation.

A series of training programs is available online to educate managers and staff on implementing the code of conduct in their everyday practices. The programs provide education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters. The programs are delivered as:

- management training—cultivating positive workplaces
- employee training—supporting positive workplaces.

# Industrial and employee relations framework

DSITIA's *Industrial and employee relations framework* is based on the framework established by the Public Service Commission.

Currently the Public Service Commission is coordinating the public sector wide Award Modernisation process. The process aims to consolidate the number of awards in the public sector as well as to standardise conditions of employment. DSITIA has been working closely with the Public Service Commission in relation to this matter.

The department maintains effective relationships with key stakeholders through a proactive approach to consultation and conflict management at both industrial and workplace levels. This has resulted in minimal disputation and no days lost to industrial action.

## Work-life balance

The implementation of DSITIA human resource policies has included a number of policies that promote work-life balance and offer a variety of flexible working arrangements.

Arrangements available to assist in improving work-life balance include telecommuting, part-time work, job-share, compressed hours, cultural leave, staggered start and finish times, purchased leave, parental leave, accumulated time, aggregated/averaging ordinary hours of week, time off in lieu and leave for caring purposes.

The Flexible Work Centre trial commenced on 12 May 2014 as part of an investigation into the feasibility of Flexible Work Centres by the Queensland Government, the Smart Services CRC Foundry and the Queensland University of Technology (QUT) Urban Informatics Research Lab. DSITIA is one of six departments in the trial where staff work one to two days per week at the two co-working centres (Co-Spaces at Southport  and The Hive at Redcliffe).

The trial aims to test the potential of Flexible Work Centres to:

- provide longer-term accommodation options for Queensland Government employees
- promote innovation through support for collaborative workspaces
- reduce congestion and traffic on Queensland roads and transport links
- improve the work-life balance and health of Queensland Government employees
- improve employee attraction and retention within the Queensland Government
- provide further support for local economies.

The department continues to offer employees and their immediate families access to confidential, professional counselling to assist with the resolution of issues that may impact on their work or quality of life.

DSITIA staff also have access to a variety of informative resources around maintaining good health and wellbeing.

## Leadership and management development

DSITIA is committed to supporting leadership development at both whole-of-government and whole-of-agency level. Therefore, DSITIA will continue to participate in the Public Service Commission's endorsed programs, which include:

- Queensland University of Technology Emerging Leaders Program individual modules
- Leadership of Strategic Supplier Relationships
- Beyond Accounting
- Leading Public Sector Contestability
- Public Sector Management Program.

The *DSITIA Management and Leadership Framework* was developed in 2014 and brings together packages of management and leadership competencies, skills and training for distinct classification groups.

To reinforce a committed and coherent approach across our leaders DSITIA has established Senior Leaders Forums. The forums enable DSITIA to ensure leaders have clarity on the business direction, discuss and provide input on a range of strategic issues and collaborate and share ideas in the interest of improving our business and practices.

DSITIA will also continue to develop its managers using a management development approach that incorporates whole-of-government benchmarks as provided through the Public Service Commission's Practical People Management Program. This program has been recently revamped to focus more strongly on building a performance culture across the sector and within DSITIA.

During 2013–14, a number of programs have been and will continue to be provided to managers both face-to-face and through e-learning to refresh and or to build capability in:

- service excellence
- leading and coping with change
- leading and delivering service excellence
- supporting and cultivating positive workplaces
- conversations for high performance
- managing stress and building resilience
- active career management
- developing a highly-engaged workforce
- performance and development planning for staff.

### Workplace health and safety

Workplace health and safety is a high priority for the department.

