2011–12

Annual Report

Department of Science, Information Technology, Innovation and the Arts

QUEENSLAND GOVERNMENT

Communication objective

This annual report provides information about the Department of Science, Information Technology, Innovation and the Arts (DSITIA) financial and non-financial performance for 2011–12. It has been prepared in accordance with the *Financial Accountability Act 2009* and the Annual Report Requirements for Queensland Government Agencies.

This report has been prepared for the Minister for Science, Information Technology, Innovation and the Arts to submit to the Queensland Parliament. It has also been prepared to meet the needs of stakeholders including the Commonwealth and local governments, industry and business associations, community groups and staff.

Additional mandatory reporting requirements for DSITIA as outlined in Section 63 of the *Financial Accountability Act 2009* (FAA) is available for viewing online at www.qld.gov.au/dsitia/publications

Online content outlines achievements for:

- Information systems and recordkeeping
- Consultancies
- Overseas travel
- Waste management
- Recycling Policy for Buildings and Civil Infrastructure
- Carbon emissions
- Initiatives for women
- *Carers (Recognition) Act 2008*
- Aboriginal and Torres Strait Islander matters (*The Queensland Government Reconciliation Action Plan 2009-2012*)
- *Queensland Multicultural Policy – Queensland Multicultural Action Plan: 2011-14*.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, you can contact us on and we will arrange an interpreter to effectively communicate the report to you.

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Copies of this publication can be obtained by contacting (07) 3405 5600 or at www.qld.gov.au/dsitia/publications

Department of Science, Information Technology, Innovation and the Arts Annual Report 2011–12.

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Letter of compliance

26 October 2012

The Honourable Ros Bates 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 2011–12 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 Department of Science, Information Technology, Innovation and the Arts is a new state government department. It was formed following machinery of government changes implemented on 3 April 2012 by combining 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.

The report outlines the purpose, services and achievements of the department during the 2011–12 financial year. It also reflects the financial performance of the department for the period May to June 2012.

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

Yours sincerely

Philip Reed
Director-General

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I am pleased to present the 2011–12 annual report for the Department of Science, Information Technology, Innovation and the Arts.

On 3 April 2012 the incoming Queensland Government announced the establishment of the Department of Science, Information Technology, Innovation and the Arts (DSITIA). The department was created from portfolios and organisational units drawn from four previous Queensland Government departments.

DSITIA is responsible for:

- science policy
- strategy and investment in relation to science
- digital economy
- innovation policy
- environmental and natural resources sciences
- international collaborations
- administration of Crown copyright and intellectual property
- government information and communication technology services and delivery
- Queensland State Archives (QSA)
- Smart Service Queensland (SSQ)
- CITEC
- Queensland Shared Services QSS)
- Arts Queensland including the Corporate Administration Agency (CAA).

As a new department we strive to provide opportunities in innovation and growth in the knowledge and creative industries sectors of the economy, and promote a strong and diverse arts and cultural sector for Queensland.

The department also leads whole-of-government service reform as a major facilitator of services to government and for government.

Since April we have worked to develop the necessary frameworks and systems to support effective service delivery and build the level of departmental accountability expected of a high performing government agency.

This has included transitioning services and functions from their originating departments, while maintaining uninterrupted, quality service delivery to our customers and the sector.

During 2011–12 we provided scientific services to support a range of government initiatives and advisory services for Queenslanders. Key achievements included:

- an environmental health assessment of South-East Queensland's waterways and the Great Barrier Reef
- providing 'real-time' air quality data to the public via the Department of Environment and Heritage Protection's (EHP) website
- mapping of a further 5 million hectares of Queensland's regional ecosystems to inform the management of biodiversity and health of ecosystems across the state.

Our work continued with the opening of the Australian Tropical Science and Innovation Precinct in Townsville and the launch of the Queensland Tropical Health Alliance at James Cook University's Cairns campus. The precinct will support Queensland's development as a centre for tropical landscape and environmental research. The alliance will bring together, under the umbrella of one consortium, a world-class integrated tropical health and medical research network.

This Queensland Government investment will establish infrastructure to expand tropical health research and establish Queensland as a leader in tropical science.

Over the year we have supported Queensland businesses to help attract nearly $50 million of new investment into Queensland; achieve more than $130 million of new exports; and generate almost $500 million of new business and efficiency savings.

More than 5000 people from businesses throughout Queensland participated in our structured development activities. These activities were designed to help businesses become more profitable and successful,

pursue new business opportunities, improve their efficiency and productivity, bring new products to market, and gain greater exposure in the marketplace.

With our support more than 4 million people attended or participated in subsidised arts and cultural activities and there were nearly 5 million visits to state-owned arts and cultural facilities during 2011–12.

The Queensland Arts Conference in Bundaberg bought together arts and cultural workers across the state to explore new ideas and facilitate strong sector partnerships.

The third Cairns Indigenous Arts Fair was held attracting 13,000 people, generating $580,000 in sales and injecting $1.78 million into the Cairns economy.

The department also provided services to more than 16 Queensland Government departments and agencies. The contribution these services make to government service delivery often goes unrecognised. The efficiencies created through these services help government agencies to reduce their operational costs and concentrate their efforts on delivering their core business.

Key achievements included processing over 2 million pays, 167,000 job applications, 68,000 staff appointments and separations, 3.9 million invoice transactions, and the delivery of 6.7 million mail items.

The department also delivered continued uninterrupted data centre, network and infrastructure services to all Queensland Government agencies achieving 99.97 per cent availability across the year. We supported a diverse range of customers with these services, including Qantas, Queensland Rail, and schools across Queensland.

The department is the custodian of the state's largest and most significant documentary heritage collection through the Queensland State Archives.

During the year there were an estimated 450,000 visitors to the Queensland State Archives' website and over 6700 visitors to the state's archival facility at Runcorn for 2011–2012. In addition to providing access to the collection, our staff answered over 20,000 public reference and agency enquiries on issues relating to the collection and government recordkeeping matters. The state's archival collection also grew during the year, with over 1.5 linear kilometres of permanent public records transferred into the custody of Queensland State Archives.

DSITIA also provides an integrated approach to government service delivery through our Brisbane and regional centres and in 79 Queensland Government Agency Program (QGAP) locations across rural and remote Queensland. The department is creating the Queensland Government 'one-stop-shop' through Smart Service Queensland which allows Queenslanders to conduct transactions and access information and services through one telephone number, one integrated website or one integrated service counter.

During 2011–12, Smart Service Queensland managed over 16 million customer interactions, including more than 3 million telephone calls, 13 million online interactions and more than 400,000 face-to-face contacts across the counter. We are currently delivering over 260 government services on behalf of Queensland Government agencies to the public.

The coming year will continue the process of change and renewal that began in April. In delivering the government's vision for Queensland and growing the four pillar economy we can expect to see changes to the services that we deliver.

A major challenge for us will be ensuring that Queenslanders and government agencies are receiving the right services, delivered in ways that facilitate the best outcomes for Queensland. This will include helping Queensland Government agencies to reduce their operating costs and waste, and prioritise resources toward frontline service delivery.

I would like to thank all DSITIA staff for their contribution over the past year and their continuing commitment and dedication through this time of change and renewal. The department's achievements are the result of our staff's knowledge and expertise.

Philip Reed
Director-General
Department of Science, Information Technology, Innovation and the Arts

1. Our organisation

Our vision

Assist Queensland to become globally competitive through enhanced knowledge, creativity and services.

Our Purpose

- Facilitate investment and collaboration in research, science capability and business innovation to expand the knowledge and digital economy in Queensland
- Facilitate the development of a resilient and innovative arts and cultural sector in Queensland
- Enable high quality, value for money services and capability so agencies can focus on delivering core business.

Our values

Our people

We value the capabilities, experience and diversity that each person brings to the department.

Our customers

We deliver quality customer service.

Partnerships and connections

We connect internally and externally through strong partnerships and relationships.

Leadership

Leaders exist at all levels across the department. Leadership is developed, respected and recognised for the benefits it brings to our organisation.

Innovation and proactivity

We use our initiative to seek better solutions and deliver sustainable results.

About the department

In April 2012 the incoming Queensland Government announced the establishment of the Department of Science, Information Technology, Innovation and the Arts (DSITIA). The five divisions 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.

The portfolios and organisational units that make up DSITIA were subject to a number of machinery-of-government changes during 2011–12. As a result of these changes, this report focuses on the performance of the component parts of the department over the full 2011–12 financial year and the financial performance of the department for May and June 2012.

The structural changes are summarised in the table to the right.

Portfolio or organisational unit	Former department	New department
December 2011		
Office of the Queensland Government Chief Information Officer	Department of Public Works	Department of the Premier and Cabinet
3 April 2012		
Arts Queensland	Department of the Premier and Cabinet	DSITIA
Corporate Administration Agency	Department of the Premier and Cabinet	DSITIA
Office of the Chief Scientist	Department of the Premier and Cabinet	DSITIA
Office of the Queensland Government Chief Information Officer (QGCIO)	Department of the Premier and Cabinet	DSITIA
That part responsible for (a) science research and development and (b) business innovation and the associated executive support services	Department of Employment, Economic Development and Innovation	DSITIA
International Collaborations	Department of Employment, Economic Development and Innovation	DSITIA
Centre for Information Technology and Communications (CITEC)	Department of Public Works	DSITIA
Queensland State Archives	Department of Public Works	DSITIA
Smart Service Queensland	Department of Public Works	DSITIA
Queensland Shared Services including CorpTech	Department of Public Works	DSITIA
Office of the Queensland Government Chief Information Officer	Department of the Premier and Cabinet	DSITIA
Environment and Resources Sciences	Department of Environment and Resource Management	DSITIA
Queensland Climate Change Centre for Excellence	Department of Environment and Resource Management	DSITIA

Our role

The department will support a globally competitive Queensland economy driven by knowledge and creativity. The department's primary focus is to facilitate quality services to the community and to other agencies, and identifying cost efficiencies and value-for-money delivery models.

The department has a significant role in facilitating growth and development in the knowledge and creative industries sectors of the economy, and facilitating a strong and diverse arts and cultural sector in the state.

The department is also a major provider of services to government and for government.

An overview of the legislation administered by the department and a summary of the department's functions and responsibilities are included in section 5– 'Other reporting'.

Our objectives

Activity within the department is focussed on delivering six broad objectives:

Objectives:	Key performance indicators:
1. Better informed government decision-making through science.	• funding commitments leveraged from project participants for science projects receiving Queensland Government investment • number of business/industry/research collaborations • natural resource, environment and climate science information is provided and accessible by stakeholders.
2. Increased productivity through an increase in innovation activity.	• trend of knowledge-intensive jobs • proportion of innovation active businesses • proportion of businesses using digital technologies • employment levels in innovation active business.
3. Strengthened cultural and economic outcomes for Queenslanders through an innovative and creative arts and cultural sector.	• level of client satisfaction with Arts Queensland products and services • level of attendance and participation at subsidised arts sector events (access) • number of touring productions, communities receiving touring productions and attendees at touring productions (access, innovation, resilience).
4. Supporting high performing Queensland Government agencies through the facilitation of efficient standardised shared services.	• level of client satisfaction with government shared services • delivery of services within agreed standards • cost of service delivery.
5. Strengthened ICT and information management through high quality services and capability.	• value of government ICT efficiencies and effectiveness.
6. Connecting Queenslanders to their government through a one-stop-shop.	• accessibility of government services.

More information about the department's services and 2011–12 achievements are detailed in the 'Our performance' section of this report.

Our priorities

To support the Queensland Government's vision for a more efficient public service, the department will focus on identifying value-for-money service delivery models and delivering sustainable results in service delivery.

Key priorities for the department will include:

- delivering the government's vision for Queensland and growing the four pillar economy
- prioritising resources toward frontline service delivery while maintaining the technical capability and capacity to deliver our services
- ensuring Queenslanders and government agencies are receiving the right services, delivered in ways that facilitate the best outcomes for Queensland
- helping Queensland Government agencies to reduce operating costs and cut waste, and at the same time, improve technical capability and delivery of frontline services
- reducing costs and red tape while supporting government efforts to rebuild the state's financial position and re-direct expenditure to frontline services.

Our future

The department will deliver a number of key initiatives in 2012–13, including:

- strengthening Queensland's tropical health defences by establishing the Australian Institute for Tropical Health and Medicine in partnership with James Cook University
- working to rebuild Queensland's practical and applied scientific and technology capability through strengthening partnerships with Queensland's universities
- consolidating the Chief Scientist's leadership role in science policy and enabling the state's applied science efforts to meet future economic challenges
- working to build the one-stop-shop solution for Queenslanders to access government services more effectively
- establishing monitoring mechanisms to ensure that all bills from suppliers to government involving contracts up to $1 million are paid within 30 days
- continuing to build on the state's growing reputation as a cultural hub through implementation of the arts for All Queenslanders initiatives including the SuperStar Fund and boosting Queensland touring funds
- developing a strategy to grow the arts sector by encouraging commercial approaches and fostering a community for the arts
- establishing an Arts Investment Advisory Board to improve access to grants, simplifying categories and streamlining application processes.

Operating environment

The department's operating environment will be impacted by a number of factors, including:

- continuing to successfully compete to provide fee-for-service activities to other agencies
- maintaining an appropriately skilled workforce to support service delivery
- providing services in ways that meet the community's expectations for cost-effective service delivery and a high standard of accountability, transparency and integrity
- reducing costs and red tape while supporting the government's commitment to rebuild the state's financial position.

External audits

In 2011–12, the operations of the department were subject to a number of external audits which incorporated recommendations for improved performance.

Auditor-General reports to Queensland Parliament that made comment on or recommendations in relation to:

- roles and responsibilities for services undertaken by Queensland Shared Services and its client agencies
- the management and monitoring of salary overpayments across the public sector
- collaboration with Queensland cultural institutions in developing a Cultural Centre Strategy
- assessment and effective management of unplanned absence
- IT governance and internal financial and fraud controls.

Government ICT Division

- The Brisbane Queensland Government Service Centre was audited by the Queensland Audit Office during March 2012. The review concluded that the control environment was operating satisfactorily.
- Two key ICT infrastructure programs were audited in prior years and control improvements were recommended in the *Auditor-General Report No 4 for 2011* and *Auditor-General Report No 7 for 2010*. In these reports the realisation of benefits from the Identity, Directory and Email Services (IDES) program was identified as a significant issue. The closure of this program has mitigated this issue.

Recommendations are being addressed and progress in implementing improvement strategies are being reviewed by the Audit and Risk Management Committee.

External reviews

In 2011–12, the following external reviews were undertaken in divisions within the department:

- Several business units of the former Department of Public Works were subject to an external audit of the department's alignment to and compliance with both the *'Safer and Healthier Workplaces 2007-2012 Strategy'* and the *Workplace Health and Safety Act 2011*. The audit provided an action plan to focus on improving work health and safety compliance, initiatives and strategies.

Science Delivery Division

- Quality management audit of Water Planning Ecology Group resulting in accreditation of *ISO9001 certification*
- Quality and compliance system audit of the Chemistry Centre to maintain its certification as a QC1 Quarantine Approved Premise
- National Association of Testing Authorities (NATA) audit of the Chemistry Centre, resulting in accreditation ensuring that its facilities comply with relevant international and Australian standards.

Innovation and Science Development Division

- A Science review was conducted in October 2011 focusing on the roles and functions of the Chief Scientific Officer and of the Science Strategy and Capability Unit within the former Department of Employment, Economic Development and Innovation. The review was undertaken by Foursight Associates Pty Ltd and:
  - concluded that the role of the Chief Scientific Officer supported the requirements for science-based advice for policy within the department, and that the department should continue to develop and leverage science partnerships.

- recommended the department strengthen the evaluation, reporting and promotion of science funded by government — the recommendations were implemented and are now a part of core business.

Government ICT Division

- Smart Service Queensland engaged PriceWaterhouseCoopers to review its payment card industry compliance and data privacy practices. Recommendations from the review are being addressed by Smart Service Queensland and guided by DSITIA Internal Audit to ensure compliance to information security and privacy in accordance with payment card industry standards.
- Although IDES was projected to support 80,000 email accounts by 2010, only 3100 users were using the service by June 2012. A departmental review of IDES was conducted that indicated a further investment of $25 million over the next three years would be required to make it viable. A decision was made by the government to close down the program by 30 June 2012. With the discontinuation of IDES the department is now exploring potential cloud-based, whole-of-government email solutions, as well as other options.
- The migration of agencies and realisation of benefits for the ICT Consolidation (ICTC) program was also identified as an issue by the Auditor-General. The need to progress the migration to the ICTC program in a timely manner is recognised by the government. A commitment was made by the previous government to complete agency ICTC migration plans by September 2012. The recent machinery-of-government changes and instigation of the Queensland Government Chief Information Office ICT Management audit and other reviews, initiated after this original commitment calls for a delay in finalising these plans. The outcomes of these activities will need to be fully considered before plans are finalised. It is also expected that the ICT audit and reviews underway will resolve the governance issues around a lack of a whole-of-government ICT sponsoring body.
- CITEC continues to work with agencies and the government to extract value from investments in the ICTC program. The outcomes of current reviews and the Queensland Government Chief Information Office audit will be used to guide decisions on how this can best be achieved.

Queensland Government Chief Information Office

- In response to issues regarding information security governance Deloitte Australia undertook a review and delivered a detailed report and recommendations to government in April 2012. The report recommendations are being considered by the department.

Council of Australian Governments (COAG) Initiatives

Implementation Plan for the Queensland Symphony Orchestra (QSO) Co-location Project

(National Partnership Agreement on Local Government and Regional Development)

- The Commonwealth has agreed to provide financial assistance of $9 million for co-location of the Queensland Symphony Orchestra within the new headquarters of the Australian Broadcasting Corporation at South Bank in Brisbane.
- Capital work for the office accommodation of the Queensland Symphony Orchestra is finished. Completion of the multi-purpose studio (for performance, rehearsals and recordings) is expected in late 2012 with the QSO to be re-located at the end of 2012.

Implementation Plan 2011–12 Queensland (Closing the Gap: National Partnership Agreement on Remote Indigenous Public Internet Access)

- The Commonwealth and State of Queensland have agreed bilaterally to implementation plan objectives including:
  - enhance social inclusion and community well-being in remote Indigenous communities by improving links between people, information and technology
  - improve access to basic information and communication services
  - reduce barriers to using of information and communication technology (ICT)
  - increase understanding of the benefits from the effective use of the internet and associated hardware and software.
- Through this agreement the department has established internet services and training at 20 remote locations across the state, including many communities in the Torres Strait and Cape York. Continually improving the digital literacy of the members of these communities will increase their participation in the digital economy.

National Occupational Licensing System (NOLS)

- CITEC has been developing a centralised interface to the National Occupational Licensing System for six Queensland Government agencies. This is due to be completed by June 2013. CITEC manages the transformation of each agency's data into a common national format by utilising the existing CITEC gateway, and is providing the means for access or gateway into the national database being delivered by New South Wales Government.

Business Online Services

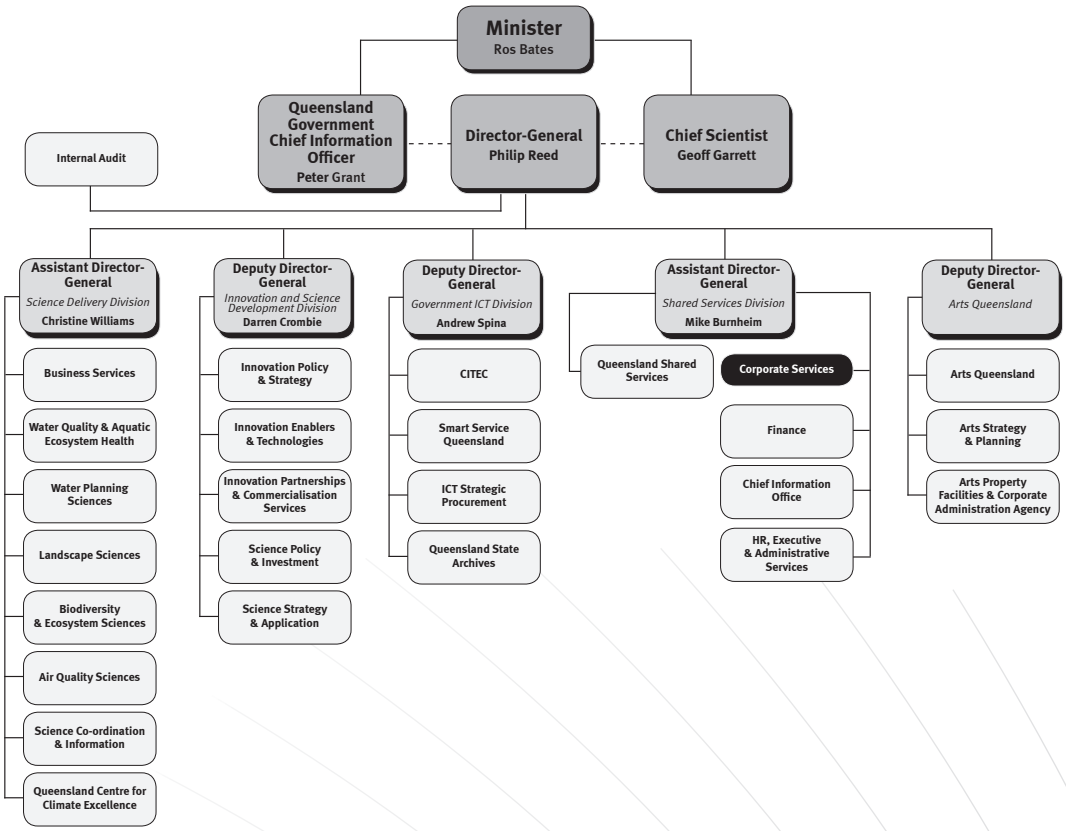
- The Business Online Services project will deliver a nationally-coordinated system for businesses to access information and services online to assist them to manage their regulatory responsibilities. This will allow more effective interaction between businesses and all tiers of government, regardless of the location of the business.
- CITEC has been engaged to develop a proof of concept demonstrating the online verification of documents currently produced as evidence of identity at a counter. Phase two of the proof of concept relates to the identity management lifecycle. The implementation phase will provide benefits to whole-of-government.

Intergovernmental Gene Technology Agreement 2001

- The commonwealth, states and territories have established the Intergovernmental Gene Technology Agreement 2001. According to this agreement the *Gene Technology Act 2001 (Qld)* and the *Gene Technology Regulation 2002 (Qld)* form the Queensland legislative component of the national gene technology regulatory scheme. The Queensland legislation very closely parallels the *Commonwealth Gene Technology Act 2000* and *Gene Technology Regulation 2001*. The Queensland legislation contains specific details of protocols for entities when dealing with technologies employing genetic modification.

Organisational structure

Department of Science, Information Technology, Innovation and the Arts organisational structure (as at 30 June 2012)



As of 30 June 2012, the department comprised five operating divisions. The department continues to support Queensland to become globally competitive by providing the following services from each of the divisions:

- *Science Delivery Division:* provides information to support Government policy, regulation and decision making
- *Innovation and Science Development Division:* provides innovation, intellectual property and science policy leadership across Government
- *Queensland Government Information and Communication Technology (QGICT) Division:* provides ICT services to Queensland Government agencies and delivery of Queensland Government information and services to the public via Smart Service Queensland and Queensland State Archives. Within QGICT Services, CITEC, the primary technology service provider for the Queensland Government, delivers whole-of-government and agency specific ICT services
- *Arts and Culture Services:* builds a strong arts and cultural sector by providing advice and support in setting the Government's strategic policy direction for arts and culture in Queensland, facilitating delivery of the Government's arts and cultural priorities, overseeing the Government's investment in arts and culture to ensure the best use of public funds and managing the State's arts and cultural assets. Within Arts Queensland, the Corporate Administration Agency provides corporate services including HR consultancy, payroll and recruitment, financial management, procurement and information management for the Arts and Culture Services and its statutory bodies

- Through Queensland Shared Services, DSITIA facilitates finance, procurement, human resource management/payroll, facilities management and mail support services for government departments and statutory authorities.

Within the broader arts portfolio there are:

- five statutory bodies (Queensland Art Gallery/Gallery of Modern Art, Queensland Museum, Queensland Performing Arts Centre, Queensland Theatre Company, and the State Library of Queensland)
- four companies (Aboriginal Centre for Performing Arts, Major Brisbane Festivals, Screen Queensland and Queensland Music Festival).

The Office of the Queensland Chief Scientist and Queensland Government Chief Information Office (QGCIO) report directly to the Minister.

The Queensland Government Chief Information Office provides unbiased, independent quality advice to government ministers, directors-general and agencies on ICT management and investment issues. These include investment assurance, governance processes and cross-jurisdictional relations, long-term information technology strategy, and policy and standards across government.

The Office of the Queensland Chief Scientist fosters an active role by departments in research and development planning. It also undertakes an annual collection and analysis of the state's research and development investment.

Our locations

The department's head office is located at 100 George Street, Brisbane. Service divisions are located in a number of sites in the Brisbane CBD and greater Brisbane area, and we have a presence in major regional centres across Queensland, including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba. 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.

A full list of our locations can be found at the end of this report.