In 2013–14, DSITIA:

- developed and published the *Workplace Health and Safety Action Plan July 2013–June 2014*
- implemented a range of health and wellbeing initiatives including:
  - flu vaccination program
  - DSITIA Steps Out—a monthly three kilometre walk/run
  - information to support World No Tobacco Day—World Health Organisation
  - corporate private health insurance memberships and on-site visits
  - corporate rates for gym membership with Fitness First and Goodlife Gyms
  - participation in the 2012 Corporate Games
- completed the roll-out of the Safety Health and Environment (SHE) software program across DSITIA—this program provides an online reporting system for injuries and hazards across the department
- through the Early Intervention Centre (EIC), continued to provide early assistance and support to workers who are ill or injured, and to managers in dealing with such workers
- continued to offer an Employee Assistance Service (EAS), a confidential and professional service available to all employees and their families to help them deal with work and life issues.

## Other whole-of-government plans/specific initiatives

DSITIA has developed a three-year people strategy that provides a vision of how the department will ensure effective delivery of the department's and government's goals through the capability, professionalism and performance of our people.

The *DSITIA People Strategy* is aligned to the Public Service Commission cultural renewal priorities and the recommendations from the Commission of Audit report.

# 5 Other reporting

## Related entities

| Division | Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|---|
| Science Division | Board of Directors of Bio-Pharmaceutiocals Australia (Network) Pty Ltd | • Plan, facilitate and oversee the design and construction of a new biopharmaceutical manufacturing facility (BPA facility) to be co-located with the Translational Research Institute, Princess Alexandra Hospital.<br>• Provide strategic advice, input into and assist with obtaining additional investment in the BPA facility.<br>• Assist with maintaining a network of local complementary service providers to support the BPA facility and oversee business development activities to secure a pipeline of potential clients for the facility in the future. | • The company's efforts have resulted in the development of the $65M BPA facility.<br>• The facility was officially opened in October 2013.<br>• Commercial partner, Patheon Biologics (formerly known as DSM Biologics) commenced operations on 1 July 2013.<br>• Effective management of key stakeholder relationships with partners.<br>• Support the Patheon Biologics facility-start-up phase (continuing into 2014–15).<br>• Launched the Biopharmaceuticals Development Fund (BDF) that will provide financial support for access to the facility using a grant system to part-fund the costs of Patheon Biologics' services. | $40,000 | 3 |

| Position | Meeting fee | | Special assignment fee | |
|---|---|---|---|---|
| | More than 4 hours in a day | 4 hours or less a day | More than 4 hours in a day | 4 hours or less a day |
| Chair | $406 | $203 | $338 | $169 |
| Members | $334 | $167 | $278 | $139 |

The remuneration and on-costs for the Board of Directors are met from the operational funds of BioPharmaceuticals Australia (Network) Pty Ltd. The remuneration is made on the basis of a D1 board which is shown above.

In addition, members are entitled to be reimbursed for motor vehicle and domestic travel expenses in accordance with ministerial directives on motor vehicle allowances and domestic travelling and relieving expenses current at the time of the claim. The department is not directly involved in any payments made to the board members.

## Statutory bodies, authorities and instrumentalities

### Legislation

- *Libraries Act 1988*
- *Queensland Art Gallery Act 1987*
- *Queensland Museum Act 1970*
- *Queensland Performing Arts Trust Act 1977*
- *Queensland Theatre Company Act 1970*
- *Schools of Arts (Winding Up and Transfer) Act 1960*
- *Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981*.

### Statutory bodies

The following statutory bodies prepare separate annual reports. These are provided to the Queensland Premier or the Speaker of the Legislative Assembly of Queensland.

| Name of body as described in the constituting Act | Constituting Act |
|---|---|
| Board of the Queensland Museum | *Queensland Museum Act 1970* |
| Library Board of Queensland | *Libraries Act 1988* |
| Queensland Art Gallery Board of Trustees | *Queensland Art Gallery Act 1987* |
| Queensland Performing Arts Trust | *Queensland Performing Arts Trust Act 1977* |
| Queensland Theatre Company | *Queensland Theatre Company Act 1970* |

# External scrutiny

## Audits

In 2013–14, the department responded to the recommendations of four cross-sector audits reported to Queensland Parliament:

- *Auditor-General Report No 3 for 2013–14: Follow up of selected 2011 audits—Report to Parliament 9 for 2011: Acquisition and public access to the Museum, Art Gallery and Library collections*—Of the nine recommendations made in the original report, six have been implemented and three have been progressed or partially implemented. Arts Queensland and the arts statutory bodies are continuing to implement the remaining recommendations.
- *Auditor-General Report No 6 for 2013–14: Results of audit: Internal control systems*—The department is addressing the recommendations from this report
- *Auditor-General Report No 11: Results of audit: State public sector entities for 2012–13*—No issues were raised for the department. Eleven unmodified audit opinions were issued; all financial statements were certified within their legislated timeframe and the department's financial statement process was found to be satisfactory.
- *Auditor-General Report No 12: Results of audit: Queensland state government financial statements 2012–13*—No issues were raised for the department. Unqualified audit opinion was issued; all financial statements were certified within their legislated timeframe and the statements and supporting work papers were of a high standard.

Auditor-General reports to Queensland Parliament are available at www.qao.qld.gov.au.

During 2013–14, the department responded to recommendations of three area-of-emphasis reviews conducted across the sector: risk assessment, financial delegation authorities and monitoring and reporting performance.

The department is also addressing the *2013–14 interim audit report* recommendations.

The Queensland Audit Office has conducted routine audits of the financial statements.

*Audit of CITEC Managed Services*—Annual review of the operational and network security controls that underpin the whole of government financial statements.

- The overall assessment by the Queensland Audit Office was that designed controls were generally operating effectively, except for one key weakness relating to system software vulnerability management. The issue was raised as a medium risk issue and is being addressed by CITEC to ensure that best practices are applied consistently across areas that administer whole of government financial information.

## Reviews

### *Commission of Inquiry into the implementation of the Queensland Health Payroll System*

The Commission of Inquiry into the implementation of the Queensland Health payroll system commenced on 1 February 2013. Following submissions and extensive public hearings the Commissioner's report was provided to the Queensland Premier on 31 July 2013. Government's response to the report was tabled in Parliament on 20 August 2013 by the Minister for Science, Information Technology, Innovation and the Arts.

Report recommendations included:

- There be forward planning for all legacy systems. The State should, to the extent its 2012 ICT Audit has not already done so, undertake risk assessments, contingency and succession planning for such systems to ensure they do not present the same level of risk and urgency that LATTICE was thought to present, and that decisions concerning them are not made in haste.
- Before the initiation by the Queensland Government of major ICT projects, specific attention be given to what lessons may be learned from this Project for the particular project under consideration.
- The Queensland Government apply an appropriate structure to oversee large ICT projects. The particular form of that structure is a matter for the Government, but it ought to ensure that the relevant individuals have skills in project management and the power to make inquiries and to report to senior public officials.

DSITIA has implemented the following strategies to satisfy these report recommendations:

- A Directors-General Council (DG Council) was established to provide additional review of ICT initiatives to guide investment. One of the key focus areas of the DG Council is to continue to scrutinise the remediation of identified at-risk systems, as reported by agencies. To support this, QGCIO continues to work with agencies to regularly re-assess the profile of all at-risk systems across government, including the status of related remediation activities and business continuity plans/disaster recovery plans. DSITIA has a structured system in place for reporting at-risk systems to the Minister for Science, Information Technology, Innovation and the Arts and DG Council.
- A 'lessons learnt' synopsis was distributed to agencies to succinctly document the key learnings across project phases from the Queensland Health Payroll System project. The ICT Program and Project Assurance Policy and Framework was approved and formally published in March 2014.

- A range of governance and assurance mechanisms were developed to improve accountability, transparency and go/no-go reviews in authorising ICT investments. The DG Council plays a significant part in the process by providing senior government review of initiatives. In preparation for consideration by the DG Council, QGCIO assesses the appropriateness of the project's governance aspects. The DG Council has been addressing ICT issues since September 2013 and considered 16 initiatives to the value of $783 million. In addition to endorsement from DG Council, agency submissions also require dual signature from the Minister for Science, Information Technology, Innovation and the Arts before proceeding for approval.