2. Performance overview

Achieving the government objectives for the community

Objectives	Achievements
Grow a four pillar economy The government is renewing focus on developing Queensland's strengths in tourism, agriculture, resources and construction by: • cutting red tape and regulation • accelerating project approvals for business • encouraging more business activity and • creating more jobs creation.	During 2011–12, the department: • delivered monthly statements on seasonal rainfall probabilities via the Long Paddock website to assist industry partners plan for and manage seasonal conditions • updated the land use maps for the catchments adjacent to the Great Barrier Reef to improve estimates of the impact of catchment management practices on the Reef • provided hydrological and hydrographical technical assessment and advice for the Department of Environment and Heritage Protection on coal seam gas and mine discharges • analysed more than 7000 catchment water samples for sediments, nutrients and other pollutants for projects supporting the Great Barrier Reef, South East Queensland, and the Murray Darling Basin • analysed 18,800 soil samples and 3600 plan samples for a range of government and industry projects • provided water quality and landscape monitoring and modelling expertise to inform the Queensland Government's continued commitment to the Reef Plan • provided scientific services to support the Queensland Agricultural Land Audit • promoted Queensland's competitive capabilities in the life sciences sector at the BIO International Convention in Boston, USA • finalised the state's contributions to the Queensland Institute of Medical Research facility supporting clinical research programs, trials into vaccine development, cancer research, and new areas of tropical diseases, mental health and biosecurity research • worked with more than 5000 Queensland businesses through a diverse range of services designed to help them become more profitable and successful, pursue new business opportunities, make changes to improve their efficiency and productivity, bring new products to market, or gain greater exposure in the marketplace • registered more than 4.8 million visitors to state-owned arts and cultural facilities, including the Queensland Cultural Centre and the Judith Wright Centre of Contemporary Arts • supported Indigenous arts and cultural events that attracted almost 100,000 people • supported the third Cairns Indigenous Art Fair which generated income and employment opportunities of more than $580,000 for exhibiting artists, and contributed more than $1.7 million in the local economy through tourism • supported major performing arts organisations delivering 541 performances in Brisbane and regional Queensland, attracting a combined audience of 223,742 and employing 1400 artists and arts workers.

Achieving the Government objectives for the Community	
Objectives	**Achievements**
Restore accountability in government • Make the government more open, accountable and accessible for all Queenslanders • Ensure decisions we make are open and transparent.	During 2011–12, the department: • managed the Queensland Government Enterprise Architecture Framework to guide government investment in ICT • applied a portfolio approach to overseeing $77 million in government ICT projects and initiatives • promoted accountable government through Queensland State Archives' comprehensive recordkeeping policy framework for around 600 public authorities.
Lower the cost of living • Decrease cost of living for Queensland families • Revitalise frontline services • Deliver the right level of services efficiently and cost effectively • Improve quality and value for money in key service areas.	During 2011–12, the department: • managed service delivery of more than 260 government services on behalf of Queensland Government agencies to the public delivering more than 19 million customer interactions • delivered more than 977,000 concession services to eligible Queenslanders • provided public access to the Queensland State Archives collection through onsite and online channels to an estimated 450,000 customers • managed the Business as Usual Review to assist the Queensland government to achieve cost reductions in ICT expenditure • provided a continued uninterrupted data centre, network and infrastructure services to all Government agencies, delivering availability of 99.97% across the year • commissioned the Queensland Government consolidated network and associated infrastructure to enable the delivery of whole-of-government ICT services, realising benefits through the retirement of assets and termination of contracts with external carrier services • streamlined government corporate processes including telecommunications billing, fleet management processes, job advertising, job application processing and staff appointments.
Deliver better infrastructure and better planning • Share the proceeds of the mining boom, improved government efficiencies and economic management to build roads and provide critical local infrastructure • Open up National Parks for Queenslanders to enjoy • Protect the state's best cropping land • Ensure local councils have the power to better plan for the future growth of local communities.	During 2011–12, the department: • supported the Queensland State Government Review of the proposed Murray Darling Basin Plan through provision of technical assessments of the hydrology and proposed policies • undertook hydrologic assessments to support the Burnett Water Resource Plan Review and North Queensland, Mackay Whitsunday and Central Regional Water Supply Strategies, and Galilee Basin water supply investigations • provided water quality science to support the Gladstone Environmental Investigation program, a major whole-of-government effort to understand the fish health issues in Gladstone Harbour • collected storm tide and wave height data from gauges and buoys along Queensland's coastline, as well as vital information during cyclone events to inform disaster management, and informing the planning and engineering of coastal structures.

Science Delivery Division

Overview

Science Delivery Division provides a scientific evidence-base to underpin legislative responsibilities across several Queensland Government departments. This scientific evidence-base contributes to Queensland Government policy and planning related to legislation, ensuring that government decision-making is founded on sound, practical science. The work of Science Delivery also supports planning and management processes in other Government departments.

The division assists its clients in the delivery of scientific services in the areas of water (freshwater and marine), land and vegetation, climate variability, air quality and biodiversity.

Scientific services include data collection and analysis of scientific information, advice and assessments, and the collection, maintenance and storage of fundamental datasets.

Science Delivery's capabilities also support the Government's Policy Commitment – Science and Innovation for Economic success. For example the Division provides scientific services and support to the Department of Agriculture, Fisheries and Forestry for the Queensland Agricultural Land Audit.

Highlights

During 2011–12, the Science Delivery Division:

- developed the science underpinning the first *Great Barrier Reef Report Card (Baseline Report)* with Department of Natural Resources and Mines (DNRM). It was released as a joint initiative between the Queensland and Australian Governments. The report card assesses the environmental health of the Great Barrier Reef
- updated the land use maps for the catchments adjacent to the Great Barrier Reef, to improve the estimated impact of catchment management practices on the Reef
- assessed the health of south east Queensland waterways to inform the *2011 Healthy Waterways Report Card*
- collected and published air pollutant and weather data for south east Queensland, Gladstone, Mackay, Townsville and Mt Isa, enabling government website users to access air quality assessments relating to human health protection and visual amenity
- completed a further five million hectares of new regional ecosystem survey and mapping, with 94% of Queensland having vegetation maps
- provided water quality science to support the EHP Gladstone Environmental Investigation program to understand the fish health issues in Gladstone Harbour
- delivered monthly statements on seasonal rainfall probabilities via the Long Paddock website to assist industry partners to plan for, and manage seasonal conditions
- collected vital storm tide and wave height data from gauges and buoys along Queensland's coastline. This information is vital during cyclone events to inform disaster management as well as informing the planning and engineering of coastal structures
- performed hydrologic assessments to support the Burnett Water Resource Plan Review and for North Queensland, Mackay Whitsunday and Central Regional Water Supply Strategies and Galilee Basin water supply investigations
- supported the Queensland State Government Review of the proposed Murray Darling Basin Plan through provision of technical assessments of the hydrology and proposed policies
- provided hydrological and hydrographical technical assessment and advice for EHP on coal seam gas and mine discharges.

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Environment and Resource Management.

Service Area: Science Delivery Division	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Average time taken to upload air quality monitoring data to the Department of Environment and Heritage Protection (EHP) website	1	2 hours	59.25 minutes
Other measures			
Annual increase of the number of hectares of vegetation communities and ecosystems mapped to support key policy programs		5,000,000	5,000,000

Notes:

1. The department's air quality monitoring program informs both internal and external stakeholders with the timeliness of the data being uploaded to the Department of Environment and Heritage Protection (EHP) website being considered critical.

Our future

In 2012–13, the Science Delivery Division will continue to:

- coordinate reef science for projects undertaken by DSITIA, EHP and DNRM, through monitoring, modelling and evaluation of land management and water quality outcomes in relation to implementation of the Great Barrier Reef Plan
- map, assess and monitor changes in ground cover, cropping patterns, tree clearing, regional ecosystems, species, wetlands, remnant vegetation and land management to inform the Queensland Agricultural Land Audit, national park and fire management and environmental planning and management responsibilities
- assess and map soil suitability for irrigation in the Flinders and Gilbert River catchments and complete hydrologic modelling as part of the Gulf Agricultural Resource Assessment project (between CSIRO and DSITIA)
- monitor water quality and aquatic ecosystem health to inform the Gladstone Harbour investigation (for EHP)
- monitor air quality to investigate emissions from industrial or other sources that could potentially affect the environment or community health
- develop and maintain online information systems, databases and websites that inform government, industry and the community
- conduct hydrologic assessments for a range of Queensland catchments including the Logan and Condamine/Balonne Resource Operations Plans amendments and the draft Burnett Water Resource Plan Review (for DNRM, DEWS)
- review surface and groundwater networks to inform new and emerging demands such as coal seam gas requirements
- undertake the Ecological Health Monitoring Program (EHMP) and analysis in South East Queensland to inform the EHMP Report Card released by Healthy Waterways Limited
- provide hydrological and hydraulic technical advice to support the recommendations from the Flood Commission of Inquiry.

Innovation and Science Development Division

Overview

Innovation and Science Development aims to increase productivity by enabling businesses and government to operate competitively in a global environment by encouraging and supporting innovation.

The division also provides strategic oversight and evaluation of government investment in science.

Highlights

During 2011–12, the Innovation and Science Development Division:

- officially opened the Australian Tropical Science and Innovation Precinct (ATSIP), located at James Cook University's Townsville campus
- made the final payment to the new Queensland Institute of Medical Research facility at Herston that will house up to 400 scientists and students specialising in clinical research programs, trials into vaccine development, cancer research, and new areas of tropical diseases, mental health, and biosecurity research
- supported cutting-edge science in Queensland by investing in 37 projects collaborating with national and international partners, and 77 fellowships and scholarships to retain and attract high quality researchers to Queensland to undertake innovative science research
- announced the 29 successful 2011–12 Queensland International Fellowships and launched the Queensland International Fellowships Alumni Program
- partnered with the Australian Industry Group and offered small to medium-sized Queensland businesses an opportunity to turn their big ideas into reality through round two of *What's your big idea Queensland?*
- hosted seven successful TechClinics alongside the Australian Institute for Commercialisation (a division of QMI Solutions) — connecting researchers and other providers with business and industry, to identify commercially viable solutions to industry problems
- provided 24 businesses with individual innovation coaching services through the Queensland Wide Innovation Network (QWIN), assisting them to implement new innovations and bring new products and services to market
- delivered 174 hours of free consultation to inventors through the Queensland Inventor Service, helping them overcome the challenges of bringing new inventions to market
- attracted 428 attendees to eight QWIN forums where information was provided about departmental and other QWIN partner programs. Other presentations included the use of social media for marketing, innovating to compete in a digital economy, how to create a culture of innovation in business and private sector case studies on the importance of innovation
- delivered intellectual property training workshops for 119 small to medium enterprises across Queensland to assist them to identify and optimise intellectual property
- developed the iChoose Digital Economy Business Portal in partnership with the Australian Information Industry Association to encourage the adoption of digital technologies and enhance productivity and competitiveness across Queensland industry
- undertook more than 650 assessments including commercial and economic evaluations as part of the provision of best practice grant management services for a range of government funding programs aimed at promoting economic and regional development, business innovation and increased productivity.

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Employment, Economic Development and Innovation (DEEDI).

Service Area: Innovation & Science Development Division	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Proportion of stakeholders who have a high level of satisfaction with consultative and engagement processes	1,2	75%	92%

Notes:

1. This performance measure was previously presented under both the Employment and Economic Development service area and Science, Agriculture, Food and Regional Services service area of the former Department of Employment, Economic Development and Innovation (DEEDI). The 2011–12 Target/estimate presented represents the proportion attributable to Innovation and Science Development business areas only.
2. A small number of events with a high number of stakeholder participants who rated a very high satisfaction level contributed to an increased 2011–12 actual.

Discontinued measures

Service Area: Innovation & Science Development Division (See note 1)	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Proportion of assisted firms reporting improved performance following DEEDI funded innovation and capacity development activities	2	55%	28%
Estimated value of additional capital attracted to Queensland as a result of DEEDI investment and business development	3	$5 million	$48.8 million
Value of new exports generated by businesses assisted by DEEDI	4	$115 million	$131.4 million
Estimated value of efficiency savings or new business generated by businesses assisted by DEEDI	5,6	$56 million	$480 million
Value of private and public sector investment in 'soft' research and development (R&D) infrastructure derived from DEEDI activities (Human capital, skills, software etc.)	7	$201 million	$175 million
Funding leveraged from other sources supporting Queensland Government funding of 'soft' R & D infrastructure	8	$116 million	$122 million
The number of structured programs/activities helping businesses build their capacity, improve their performance and/or access opportunities	9	265	278
Number of targeted and qualified leads for Queensland businesses generated through DEEDI overseas trade missions and other trade and export development activities	10	50	50

Discontinued measures

Service Area: Innovation & Science Development Division (See note 1)	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Percentage of innovating Queensland businesses	11	39-41%	46%
Achievement of major project milestones on strategic projects	12	12	14
Pieces of legislation and regulatory frameworks reviewed and reformed	13	1	2
Number of businesses assisted to export or expand market share	14	600	705
Client businesses implementing new or improved practices, processes, systems, products and technologies as a result of innovation and capacity development activities	15	70%	90%
Consultative and engagement forums held with industry and community stakeholders	15	47	64
The number of business participants in structured development activities	15	4,220	5,481
Significant one-on-one business consultations undertaken	15	1,768	1,592
Number of businesses involved in alliances, partnerships, industry networks, supply chains, clusters etc facilitated by Innovation and Science Development	15	325	452
Information transactions and packages provided to business	16	39,000	24,100

Notes:

1. All measures discontinued under the Innovation and Science Development service area were presented in 2011–12 under the Employment and Economic Development service area and the Science, Agriculture, Food and Regional Services service area in the former Department of Employment, Economic Development and Innovation (DEEDI).
2. This measure was previously presented under the Employment and Economic Development service area of the former DEEDI and is shared with the Department of State Development, Infrastructure and Planning. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. The proportion of this measure that relates to DSITIA is no longer relevant.
3. This measure was previously presented under the Employment and Economic Development service area and the Science, Agriculture, Food and Regional Services service area of the former DEEDI. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly the proportion of this measure that relates to DSITIA is no longer relevant.
4. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. The agency is now unable to extract statistics previously garnered through agreed contracting and reporting.
5. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly the proportion of this measure that relates to DSITIA is no longer relevant.
6. The increase in the 2011–12 Estimated actual was primarily contributed to the large number of applications approved for the reporting period that had a stronger than anticipated focus on domestic sales.
7. This measure was previously presented under the Employment and Economic Development service area and the Science, Agriculture, Food and Regional Services service area of the former DEEDI. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly the proportion of this measure that relates to DSITIA is no longer relevant.

8. This measure was previously presented under the Employment and Economic Development service area and the Science, Agriculture, Food and Regional Services service area of the former DEEDI. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly this measure is no longer relevant.
9. This measure was previously presented under the Employment and Economic Development service area of the former DEEDI and is shared with the Department of State Development, Infrastructure and Planning, the Department of Tourism, Small Business, Major Events and the Commonwealth Games, and Queensland Treasury and Trade. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly the proportion of this measure that relates to DSITIA is no longer relevant.
10. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly this measure that relates to DSITIA is no longer relevant.
11. This performance measure is discontinued due to a change in government policy.
12. This measure was previously presented under the Employment and Economic Development service area and the Science, Agriculture, Food and Regional Services service area of the former DEEDI. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in 2012–13 financial year. Accordingly the proportion of this measure that relates to DSITIA is no longer relevant.
13. This measure was previously presented under the Science, Agriculture, Food and Regional Services service area of the former DEEDI. This performance measure is discontinued due to machinery-of-Government changes effective 1 May 2012. Reporting on this measure was appropriate within the former DEEDI as regulatory streamlining was a core function of the department. Due to the machinery-of-Government change the proportion of this measure that relates to DSITIA is no longer relevant.
14. This performance measure is discontinued due to reductions and substantial changes in relevant program activity in the 2012–13 financial year. Accordingly this measure is no longer relevant.
15. This performance measure is discontinued due to a change in Government policy.
16. The 2011–12 Actual decreased as the collection of data was not reported for the last quarter in 2011–12 due to machinery of government changes. This measure was previously presented under the Employment and Economic Development service area of the former DEEDI. This performance measure is discontinued due to this agency being unable to extract statistics garnered through the Business and Industry Franchise website and call centres which are now managed by other departments.

Our future

In 2012–13, the Innovation and Science Development Division will continue to:

- rebuild the state's practical and applied scientific and technology capability, including partnerships with Queensland universities, to provide practical research that boosts the four pillars of the economy – tourism, agriculture, resources and construction
- ensure that sound, practical and independent scientific advice is directed toward meeting the future policy challenges of Queensland's industries and that it contributes to decision making about environmental, economic, industry and social issues
- develop a Science and Innovation Action Plan to assist Queensland business to drive productivity, increase employment opportunities in knowledge intensive industries and build upon the four pillars of the economy
- use science, technology and innovation to realise the full potential of the state's extraordinary natural and human resources
- consult with key stakeholders including James Cook University and government agencies to formalise arrangements for the development of the Australian Institute for Tropical Health and Medicine in North Queensland
- explore and implement options to improve the competitiveness of Queensland's clinical trials package
- develop and implement a science portal to allow international investors and collaborators to better access information on current Queensland science projects
- finalise Queensland Government agreements for continued access for Queensland scientists to the Australian Synchrotron over the next four years (2012–16)
- increase levels of collaboration and commercialisation by coordinating business capacity-building initiatives
- work collaboratively with industry groups, chambers of commerce, local governments, educators and regional economic development agencies to promote widespread adoption of new digital opportunities such as the iChoose Digital Economy Business Portal

- continue the monthly Partners in Technology briefings, facilitated by the department, connecting the ICT industry with the upcoming procurement opportunities of public and private sector organisations
- deliver a Queensland Government Innovator in Residence program to encourage innovation within government services and programs, and to provide an opportunity for Queensland's business and research communities to interact with a world-class expert in innovation
- report results of the Queensland Business Innovation Survey to measure the innovation activities and patterns of Queensland businesses and compare results on an annual basis
- launch an online self-guided intellectual property diagnostic tool and supporting resources to enable Queensland businesses to assess and manage their intellectual property assets
- continue to effectively administer innovation funding agreements under contract.

Queensland Government Information and Communication Technology (ICT) Division

Overview

The Queensland Government ICT Division is a critical government service provider consisting of four business areas — CITEC; Smart Service Queensland; Queensland State Archives; and ICT Strategic Procurement.

- The group maintains a centre of excellence for ICT skills and technologies and provides quality ICT services to assist the Government to operate effectively and efficiently. Services include solutions architecture and infrastructure engineering, archiving and information management, ICT procurement, multi-channel service delivery, disaster recovery capability and service management security.
- Through these services, and in close cooperation with the Queensland Government Chief Information Officer, the Government ICT Division supports the department to meet the intent of the government's commitments by ensuring a consistent approach to IT systems and applications across government, enabling effective and efficient delivery of frontline services.
- The division is also responsible for the core operations for the Queensland Government. It keeps all the government's technology services running securely 24/7/365, connects Queenslanders to key Queensland Government services 24/7/365, and manages Queensland's largest documentary heritage collection.

Whole-of-government plans and initiatives

During 2011–12, the Government ICT Division was responsible for the following whole-of-government programs:

- The centralised email, identify management and authentication service for the Queensland Government was cancelled in June 2012,and will contribute to CITEC's return to a financially viable position.
- The ICT Consolidation (ICTC) program of work aims to realise benefits through the retirement of assets and termination of external contracts with the commissioning of the Queensland Government Consolidated Network (QGCN) and associated infrastructure in late 2011.
- The imperative for CITEC will be to leverage this investment to deliver cost reductions and support frontline services.

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Public Works.

Service Area: Queensland Government Information and Communication Technology Division	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Governance			
Client satisfaction			
Queensland State Archives	1	...	92%
Smart Service Queensland		...	68%
ICT Strategic Procurement	2	...	...
Accessibility			
Customer satisfaction with the services delivered by Smart Service Queensland	3	≥ 80%	87%
Customer satisfaction with historical record services	4,5,6	...	93%
Capability			
Agency alignment to whole-of-government ICT policies, positions and targets		≥ 85%	86%
Other measures			
Accessibility			
Volume of interactions with Smart Service Queensland service delivery channels:			
telephone		≥ 3,500,000	3,535,348
online	7	≥ 9,500,000	14,400,000
face-to-face	8	≥350,000	430,000
processing (including cards and concessions)	9	≥1,015,000	1,160,000
Number of public customers accessing government records			
online	10,11	≥ 460,000	450,000
walk-in		≥ 6,300	6,742

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Public Works.

Service Area: Queensland Government Information and Communication Technology Division	Notes	2011–12 Target/est.	2011–12 Actual
CITEC*			
Service standards			
Client satisfaction	12	...	61%
Financial measures			
Current ratio	13,14	1.39:1	1.26:1
Earnings before interest and tax (EBIT) ($'000)	15,16	(22,307)	(41,987)
Return on net assets	17,18	(23.1%)	(73.3%)
Gearing level	19,20	78.7%	24.7%
Other measures			
Service availability	21	≥99.8%	99.97%
Whole-of-government programs percentage complete	22	≥50%	90%
Number of Information Technology graduates, trainees and cooperative students employed each year		≥12	14

* CITEC has separate service standards as it is a commercialised business unit.

Notes:

1. The measure "Client Satisfaction" was introduced in the 2011–12 Budget as a new measure. The measure is broken down to report the performance achieved by the three business areas under the service area.
2. ICT Strategic Procurement is a recently established business area and as a result a client satisfaction survey was not completed in 2011–12 for this business area. Data will be reported for this business area from 2012–13.
3. 2012–13 Target/estimate remains at 80% as this is a five-year target.
4. The baseline for this new measure was not established by the former Department of Public Works.
5. This is the result from Queensland State Archive's biennial customer satisfaction survey conducted in September 2011.
6. This figure will not change until a new survey is conducted in the following reporting year.
7. The 2011–12 estimated actual result has exceeded the 2011-12 target/estimate due to the November 2011 redevelopment of www.qld.gov.au website, one of the outcomes of which was to incorporate the Queensland Government job search web tools within the www.qld.gov.au website. Therefore, the use of these job search tools is now included in Smart Service Queensland's online interactions total, resulting in the increase.
8. The 2011–12 target/estimate was calculated prior to the go-lives of the Cairns and Maroochydore Queensland Government Service Centres in March 2011 and July 2011 respectively. Therefore the projected target could not accurately allow for the transaction volume that would be processed at these sites. As a result of these additional transactions, the 2011–12 estimated actual result therefore exceeds the 2011–12 target/estimate. A slightly reduced target has been set for 2012-13 due to the impact of the loss of the Business Names service on anticipated counter transaction volumes. Business Names processing transitioned at the end of 2011–12 to Commonwealth processing.
9. The 2012–13 target/estimate remains unchanged as high-volume processing services such as Register of Encumbered Vehicles (REVS) are now handled by the Commonwealth, and Business Names processing similarly transitioned at the end of 2011–12, thereby reducing processing volumes. Card and Concessions totals are anticipated to remain stable.
10. A redesigned website was launched in March 2012 with a new statistical data collection tool which only collected partial statistics. New processes for harvesting statistical data are under investigation. The 2011–12 actual is based on an extrapolation of data from the July 2011 to February 2012. From July 2011 to February 2012 there were almost 300,000 visitors to the Queensland State Archives' website.

11. A redesigned website was launched in March 2012 with a new statistical data collection tool which only collected partial statistics. New processes for harvesting statistical data are under investigation. The 2012–13 Target is based on data collected between April and June 2012 and additional sources.
12. This is a new measure and is included as a primary measure of effectiveness. A baseline client satisfaction measure was established in 2011–12. The survey includes elements of timeliness, ease of access, staff knowledge and outcome/quality of service to determine client satisfaction.
13. The decrease in the 2011–12 estimated actual from the 2011–12 target/estimate for current ratio is a result of an improvement in trade collections compared to original budget.
14. The 2012–13 target/estimate from the 2011–12 estimated actual for current ratio has remained stable due to consistent cash assets as a result of business operations continuing in current form and returning to a financially viable position in 2012–13.
15. The increase in the loss in the 2011–12 estimated actual from the 2011–12 target/estimate for Earnings Before Interest and Tax (EBIT) is due to the novation of the debt associated with the IDES Loan Facility, as well as severance and incentive payments made under the Voluntary Separation Program (VSP) and an impairment loss as a result of the discontinuation of IDES from 30 June 2012. Both these activities will contribute to a return to a financially viable position in 2012–13.
16. The increase in the 2012–13 target/estimate from the 2011–12 Estimated actual for Earnings Before Interest and Tax (EBIT) represents CITEC returning to a financially viable position from 2012–13.
17. The decrease in the 2011–12 estimated actual from the 2011–12 target/estimate for return on net assets is due to the novation of the debt associated with the IDES Loan Facility, as well as severance and incentive payments made under the Voluntary Separation Program (VSP) and an impairment loss as a result of the discontinuation of IDES from 30 June 2012. Both these activities will contribute to a return to a financially viable position in 2012–13.
18. The increase in the 2012–13 target/estimate from the 2011–12 Estimated actual for return on net assets is due to CITEC returning to a financially viable position.
19. The decrease in the 2011–12 estimated actual gearing level is due to the reduction in borrowings associated with IDES as a result of the novation of the debt associated with the IDES Loan Facility of $45.3 million in March 2012.
20. The decrease in the 2012–13 target/estimate gearing level is due to reduced borrowing requirements in respect of CITEC's internal ICT capital program and the effect of the novation of the IDES loan.
21. This measure of service availability reflects the percentage of availability of services to clients within agreed service levels.
22. This measure of whole-of-government programs percentage completed reflects the progress of significant whole-of-Government infrastructure programs.

CITEC

CITEC'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 also delivers information brokerage services through CITEC Confirm.