The Department of Health has also supported implementation of the report's recommendations, with the establishment of a Queensland Health Payroll Planning Group to oversee detailed planning for the replacement of the Queensland Health payroll system.

### *Review of Gene Technology Act 2001 (Qld)*

In 2011, the Commonwealth government reviewed the federal gene technology legislation. As a subsequence of this review, Science Division engaged Foursight Associates to review the effectiveness of the *Gene Technology Act*. The review report was delivered in November 2013.

Based on the key findings of the review, the preferred approach for amendment of Queensland's legislations is a lock-step opt out approach whereby the Commonwealth gene technology laws are automatically applied as a law to Queensland, with provision to 'opt out' of particular amendments to the Commonwealth law by regulation. Cabinet considered the government response in April 2014 and supported the findings of the review.

### *Divestment Review conducted by Ernst and Young*

Commission of Audit recommendation 149 called for the divestment of CITEC within two years. Ernst and Young was engaged to provide advice and a strategic assessment of the CITEC divestment options. A report will be provided to the government in late June 2014.

## Legislation administered by the department

The following extract from the Administrative Arrangements Order (No. 4) 2012 shows the legislation administered by the department (made by the Governor-in-Council on 24 May 2012 and published in the *Government Gazette* on 25 May 2012).

| Minister | Principal ministerial responsibilities | Acts administered | Administrative units | Responsible heads |
|---|---|---|---|---|
| Minister for Science, Information Technology and the Arts | Administration of Crown Copyright and Intellectual Property<br>CITEC<br>Coastal management relating to the Tweed River Entrance Sand Bypassing Project<br>Digital economy<br>Environment, climate and natural resource sciences—research, development and advice<br>Government ICT services and delivery including:<br>• portfolio, program and project assurance services<br>• public sector development<br>• capability development<br>• government-industry liaison<br>• telecommunications, broadband and digital economy<br>Innovation policy, strategy and programs<br>International collaborations<br>Research and development coordination and planning<br>Science policy, strategy and investment<br>Shared services provision (other than Queensland Health and the Department of Education, Training and Employment)<br>Shared services systems<br>Smart Service Queensland | *Biodiscovery Act 2004*<br>*Gene Technology Act 2001*<br>*Tweed River Entrance Sand Bypassing Project Agreement Act 1998* | Department of Science, Information Technology, Innovation and the Arts | Director-General |

| Minister | Principal ministerial responsibilities | Acts administered | Administrative units | Responsible heads |
|---|---|---|---|---|
| | Queensland State Archives<br>Arts | *Libraries Act 1988*<br>*Public Records Act 2002*<br>*Queensland Art Gallery Act 1987*<br>*Queensland Museum Act 1970*<br>*Queensland Performing Arts Trust Act 1977*<br>*Queensland Theatre Company Act 1970*<br>*Schools of Arts (Winding Up and Transfer) Act 1960*<br>*Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981* | | |

# Boards and committees

Government boards and committees administered by the department.

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| Public Records Review Committee is a statutory body established in March 2003 under the *Public Records Act 2002* | • The aim of the committee is to further strengthen the management of public records in Queensland<br>• The nine-member committee was established to ensure a consistent approach to administering and enforcing the Act across some 500 public authorities<br>• The statutory functions of the Public Records Review Committee include:<br>– advising both the Minister for Science, Information Technology, Innovation and the Arts, and the State Archivist on the administration and enforcement of the Act<br>– reviewing the decisions of the State Archivist not to authorise the disposal of particular public records resolving disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record. | • The committee held three meetings in 2013–14.<br>• The committee provided advice on trends in public administration which required the development of recordkeeping advice.<br>• The committee supported the planning and implementation of a Digital Archiving Program.<br>• The committee provide feedback and advice on a wide range of important matters including the development of the Born Digital, Stay Digital Policy and Roadmap and Queensland State Archives' proposed commemoration of the First World War. | $4691 | Mr Donald MacKenzie (chair), Dr Anne Tiernan, Dr Grace Sarra, Ms Linda O'Brien, Ms Julie Steel, Mr Jeff Loof, Dr Jennifer Harrison, Mr Chris Gorry and Councillor Jenny Lane |