Highlights

During 2011–12, CITEC:

- provided a continued uninterrupted data centre, network and infrastructure services to all agencies and undertook emergent information and communication requirements, delivering availability of 99.97% across the year
- commissioned the QGCN and associated infrastructure to enable the delivery of whole-of-government ICT services, realising benefits through the retirement of assets and termination of contracts with external carrier services
- realised growth of 2.5% through CITEC Confirm, while delivering 3.1 million transactions with zero client complaints
- successfully provided extensive ICT services and support to the Electoral Commission Queensland (ECQ) for the running of the 2012 State and Local Government elections
- won the mainframe component of a Queensland Rail competitive tender for managed services
- re-signed a facilities management agreement with the Department of Education, Training and Employment (DETE) for management and support of the data communication network that delivers a range of services to Queensland schools
- extended contracts with QANTAS and Department of Foreign Affairs and Trade (DFAT) until mid-2014
- ranked as a leading managed service provider globally in the platforms

of Microsoft, UNIX and Linux by the independent benchmarking organisation, Corporate Executive Board, and among the leading data storage service providers

- led the technology aspects of a whole-of-Government ICT consolidation program, encompassing data centres, networks and computing and data storage infrastructure, through the Queensland Government Chief Technology Office (QGCTO)
- delivered the Queensland Government Data Centre Strategy and the development of a Unified Communications Strategy through the QGCTO.

Our future

In 2012–13, CITEC will continue to:

- leverage government investment in core ICT infrastructure services and capability, in parallel with initiatives to reduce waste and duplication across government, through exploitation of the whole-of-government infrastructure services platform
- deliver services in line with the endorsed CITEC business model
- transition agency ICT infrastructure, including networks, data storage and protection, into a whole-of-government service delivery offering
- consolidate utility agreements and standing offer agreements with vendors under the Consolidated Contract Management project
- increase the utilisation of the Polaris Data Centre
- progress the Queensland Government's use of the CITEC Access Gateway to connect agency systems to the national systems
- deliver information brokerage services through CITEC Confirm.

Smart Service Queensland

Smart Service Queensland's (Smart Service) core business is to be the 'one-stop-shop' for Queenslanders to access government agencies and services 24/7/365 via phone, in person or online.

Smart Service delivers over 260 services on behalf of all agencies through three fully redundant call centre sites, whole-of-government websites including www.qld.gov.au, 79 Queensland Government Agent Programs and three Queensland Government Service Centres.

Highlights

During 2011–12, Smart Service:

- managed over 19 million customer interactions across multiple service delivery channels including:
  - over 3 million telephone calls
  - more than 14 million online customer interactions; and
  - more than 400,000 transactions across the counter
- launched the second tranche of web franchises on www.qld.gov.au, providing Queenslanders with streamlined, customer-centric online access to government services and information. Web franchises enable the Queensland public and businesses to access several state government sources of information on a topic (for example Youth) from a single site. Web franchises improve the customer experience, as more people are able to find content and complete their journey online. In the previous year, the first franchises - People with a Disability and Business and Industry - were successfully implemented with 5 additional franchises launched in 2011–12 which include: Queensland and its government; Emergency services and safety; Seniors; Community support and Youth
- consolidated all Queensland Government phone listings in the Brisbane edition of the White Pages down to three pages, reducing Sensis White Pages advertising expenditure by approximately $500,000

- delivered over 260 government services on behalf of Queensland Government agencies to the public
- administered and managed the delivery of the Seniors, Carer and Companion Card programs including the delivery of over 44,000 new cards
- administered and managed the delivery of over 977,000 concession services to eligible Queenslanders
- commenced operation of the Maroochydore Queensland Government Service Centre
- continued supporting the phone delivery of key government initiatives including:
  - 13HEALTH
  - 13QUIT
  - Homeless Persons Information Queensland.

Our future

In 2012–13, Smart Service will continue to:

- finalise the plan to deliver a Queensland Government one-stop-shop across the phone, over-the-counter and online channels. This will progress the government's election commitment to establish a one-stop-shop for the Queensland Government, providing easy to access, customer focussed services and helping to revitalise frontline service delivery for Queenslanders
- future develop the service delivery channels (online, phone and counter) and transition more government services to the 'one-stop-shop' approach
- work with all agencies to encourage customers to shift to more accessible and cheaper channels such as process automation and online
- launch additional web franchises and online services covering a range of government service areas including:
  - employment and jobs
  - homes and housing
  - education and training
  - transport and motoring
  - your rights, crime and the law
  - environment, land and water
  - parents and families
  - recreation, sport and arts
  - aboriginal and Torres Strait Islander peoples
  - health and wellbeing
- continue reducing Queensland Government listings in White Pages directories across all regions and in the process aiming to reduce overall advertising expenditure in the Sensis White Pages by approximately $2 million.

Queensland State Archives

Queensland State Archives is established under section 21 of the *Public Records Act 2002* as the state's archives and records management authority and is the custodian of the state's largest and most significant documentary heritage collection.

Queensland State Archives manages, preserves and facilitates public access to the permanent public records of Queensland. As the lead agency for government recordkeeping, Queensland State Archives is also responsible for the development and implementation of a whole-of-government recordkeeping policy framework for approximately 600 public authorities.

Highlights

During 2011–12, Queensland State Archives:

- delivered quality frontline services to the public by providing direct access to the Queensland State Archives collection, with an estimated 450,000 visitors to the Queensland State Archives website and over 6700 visitors to the State's archival facility at Runcorn for 2011–2012
- answered over 20,000 public reference and agency enquiries on issues relating to the collection and government recordkeeping matters

- engaged in community outreach initiatives such as NAIDOC Week, Harmony Day, Queensland Week and the Queen's Diamond Jubilee celebrations
- processed transfers of 1.5 linear kilometres of permanent public records into the collection and added over 826,269 item descriptions to the Archives One catalogue
- published recordkeeping advice to assist public authorities to meet their obligations under the *Public Records Act 2002*; including the *Guideline for Managing Digital Photographic Images*, which won the prestigious Mander Jones Award presented by the Australian Society of Archivists
- delivered a machinery-of-government toolkit to provide recordkeeping advice to public authorities during times of administrative change
- published practical tools and advice to improve government record keeping, including retention and disposal coverage for public authorities
- had its *General Retention and Disposal Schedule for Administrative Records* voted as the ideal model for national bodies by the Council of Australasian Archives and Records Authorities (CAARA)
- continued planning for the development of future digital archiving capabilities to improve the long term management and preservation of the government's information assets in digital formats.

Our future

In 2012–13, Queensland State Archives will continue to:

- move towards an online service delivery model, to increase efficiency and improve access to the archival collection for all Queenslanders
- promote best practice recordkeeping policies and practices across government by enhancing the Recordkeeping Policy Framework, conducting a major review of the *General Retention and Disposal Schedule for Administrative Records* used by around 600 public authorities, and continuing to provide advice on contemporary recordkeeping matters
- seek to lead a coordinated whole-of-government approach to digital archiving to ensure a consistent approach to the long-term management and preservation of the government's information assets in digital formats.

ICT Strategic Procurement

The ICT Strategic Procurement unit was established to become the Queensland Government Centre of Excellence in ICT procurement matters. The group is responsible for the preparation and management of contracts, and other arrangements that support the implementation of ICT strategies.

Our future

In 2012–13, ICT Strategic Procurement will continue to:

- facilitate and provide more agile and timely ICT procurement for government and industry
- reduce wastage and duplication of inefficiency in procurement
- reform industry engagement through:
  - early engagement
  - streamline and reduce red tape
  - partnering rather than purchasing
- leverage whole-of-government buying power and deliver more value from ICT spend
- administer government ICT arrangements and volume discounts. This includes monitoring the performance of contracts.

Arts Queensland

Overview

Arts Queensland's objective is to strengthen cultural and economic outcomes for Queensland through an innovate and creative arts and cultural sector. Arts Queensland will enable access to arts and culture, grow the arts and cultural sector and build Queensland's cultural reputation to maximise cultural tourism.

Arts Queensland is implementing the Government's 'Arts for all Queenslanders' policy by supporting local companies to present world class performances with internationally renowned artists through the Arts SuperStar Fund, increasing opportunities for regional Queenslanders to enjoy quality arts experiences by boosting Queensland touring and reviewing the long-term needs for performing arts venues in Brisbane.

Arts Queensland is also supporting the Government's Tourism Strategy through engagement in the Tourism Interdepartmental Committee, leading the development of a Cultural Precinct Strategy and investing in innovative and exciting arts and cultural events and programs to maximise cultural tourism opportunities. Arts Queensland supports the delivery of effective corporate services to the arts statutory bodies, companies and other government departments.

The Corporate Administration Agency provides corporate services including HR consultancy, payroll and recruitment, financial management, procurement and information management for the Arts and Culture Services and its statutory bodies.

Highlights

During 2011–12, Arts Queensland:

- supported the growth of a strong and diverse arts and cultural sector through funding of individual artists, arts workers and arts and cultural organisations, celebrating 20 years of supporting regional arts and culture through the Regional Arts Development Fund and facilitating strong sector partnerships throughout Queensland
- administered the Queensland Touring Fund, including delivering 190 performances in 2011 to 27,002 audience members in 74 unique communities in regional Queensland
- invested in Queensland's signature festival events, including the Brisbane Festival, Queensland Music Festival and Dreaming Precinct as part of the Woodford Folk Festival
- encouraged diverse participation in the arts through implementing state and national arts strategies including the National Arts and Disability Strategy and the Queensland Government Multicultural Policy
- invested $10.6 million to support Opera Queensland, Queensland Ballet, Queensland Symphony Orchestra and Queensland Theatre Company. In 2011, the major performing arts organisations delivered 541 performances to Brisbane and regional Queensland, attracting a combined audience of 223,742, generating $7.4 million in ticket sales and employing 1400 artists and arts workers
- invested over $1.3 million to support the Queensland Visual Arts and Craft Strategy across five priority areas – Indigenous Visual Arts Development, Infrastructure Development, Individual Artist Development, Design and National Priorities
- invested in emerging artists and organisations through fellowships, professional development and supporting access to national and international markets through key showcases

- completed a major renovation and upgrade of the facilities and exhibitions at the Queensland Museum and Sciencentre at South Bank with the first touring exhibition after the refurbishment, the Mummy: Secrets of the Tomb exhibition, selling the highest number of tickets for any touring show in the history of the Museum
- completed flood recovery works at the Cultural Centre
- enlivened public spaces and places and created employment through investment in public art projects across Queensland
- organised the Cairns Indigenous Art Fair in August 2011, which attracted 13,000 people, generated $580,000 in sales and injected $1.78 million into the Cairns economy
- promoted the unique art of Queensland artists globally, through the Queensland Indigenous Arts Marketing and Export Agency's Arts Partnerships Program.

Whole-of-government plans and initiatives

Multicultural Action Plan

The Queensland Multicultural Action Plan aims to develop and support a culturally diverse Queensland. Arts Queensland is a lead agency for:

- supporting artists from culturally and linguistically diverse backgrounds through grant programs for professional development and creative project development
- providing funding support to arts and cultural organisations that deliver programs and services for people from culturally and linguistically diverse backgrounds
- developing tools and resources to support the arts and cultural sector to become more responsive to cultural and linguistic diversity.

In 2011–12, Arts Queensland provided total funding of $615,444 to support artists from culturally and linguistically diverse backgrounds, projects targeting people from culturally and linguistically diverse backgrounds and organisations delivering programs and services to culturally and linguistically diverse communities.

In addition, Arts Queensland contributed $147,192 towards projects that expose Queensland artists to diverse cultural influences through cultural exchange and collaborations.

Positively Ageless Senior Strategy

Arts Queensland has continued to support the *Positively Ageless - Queensland Seniors Strategy 2010–20* by encouraging active involvement of seniors in the arts and cultural life of Queensland as artists, participants and audiences, through grants programs and other initiatives. In 2011–12, Arts Queensland provided total funding of $140,456 to artists who identified as seniors (aged 55 years or over) for professional development and creative projects.

Tourism

In recognition of cultural tourism as a niche market to support government's ambition to increase visitor expenditure to $30 billion by 2020, Arts Queensland is represented on the Tourism Interdepartmental Committee and provided input into the draft 2012–2015 Tourism Action Plan.

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the Government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Premier and Cabinet.

Service Area: Arts and Culture Services	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Level of client satisfaction with Arts Queensland's funding programs and services		85%	84%
Other measures			
Level of attendance and participation in subsidised arts sector events.	1	4,100,000	4,309,490
Percentage of grant funding informed by industry peer assessment		95%	97%
Percentage of grant approvals processed within required timeframes		95%	99%
Percentage of grant acquittals processed within required timeframes		90%	90%
Percentage of funding provided to people from target groups		40%	43%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations	2	78%	72%
Utilisation of state-owned arts and cultural facilities	3	4,085,000	4,823,504

Notes:

1. Target exceeded as the biennial Queensland Music Festival attendances are reported in 2011–12.
2. 2011–12 Estimated actual is lower due to deferral of some grant programs to 2012–13.
3. The 2011–12 Target Estimate was exceeded due to higher than expected attendances at popular programs delivered by the Queensland Art Gallery, Queensland Museum and State Library of Queensland.

Our future

In 2012–13, Arts Queensland will:

- invest $3 million over four years to boost performing arts touring across Queensland
- invest $3 million over four years in the Superstar Fund to generate new Queensland arts and cultural work
- conduct a study to analyse the long-term needs for performing arts venues in Brisbane
- develop a strategy to grow the arts sector by encouraging commercial approaches and fostering a community for the Arts
- establish an Arts Investment Advisory Board to improve access to grants, simplifying categories and streamlining application processes
- work with the arts statutory bodies to develop a cultural precinct strategy.

Shared Services

Overview

Queensland Shared Services (QSS) was established as a rest-of-government shared service provider on 1 July 2011 and facilitates a range of corporate services.

These services include finance, procurement, human resource (HR) management, facilities management and mail support services to the majority of Queensland Government agencies [excluding Queensland Health (QH) and the Department of Education, Training and Employment (DETE)], and five statutory authorities.

QSS also supports the DETE finance system solution, DETE training HR system solution, QH finance system solution and the QH HR rostering and payroll technology solution. Around 160,000 public servants are paid each fortnight by QSS.

QSS' key objectives are as follows:

- QSS will operate a business model that provides value for money services to its clients that are quantifiable and measurable
- QSS will consolidate, standardise and improve its business processes and systems to meet the whole-of-government shared services objectives.

Highlights

During 2011–12, Queensland Shared Services:

- implemented the Paid Parental Leave Scheme which required changes to all payroll systems across the sector
- implemented the Commonwealth Bank of Australia's new format for payment files, requiring changes to all payroll and finance systems
- implemented the Department of Housing and Public Works SAP ECC5 Finance system
- completed the rationalisation of the Department of Transport and Main Roads HR and finance systems into a single HR and finance solution
- reviewed all master data records for the 17 rest-of-government cluster of departments and DETE, which included 426,516 vendor records and 245,056 customer records in the SAP systems' master data
- processed approximately 800,000 expenditure documents and tracked all input documents from clients. By agreement with agencies, all incorrectly completed or authorised documents are returned to the agency for correction and resubmission. The QSS internal control framework identified 98,372 incorrect expenditure documents and service requests submitted for processing which required remedial action
- averaged 99.7 per cent or higher for the last three quarters in the output quality of all service areas of QSS
- developed a QSS operating model, with a comprehensive client engagement framework
- developed a new monthly client report to report on service level agreement performance metrics. Performance metrics aligned to a balanced scorecard were also refined as part of the quarterly business review
- consolidated approximately 75,000 telecommunication services to one inventory management system and one bill payment process for 11 client agencies
- transitioned the management of fleet and fuel to client agencies for a self managed process and migrated fleet and fuel services from the Accounts Management Information System
- concluded the Optimising Recruitment Administration project, with all client agencies able to access standard online services for job advertising, job application processing and staff appointments.

Performance review

The service standards in the following table are recorded in the department's Service Delivery Statement 2012–13 and are used by the department and the Government to assess the department's overall performance. For 2011–12, these service standards are recorded in the service delivery statement for the former Department of Public Works.

Service Area: Queensland Shared Services	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Client satisfaction	1	...	63.5%
Labour as a percentage of total costs	2	New Measure	55%
Overheads as a percentage of total costs	3	New Measure	8%
Successful completion of priority projects as a percentage:			
- on time		100%	100%
- on budget		100%	100%
Other measures			
Delivery of services within agreed standards		≥95%	99.19%
Percentage of priority one incidences resolved within agreed timeframes		≥90%	90.91%
Percentage of system availability of Finance and Human Resource System		≥98%	99.95%

Notes:

1. A client satisfaction survey was conducted in March 2012 and the results established a baseline for overall client satisfaction. Surveys will be performed on an annual basis. A target of 65% has been set for 2012–13.
2. This measure replaces the measure Net cost reduction achieved (financial, HR and mail services) as the previous measure was not measurable because of changes to the service delivery model in July 2011 (merging of the former CorpTech and Shared Service Agency to form QSS).
3. This measure replaces the measure Net cost reduction achieved (financial, HR and mail services) as this previous measure is no longer measurable given the service model change in June 2011 following the formation of QSS from the merger of CorpTech and Shared Service Agency.

Discontinued measures

Service Area: Queensland Shared Services	Notes	2011–12 Target/est.	2011–12 Actual
Service standards			
Net cost reduction achieved (financial, HR and mail services)	1	≥3.5%	

Notes:

1. Net cost reduction achieved (financial, HR and mail services) is a quantitative measure comparing the overall costs from the previous financial year excluding those associated with CorpTech. This service standard and the methodology supporting it is not measurable and will be replaced by two new measures being labour as a percentage of total costs and overheads as a percentage of total costs.

Our Future

In 2012–13, Queensland Shared Services will continue to:

- undertake a high level benchmark of its services comparing to public and private sector providers
- undertake adjustments to the Government's finance and HR systems to reflect the machinery of government departmental arrangements
- facilitate finance, HR/payroll, mail, systems development and support services to client agencies.

Queensland Government Chief Information Office

Overview

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

This advice is informed by extensive risk based analysis on the performance of information technology and information systems across government. The QGCIO also develops policy and standards to ensure consistency across the Queensland Government to mitigate risks.

The QGCIO provides:

- investment assurance on operations, systems, initiatives and business-as-usual optimisation
- governance processes and architectures, and encourages cross-jurisdictional relations
- long-term strategy for information technology and information systems (transformation)
- policy and standards as the authority for a consistent approach and performance targets
- advice, analysis and intervention on emerging day-to-day issues
- enhanced workforce capability through the ICT Graduate Program, and
- the ability to conduct a due diligence check on the status of ICT management across all departments.

Highlights

In 2011–12, the QGCIO:

- managed the Queensland Government Enterprise Architecture Framework to guide government investment in ICT
- developed a web 2.0 collaboration capability to liaise with ICT stakeholders across government
- established the first independent QGCIO reporting to the Minister
- applied a portfolio approach to overseeing $77 million in ICT projects and initiatives
- undertook a review of security to improve accountability and protection of government assets
- developed a disaster recovery framework to manage the critical Queensland Government ICT infrastructure that supports frontline services
- implemented step change, decision support, online capabilities to allow agency decision makers to reach faster insights around government ICT investments, and bring clarity to business issues or opportunities
- organised the Government Enterprise Architecture Summit 2012, attended by 120 participants from Australia and New Zealand
- managed the Business as Usual review to assist the Queensland Government to achieve cost reductions in ICT expenditure
- represented the Queensland position and worked with other jurisdictional representatives through national committees and working groups as well with Queensland agencies, particularly the Regulatory Review Branch of Queensland Treasury and Trade to ensure Queensland meets the COAG reform agenda milestones

- commenced an audit of ICT management within Queensland Government, encompassing all operations, systems and initiatives across government.

Our future

In 2012–13, the QGCIO will continue to:

- improve accountability in strategic ICT investment decision making by increasing maturity in portfolio, program and project management including ongoing work with agency Governance Boards to improve effectiveness of governance frameworks
- deliver the whole-of-government audit of ICT management practices, including current operations, systems and initiatives across government to identify savings and efficiencies
- develop an action plan to implement the recommendations from the Queensland Government ICT Audit
- provide independent assurance of current and proposed strategic ICT investments and projects to support transparency and inform decisions
- analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, reduce complexity and risk and drive efficiency and productivity gains through improved levels of agency-to-agency collaboration
- expand the scope of the peer review process to ensure that all ICT investments are reviewed and are providing value for money to the government
- review the 'ICT Graduate Program' to include greater ICT industry involvement
- progress the 'In-demand Roles Program'
- develop a Cloud Computing strategy for Queensland Government, and provide implementation guidance for agency adoption of cloud computing
- develop policy and guidance for the implementation of Internet Protocol Version 6 (IPv6) in Queensland Government communication networks, to maintain interoperability with the global internet.

Queensland Chief Scientist

Overview

The Queensland Chief Scientist provides leadership in science policy development and implementation supported by the department and provides high level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting Queensland's economic challenges. The Chief Scientist also provides advice on maximising opportunities from the Government's investment in research and development.

The Queensland Chief Scientist acts as an ambassador for Queensland science, fostering cooperation and collaboration amongst the government, research, industry and community sectors; raising Queensland's profile as a state characterised by world class research and investment opportunities; and engaging the community in better understanding the importance of science, research and innovation in the state's future economic, social and environmental wellbeing.

Highlights

In 2011–12, the Queensland Chief Scientist:

- contributed to the delivery of Understanding Floods: Questions and Answers. The report was prepared by the Queensland Floods Science, Engineering and Technology (SET) Panel, convened by the Queensland Chief Scientist to explain in clear and simple language the fundamental concepts of floods, including flood causes, impacts, forecasting, and flood risk management now and in the future
- reviewed the State's research & development (R&D) expenditure and produced *Queensland Government Research and Development Expenditure Report 2010–11*

- undertook comprehensive review of science and technology pertaining to floods in support of the Queensland Flood Commission of Inquiry – Understanding Floods: Questions and Answers
- established productive relationships with key Queensland Government bureaucracy stakeholders
- completed the Queensland Chief Scientist Annual Report to Cabinet on the state of science in Queensland
- was the ambassador for the Scientists in Schools program
- refreshed STEM (Science, Technology, Engineering, Mathematics) education awareness initiatives
- established an informal Innovation in Government (IIG) evangelists group to develop a proposal to embed a culture of innovation and business improvement in the Queensland public service.
- established and ran an informal Science in Sport advisory group which included representatives of both Queensland Academy of Sport (QAS) and the Australian Institute of Sport (AIS)
- delivered 40 speaking engagements at a range of events, both across the state and interstate.
- established industry/investment/ research networks.

Our future

In 2012–13, the Queensland Chief Scientist will continue to:

- provide leadership for science policy and enable the State's applied science efforts to be directed towards meeting our economic challenges
- collect and analysis the State's annual R&D investment/spend - on a whole of government collaborative basis
- promote Queensland Science
- engage with science and innovation stakeholders
- provide a program of events to encourage communication between Members of Parliament and Queensland scientists
- implement the R&D Investment Strategic Action Plan across the whole-of-government and make this a guiding document for R&D investment
- develop a report on an annual basis, on the state of science in Queensland that is accepted by the leading R&D agencies
- improve the effectiveness of R&D Queensland (committee) and facilitate more transparent take up of the committee's advice.

Our leaders

Philip Reed, Director-General	Philip Reed was appointed Director-General of the Department of Science, Information Technology, Innovation and the Arts in April 2012. Within the department Philip also provides executive oversight for Arts Queensland. Prior to this role Philip was the Director-General of the Department of Justice and Attorney-General from October 2010. Throughout his 30–year career as a public servant, Philip has held senior leadership roles within a number of industry sectors and worked for the Queensland, New South Wales and Victorian state governments. Philip is also a marine biologist and zoologist and has worked extensively in natural resource management both as a scientist and policy maker.
Peter Grant, Queensland Government Chief Information Officer	Peter Grant is the first independent CEO-level state chief information officer in Australia and the first to report directly to a Minister. Peter is responsible for ICT governance, investment assurance, information systems and information technology strategy, policy and standards and the Queensland Government Enterprise Architecture. With extensive experience spanning public and private sector roles, Peter's 35–year IT career highlights include: • being a founding Director of Consulting for Gartner Asia Pacific • co-founding technology start up OZONE Systems • consulting to federal government • working as Queensland State Director for Microsoft. Peter is an adjunct professor of information systems with the University of Queensland and Queensland University of Technology, and a Fellow of the Australian Computer Society.
Dr Geoff Garrett AO, Queensland Chief Scientist **FTSE PrEng**	Dr 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 Delivery Division	Dr Christine Williams is the Assistant Director-General of the Science Delivery Division in the Department of Science, Information Technology, Innovation and the Arts (DSITIA). Christine has led the Science Delivery Division, in both DSITIA and previously in the Department of Environment and Resource Management and Environment Protection Agency, since March 2007. In this role, Christine's focus has been on improving the use of science to inform policy and decision-making both within her department and elsewhere in government and the community. Prior to her current position, Christine held a number of senior positions in Queensland Treasury, including Director of Economic Policy and Assistant Government Statistician (Economics). In these positions, again a focus of her work was to improve the use of information in policy and decision-making.