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| Science and Innovation Advisory Council (SIAC) | • The Science and Innovation Advisory Council is a key outcome from the government's Science and Innovation Action Plan (SIAP), launched on 20 October 2013.<br>• The council provides independent guidance and investment advice to the Queensland Chief Scientist (the Chair) and reviews progress against Queensland Government priorities for science and innovation development<br>• The council provides advice on emerging trends and mechanisms for improving research and development coordination, planning and innovation across sectors involving government agencies, universities and industry including international collaborations; and assess and make recommendations on grant applications. | • The council meets quarterly.<br>• The first meeting on 7 April 2014 considered the SIAP terms of reference, goals and priorities. | Participation is voluntary. Members reimbursed for out-of-pocket expenses—$1123.50 in 2013–14 | Chair plus 12 members selected for their expertise and knowledge in science and innovation fields |

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| Tweed River Entrance Sand Bypassing Project (TRESBP) Advisory Committee | • TRESBP is a joint agreement with New South Wales Government and is also coordinated by the New South Wales Government.<br>• The advisory committee provides advice to the ministers relating to this project about:<br>– preparation of environmental impact assessment and tender documents for the bypass<br>– calling tenders<br>– acceptance of tenders<br>– preparation of a plan of management<br>– management and implementation of works<br>– issues of relevance to the local community<br>– other matters referred to it by the ministers<br>• The advisory committee is comprised of:<br>• four state representatives (two from each state)<br>• one member from the Tweed Shire Council<br>• one member from the City of Gold Coast Council<br>• four community representatives (two from each state). | • The advisory committee held three formal meetings in 2013–14 on 28 August 2013; 13 February 2014; and 19 May 2014 at Tweed Heads New South Wales.<br>• Regular agenda item briefings were provided on:<br>• sand bypassing operations<br>• beach and entrance conditions<br>• sand delivery and placement strategies<br>• environmental monitoring results<br>• The briefings were followed by discussion and feedback from advisory committee members and community stakeholder group observers.<br>– Advisory committee members also provided valuable feed back and input into an operational feasibility options study to enhance the bypass system operations, in order to better manage the highly variable natural sand supply. | Approximately $200 for travel costs to attend meetings at Tweed Heads | 10 members—Qld: 1 female, 4 men; NSW: 1 female, 2 men, 2 vacant) |

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| Arts Investment Advisory Board | • The board provides the Minister for Science, Information Technology, Innovation and the Arts with expert advice in relation to arts and cultural policy and investment in Queensland.<br>• Key functions of the board include advising on funding and grants administration processes to achieve efficiencies; advising on the development and implementation of the Arts and Cultural Investment Framework; and making recommendations to the Minister on allocation of funding. | • Oversaw implementation of the Arts and Cultural Investment Framework 2013–14, including making recommendations about investment under the Super Star Fund, Organisations Fund, Projects and Programs Fund and Individuals Fund.<br>• Advised development of a refreshed Arts and Cultural Investment Framework based on a review of 2013–14 outcomes.<br>• Contributed to development of the new Arts Business Innovation Fun.d<br>• Contributed to development of the Arts for all Queenslanders strategy. | $19,744 (excluding GST) | 6 members— 3 men, 3 women |