Darren Crombie, Deputy Director-General, Innovation and Science Development Division	Darren Crombie is Deputy Director-General, Innovation and Science Development where he is responsible for business innovation services, innovation policy, industry ICT and the digital economy, design industries, commercial evaluation, science policy and investment, and science development. 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 planning and regionalisation work. He was formerly a senior executive with the federal government and represented Australia on United Nations and Asia-Pacific Economic Corporation (APEC) bodies, and was the Australian Capital Territory president of his professional association. Darren holds degrees in regional and town planning and public administration, and is a member of the Planning Institute of Australia and the Institute of Company Directors.
Andrew Spina, Deputy Director-General, Government ICT Division BSc (Comp.)	Andrew Spina transitioned to the role of Deputy Director-General of the Government ICT Division of the Department of Science, Information Technology, Innovation and the Arts in April 2012. He performed a similar role from April 2011 in the former Department of Public Works. In his current role, Andrew has responsibility for information and communication technology service delivery within the Queensland Government. Andrew provides strategic leadership to CITEC, Smart Service Queensland, Queensland State Archives and the ICT Strategic Procurement Office. Andrew previously led the delivery of information and communication technology 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 over 29 years of experience in information and communication technology service delivery.
Mike Burnheim, Assistant Director-General, Shared Services Division BA, MSocSC (Australian Government)	Mike Burnheim is Assistant Director-General of the Shared Services Division in DSITIA. Since 2003, Mike has played a leading role in the whole-of-government Shared Service Initiative that has 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.

Governance framework

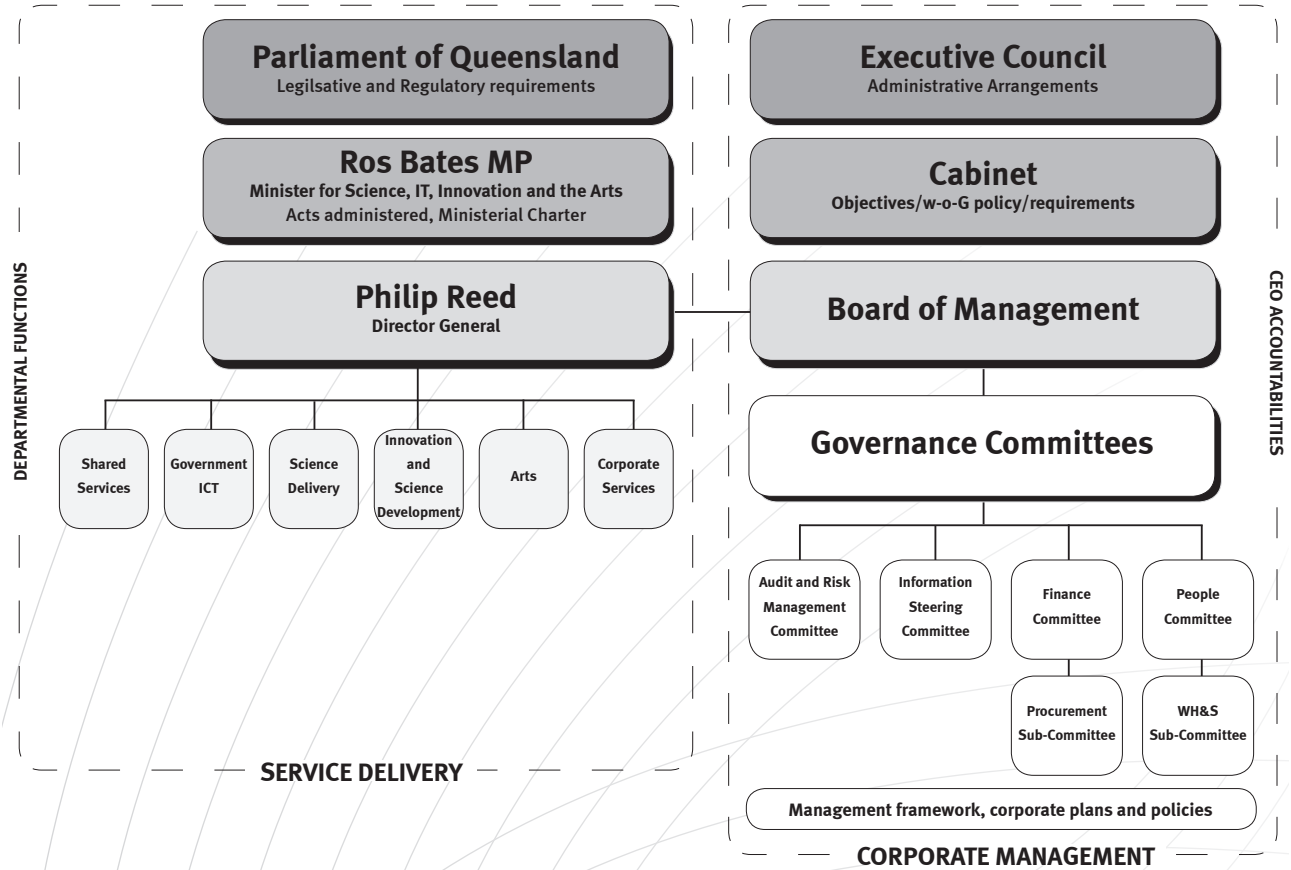
The Department of Science, Information Technology, Innovation and the Arts has established an integrated governance framework to ensure that strategic objectives are achieved and resources are allocated appropriately to maximise the cost-effective delivery of services.

The department's governance framework effectively supports service delivery and monitors the achievement of departmental business objectives.

The Board of Management is the department's principal policy-setting and decision-making authority that supports the director-general as the accountable officer.

Governance Framework

Department of Science, Information Technology, Innovation and the Arts



Governance committees

In April 2012, a key activity of the department was to confirm the governance arrangements for the new entity. Previously, the component portfolios and organisational units that formed the department operated under the management and governance arrangements for their originating departments.

Committee name

Board of Management (BoM)

Members and purpose statement

- Executive team

Additional members

- Chief Information Officer (CIO)
- Chief Finance Officer (CFO)
- Executive Director, Human Resources, Executive and Administrative Services

BoM meets monthly and is the primary governance body of the Department of Science, Information Technology, Innovation and the Arts. It is led by the director-general who is the accountable officer. As well as the decision-making responsibilities, the Board of Management is informed about sub-committee outcomes in order to facilitate effective corporate governance.

Achievements

- Completed transition to new departmental arrangements
- Terms of reference completed for Board of Management and all governance committees
- Governance principles and structure developed and endorsed
- Interim organisational structure developed and published
- Review of business divisions has commenced.

Committee name

Audit and Risk Management Committee

(Independent of Board of Management)

Members and purpose statement

- Deputy Director-General, Government ICT Division
- Assistant Director-General, Shared Services Division

External members

- Queensland Audit Office members
- Internal Risk, Audit and Finance standing invitees

The chair is external to the department.

The Audit and Risk Management Committee is directly responsible to the director-general. The committee has no executive powers unless delegated to it by the director-general. Members (including the chair) are appointed by the director-general.

The committee meets no less than four times a year to provide advice about audit and risk management matters. The committee also assists in the discharge of the financial management responsibilities prescribed in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.

Committee name

Information Steering Committee (ISC)

Members and purpose statement

- Assistant Director-General – Shared Services Division (Chair)
- Director-General (Ex officio member)
- Deputy Director-General Government ICT Division
- DSITIA Chief Information Officer
- General Manager, CITEC
- General Manager, Queensland Shared Services
- Executive Director, Arts Queensland
- General Manager, Science Capability
- Queensland Government Chief Information Officer.

The committee meets bi-monthly and supports the director-general and Board of Management by governing the ICT investments and performance within the departmental portfolio. The ISC provides strategic leadership and ongoing governance and oversight of the portfolio of ICT investments undertaken by the department to achieve its corporate objectives.

The committee has responsibility for portfolio management to ensure that appropriate controls and governance exist over the various programs and projects managed within the department.

Committee name

Finance Committee

Members and purpose statement

- Deputy Director-General, Innovation and Science Development Division (Chair)
- Director-General (Ex officio member)
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Shared Services Division
- Assistant Director-General, Science Delivery Division
- Chief Finance Officer
- Director, Business Innovation Services

The committee meets bi-monthly to consider financial performance, financial policy development, savings initiatives, funding pressures and strategic procurement issues.

Committee name

Procurement Sub-Committee

Members and purpose statement

- Assistant Director-General, Shared Services Division (Chair)
- Chief Information Officer
- Executive Director, ICT Strategic Procurement
- General Manager, CITEC
- Executive Director, Innovation Policy and Strategy

The committee meets bi-monthly to consider financial performance, financial policy development, savings initiatives, funding pressures and strategic procurement issues.

Committee name

People Committee

Members and purpose statement

- Assistant Director-General, Shared Services Division (Chair)
- Director-General (Ex officio member)
- Deputy Director-General, Innovation and Science Development Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Science Delivery Division
- Executive Director, HR, Executive and Administrative Services
- Director, Human Resources
- General Manager (or equivalent) on a rotating basis.

The People Committee meets bi-monthly to advise the Director-General on human resources and workplace health and safety policy, strategies and practices.

It is responsible for driving change and critically reviewing performance to ensure compliance with relevant legislation, directives and strategic objectives within the department.

Committee name

Workplace Health and Safety (WHS) Sub-Committee

Members and purpose statement

- Assistant Director-General, Shared Services Division (Chair)
- Deputy Director-General, Innovation and Science Development Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Science Delivery Division
- Executive Director, Human Resources, Executive and Administrative Services
- Executive Director, Science, Policy and Investment
- General Manager, Smart Service Queensland
- General Manager, Queensland Shared Services
- General Manager, CITEC
- Director, Human Resources

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).

Audit arrangements

The Director-General has established the Department of Science, Information Technology, Innovation and the Arts Internal Audit unit as a key component of the department's corporate governance, promoting effective and efficient management and assisting in risk management. The Director of Internal Audit reports to the Director-General and chair of the Audit and Risk Management Committee.

Until the first meeting of the DSITIA Audit and Risk Management Committee in August 2012, Internal Audit continued to operate under the former approved Department of Public Works Internal Audit Charter which provided the framework for the conduct of the internal audit function having regard to the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and *Queensland Treasury's best practice Audit Committee Guidelines*.

The internal audit function is independent of management and external audit (i.e. Queensland Audit Office) but works collaboratively to enhance the audit scope and outcomes.

Internal Audit reviews various areas of departmental operations each year pursuant to a strategic and annual audit plan that is endorsed by the Audit and Risk Management Committee and approved by the Director-General. Through these reviews, Internal Audit seeks to assess the effectiveness of the design and operation of the department's risk and control framework.

In preparing the strategic and annual audit plan, a risk-based audit approach is used which aims to focus on the higher strategic, operational and financial risk activities in each business area based on extensive consultation and risk evaluation processes. All audits are conducted in a manner that conforms to the International Standards for the Professional Practice of Internal Auditing issues by the Institute of Internal Auditors.

Internal Audit has a central role in improving operational processes and financial practices by:

- assessing the effectiveness, efficiency and economy of the departmental financial and operational systems, reporting processes and activities
- identifying operational deficiencies and making recommendations to rectify non-compliance with legislation and prescribed requirements
- supporting management by providing advice on corporate governance and related issues including fraud prevention and risk management.

2011–2012 achievements included:

- delivery of risk-based audits in accordance with the approved annual audit plan
- providing ongoing advisory and consultancy work within the department to address control weaknesses and perceived risks
- monitoring implementation of external and internal audit recommendations
- obtaining feedback from clients about our services and adjusting practice accordingly.

Risk management

Prior to 1 April 2012, the component business areas forming DSITIA each operated under robust departmental risk management policies and frameworks that formed an important part of their respective corporate governance arrangements.

The Board of Management now has responsibility of the department's strategic and operational risks. An Audit and Risk Management Committee has been established, which provides independent assurance of the department's risk management framework and effectiveness of risk identification, mitigation and escalation processes.

The development of a department risk management policy and framework will foster a culture of prudent risk management and ensure conformance with its legislative risk management obligations prescribed in the *Financial Accountability Act 2009*.

Audit and Risk Management Committee

Committee members	Title
Marita Corbett (Chair)	Partner, BDO
Andrew Spina	Deputy Director-General, Government ICT Division
Mike Burnheim	Assistant Director-General, Shared Services Division
Kathy Dunning	Deputy Director-General, Corporate Services, Department of Communities
Standing invitees	**Title**
Michael Hyman	Director of Audit –Queensland Audit Office
Mayus Nath	Director of Audit (IS) – Queensland Audit Office
Brian Ganly	Audit Manager – Queensland Audit Office
Nick Kasatchenko	Director, Internal Audit
Rita McLucas	A/Chief Finance Officer
Dave Jackson	Risk Manager

Ethics

Face-to-face ethical decision-making training for senior executive service (SES) and senior officers (SO) was provided as part of a senior governance program for senior staff of the former Department of Public Works.

The focus in the Department of Science, Information Technology, Innovation and the Arts will continue to provide a range of workshops for staff at all levels to drive and support ethical behaviour in the workplace. This was, and will continue to be, reinforced for managers as part of the department's management development program.