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| ICT Renewal Program Board | • The Board has responsibility to ensure the ICT Renewal Program delivers to agreed outcomes and benefits.<br>• Members will provide resources and specific commitment to support the Senior Responsible Owner who is accountable for the successful delivery of the ICT Renewal Program. | • Oversight of the governance arrangements supporting the program delivery. | Nil | Assistant Director-General Strategic ICT as Senior Responsible Owner; Executive Director, ICT Renewal (DSITIA) as Program Director; Assistant Director-General, Digital Productivity and Services (DSITIA); Queensland Government Chief Information Officer, Queensland Government Chief Information Office (DSITIA); representatives external to DSITIA |
| Government Wireless Network Executive Steering Committee | • Committee members are responsible for setting strategic and policy direction of the Government Wireless Network and providing executive-level decision-making and support. | • Championed the Government Wireless Network implementation within each public safety agency.<br>• Promoted cross-agency collaboration.<br>• Oversight of effective governance arrangements underpinning program delivery. | Nil | Commissioner, Queensland Police Service; Commissioner, Queensland Fire and Emergency Services; Commissioner, Queensland Ambulance Service; Chief Executive Officer, Public Safety Business Agency; Director-General, Department of the Premier and Cabinet |

| Name and type of board or committee | Functions and responsibilities | Achievements during 2013–14 | Cost | Membership |
|---|---|---|---|---|
| Government Wireless Network Implementation Board | • The board provides direction and leadership oversees the design, construction, rollout, testing and commissioning of the Government Wireless Network. | • Ensured the network meets agency requirements. | Nil | Deputy Commissioner, Queensland Ambulance Service; Assistant Commissioner, Queensland Fire and Emergency Services; Assistant Commissioner, Queensland Police Service; Chief Information Officer, Public Safety Business Agency |
| CITEC Divestment Board (up to February 2015) | • The purpose of the board is to provide ongoing leadership in relation to CITEC's business as usual operations during the divestment process, the divestment process itself and post divestment to ensure that an effective and efficient transition occurs. | • Ensured appropriate governance arrangements were in place for the divestment program of work.<br>• Ensured promotion of communication with CITEC staff. | Nil | Director-General, DSITIA; Assistant Director-General, Strategic ICT, DSITIA; Director-General, Department of the Premier and Cabinet; Under Treasurer, Queensland Treasury and Trade; Director-General, Department of Transport and Main Roads; Chief Executive, Public Service Commission; General Manager, CITEC |

# 6 Our locations

The department's head office is located at 100 George Street, Brisbane. Service areas are located in a number of sites in the Brisbane CBD and greater Brisbane area, and in major regional centres across Queensland, including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba. CITEC has two locations interstate.

These services are complemented by the existing Queensland Government Agency Program (QGAP) which supports multi-agency service delivery in regional and rural areas across the state.

| Division | Address |
|---|---|
| Brisbane | |
| Arts Queensland | Brisbane, 111 George Street |
| | Fortitude Valley, 381 Brunswick Street |
| Arts Queensland (Judith Wright Centre of Contemporary Arts) | Fortitude Valley, 420 Brunswick Street |
| Corporate Administration Agency | Brisbane, 111 George Street |
| CITEC | Brisbane, Edward Street Railway 1C |
| | Brisbane, Edward Street Railway 1D |
| | Ipswich, Springfield DATA Centre I (Polaris) |
| Queensland State Archives | Runcorn, 435 Compton Road |
| Queensland Shared Services | Brisbane, 160 Mary Street |
| | Brisbane, 61 Mary Street |
| | Woolloongabba, 411 Vulture Street |
| | Woolloongabba, 897 Main Street |
| | Milton, 67 Castlemaine Street |
| Smart Service Queensland (Call Centres) | Mt Gravatt, Garden Square Block B Kessels Road |
| | Zillmere, Pineapple Street |
| Smart Service Queensland | Brisbane, 127 Creek Street |
| Science Division | Dutton Park, Ecosciences Precinct, 41 Boggo Road |
| | Toowong, Queensland Herbarium, Mount Coot-tha Road |
| | Deagon, Coastal Sciences, 27 Quinlan Street |
| | Brisbane, 111 George Street |
| Strategic Policy and Innovation | Brisbane, Level 5, 100 George Street |
| | Brisbane, Level 10, 111 George Street |
| Queensland Government Service Centre | Brisbane, 111 George Street |