Code of Conduct

The whole-of-government Code of Conduct was issued in January 2011. Online tools and resources, as well as support networks, are helping managers meet their ethical responsibilities and build staff awareness. Human Resources, Executive and Administration Services assess departmental policies under revision or development for compliance with the Code of Conduct.

The department has commenced activity to supplement existing policies about making public interest disclosures, contact with lobbyists, secondary employment and employee complaints with policies on fraud, corruption and misconduct control, and complaints management.

These are all measures to support managers in successfully reinforcing ethics and integrity matters in the workplace.

During 2011–2012, all new employees received comprehensive Code of Conduct training covering the:

- awareness of the *Public Sector Ethics Act 1994*, including ethics principles and values
- standards of conduct expected of employees as outlined in the code and rights and obligations of employees in relation to contravention of the code.

Code of Conduct training is being included as part of the New Employee Induction Program.

An online tool set is being developed to enable all employees to refresh their code of conduct knowledge annually.

Workforce profile

Staff numbers

FTE (Full Time Equivalent)

Division	Permanent	Temporary	Casual	SO	Section 122	SES	Total	%
Office of DG	0.00	1.00	0.00	0.00	0.00	1.00	**2.00**	**0.05%**
Arts Queensland	129.10	39.60	12.55	16.00	0.00	2.00	**199.25**	**5.45%**
Corporate Services	25.30	5.00	0.00	2.70	1.00	1.00	**35.00**	**0.96%**
Science Delivery	318.59	74.53	7.27	9.40	1.00	2.00	**412.79**	**11.28%**
Government ICT	1034.65	131.59	9.22	27.00	53.84	5.00	**1261.30**	**34.47%**
Innovation and Science Development	102.14	4.00	0.00	10.00	0.00	6.00	**122.14**	**3.34%**
Shared Services	1302.49	254.04	0.96	23.20	11.00	0.00	**1591.69**	**43.50%**
Office of Chief Information Officer	17.28	5.00	0.00	6.00	0.00	2.00	**30.28**	**0.83%**
Office of Chief Scientist	1.00	1.80	0.00	1.00	0.00	0.66	**4.46**	**0.12%**
DSITIA	**2930.55**	**516.56**	**30.00**	**96.30**	**65.84**	**19.66**	**3658.91**	**100.00%**

FTE count as at 30 June 2012.

Gender

Gender

Division	Totals				Total
	Female	%	Male	%	
Office of DG	1.00	0.03%	1.00	0.03%	2.00
Arts Queensland	116.86	3.19%	82.39	2.25%	199.25
Corporate Services	28.00	0.77%	7.00	0.19%	35.00
Science Delivery	159.93	4.37%	252.86	6.91%	412.79
Government ICT	629.24	17.20%	632.07	17.27%	1261.30
Innovation and Science Development	73.54	2.01%	48.60	1.33%	122.14
Shared Services	1066.29	29.14%	525.40	14.36%	1591.69
Office of Chief Information Officer	15.48	0.42%	14.80	0.40%	30.28
Office of Chief Scientist	2.80	0.08%	1.66	0.05%	4.46
DSITIA	**2093.14**	**57.21%**	**1565.78**	**42.79%**	**3658.91**

Gender data as at 30 June 2012.

Due to the complexity of machinery-of-government changes effective 1 May 2012, annual separation and retention rates for the 2011–12 financial year are unable to be calculated and may misrepresent actual long-term agency trends.

Early retirement, redundancy and retrenchment

There were no early retirement, redundancy or retrenchment figures to report for the financial period of 1 May to 30 June 2012.

Voluntary Separation Program

A Voluntary Separation Program was introduced into the Queensland public sector as part of the Mid-Year Fiscal and Economic Review in January 2011. This program was one of a number of measures designed to deliver additional savings and reprioritise spending. The program was targeted primarily at non-frontline areas, as a service reprioritisation strategy to ensure continued growth in frontline areas.

The majority of this program was implemented under the previous departmental arrangements prior to the establishment of DSITIA on 3 April 2012. These departments sought expressions of interest from permanent staff. Offers were made to eligible employees based on criteria determined within each of these departments.

DSITIA is developing its approach for implementing the government's goal of rebalancing resources to focus on the delivery of frontline services. This approach will be finalised in response to the state budget on 11September 2012.

In 2011–12 between the months of May to June 2012 three employees accepted voluntary separation packages at a cost of $373,285.95.

Voluntary Separation Programs (May to June 2012)

Division	Packages Paid to Employees	Package Value	Comments
Office of DG	0.00	-	
Arts Queensland	1.00	$117,913.45	1 VSP from Arts
Corporate Services	0.00	-	
Science Delivery	0.00	-	
Government ICT	1.00	$151,834.50	1 VSP from CITEC
Innovation and Science Development	0.00	-	
Shared Services	1.00	$103,538.00	1 VSP from QSS
Office of Chief Information Officer	0.00	-	
Office of Chief Scientist	0.00	-	
DSITIA	**3.00**	**$373,285.95**	

The report period for this data is May to June 2012.

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 30 June 2012, the department employed 35.87 full time equivalent staff whose functions relate to media, public affairs or communications.

Workforce planning, attraction and retention

DSITIA's workforce planning, attraction and retention framework will be based on the frameworks published by the Public Service Commission, as well as on elements of the various frameworks and approaches used in the former departments.

One of the first things to be considered by the People Committee will be DSITIA's *People Strategy 2012–2016*. This strategy will provide an overarching vision for its people and a set of guiding principles that drive and guide all human resource activity. It will set a clear direction for the divisions and individual business areas to develop their own workforce plans providing both long and short-term agendas for change and improvement in DSITIA.

In 2011–2012, areas of the department implemented the relevant strategies and actions as contained in their former departments 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. Some of those strategies and actions implemented during the year by the business areas as part of their former departments included:

- business unit specific workforce plans which were integrated with business planning processes
- the Capability Leadership Framework and, where appropriate, the Skills Framework for the Information Age continued to be integrated into key human resource programs and policies
- formal and informal programs focussed on the recognition of employee performance
- attraction of new talent through the following employment programs – apprenticeships, traineeships (full-time and school-based), graduate programs, cadetships, scholarships and formal work experience programs.

Employee Performance Management

In 2011–2012, areas of the department drawn from the former Department of Public Works (DPW) developed and implemented a new Employee Performance Management Framework. This framework consists of strategies, systems, and processes for managing the performance of employees, including:

- development of an online induction program
- a review of the performance management and development policy, including the incorporation of the Queensland Public Service Capability Leadership Framework, and where appropriate, the Skills Framework for the Information Age
- review of the employee recognition policy.

DSITIA's Employee Performance Management Framework will be based on the framework published by the Public Service Commission, and include the best practice elements out of the former departments' programs.

Industrial and employee relations framework

DSITIA's industrial and employee relations framework will be based on the framework established by the Public Service Commission. In doing this the department will seek to maintain the effective relationships which existed in the previous departments with all stakeholders.

This was facilitated through a proactive approach to consultation and conflict management at both industrial and workplace levels, which resulted in

minimal disputation and no days lost to industrial action.

DSITIA has established a whole-of-department Agency Consultative Committee and continued the use of local consultative committees to provide a forum for whole-of-department union engagement and to meet the requirements of the State Government Department's Certified Agreement 2009.

Work-life balance

DSITIA's approach to work-life balance is based on the frameworks which existed in each of the former departments, and which were largely consistent in terms of their structure and approach. The department offers numerous flexible working arrangements and encourages employees to undertake flexible working arrangements to assist in improving their work-life balance. Employees have the option to request extra leave through the Purchased Leave Policy.

A Child Care Referral Service is available to assist employees to locate and secure child care anywhere in Australia.

An Aged Care Referral Service is available to assist employees who have the responsibility of caring for their elderly relatives. The service provides employees with advice, information and appropriate referrals.

Additionally, the department offers employees and their immediate family access to confidential, professional counselling to assist with the resolution of work or personal-related concerns that may be impacting on their work or quality of life.

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 the University of Queensland Inspiring Executive Leadership Program, the Queensland University of Technology Emerging Leaders Program, and the Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program and Executive Masters of Public Administration Program.

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 will be complemented by a DSITIA program which will develop frontline managers to optimise individual and organisational productivity, performance and service delivery. This will be achieved through the development and delivery of a range of modules that aim to build business acumen of DSITIA managers.

Individual business units will continue a strong focus on developing the leadership and management capabilities of their people and provide many opportunities to enable this to occur.

During 2011–12, selected department staff participated in management development programs offered through their previous departments. For example these included in-house management development programs, University of Queensland Inspiring Executive Leadership Program and the Queensland University of Technology Emerging Leaders Program, the Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program, an Executive Masters of Public Administration Program, and the Pubic Sector Management Program.

Workplace health and safety

Workplace health and safety has been a high priority for the department. DSITIA has continued a number of key programs from the former departments including a series of initiatives to support the *Safer and Healthier Workplaces Strategy 2007–2012*.

In 2011–2012 DSITIA:

- conducted an external audit to determine compliance with the Safer and Healthier Workplaces Strategy and the new *Work Health and Safety Act 2011*

- continued implementation of the new workplace health and safety legislation
- participated in the TravelSmart program, Pathways to Better Health and Safety program, Live Well program, Flu Vaccination program, Walking Challenge program, Skin Cancer Prevention sessions, Weight Watchers at Work, Healthy Heart program delivered by the Heart Foundation, Men's Health sessions, Information to support World No Tobacco Day – World Health Organisation, corporate private health insurance memberships, and participation in the 2012 Corporate Games
- made further enhancements to the Safety Health and Environment (SHE) software program which provides an online reporting system for injuries and hazards
- facilitated the Early Intervention Centre (EIC) to provide early assistance and support to workers who are ill or injured, and to managers in dealing with such workers
- offered 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.

In 2011 several business units were subject to an external audit of the department's alignment to, and compliance with, both the *Safer and Healthier Workplaces 2007–2012 Strategy* and the *Work Health and Safety Act 2011.* The audit, undertaken by Focus on Risk, provided an action plan to enable the department to focus on improving work health and safety compliance, initiatives, and strategies. This action plan is currently being reviewed prior to implementation.

The focus for the DSITIA Workplace Health and Safety Committee over the next year will be to:

- oversee the development and implementation of the aforementioned Action Plan across the department to address those risks and issues identified in the audit
- establish a whole-of-department WHS network to support the department's business units in managing their WHS risks, incidents and hazards
- roll-out the SHE system to all areas of the department
- continue to educate managers and workers in their WHS roles and responsibilities to ensure the Director-General and Board of Management are able to demonstrate their due diligence in complying with the legislative requirements.

Other whole-of-government plans/specific initiatives

Project 2800 was a Queensland Government initiative committed to providing 2,800 employment opportunities for Aboriginal and Torres Strait Islander people in the public sector by mid–2013 through: working in partnership with universities, schools, TAFE institutes, employment providers and training organisations to assist Aboriginal and Torres Strait Islander candidates find employment

- building valuable relationships with Indigenous communities
- working with all public sector agencies and organisations to identify employment opportunities and to connect candidates with appropriate work opportunities.

As at 30 June 2012, the total headcount of Indigenous employees in the department was 58, representing one percent of the workforce. The department will incorporate appropriate and relevant strategies into its People Strategy to continue to improve its performance with respect to having a diverse and representative workforce which reflects the Queensland community it serves.

Related entities

Type of board or committee	Functions and responsibilities	Achievements during 2010–11 include the:	Costs	Membership	No. of new female appointees during 2010–11
Board of Directors of BioPharmaceuticals Australia (Network) Pty Ltd	The Board of Directors of BioPharmaceuticals Australia (Network) Pty Ltd (BPA) governs the activities of BPA with the following key functions: • 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, (currently under construction at the Princess Alexandra Hospital in Brisbane) • provide strategic advice, input into and assist with obtaining additional investment in the BPA Facility • secure an existing contract manufacturing organisation to operate the BPA Facility (which it has successfully achieved through partnering with International pharmaceutical manufacturer DSM Biologics) and • 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.	• finalisation of the schematic and detailed design for the BPA Facility • the completion of tender packages for the fit-out • equipment acquisition for the facility and the award of the complete fit-out contract to Watpac.	$620,000	3 Members (2 men, 1 woman)	

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

List of 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.

Statutory bodies	
Name of body as descibed in the Constituting Act	**Consitiuting 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

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, Innovation and the Arts	Administration of Crown Copyright and Intellectual Property CITEC Coastal Management relating to the Tweed River Entrance Sand Bypassing Project Digital Economy Environment, Climate and Natural Resource Sciences – Research, Development and Advice Government Information and Communication Technology Services and Delivery including- Portfolio, Program and Project Assurance Services Public Sector Development Capability Development Government-Industry Liaison Telecommunications, Broadband and Digital Economy Innovation Policy, Strategy and Programs International Collaborations Research and Development Co-ordination and Planning Science Policy, Strategy and Investment Shared Services Provision (other than Queensland Health and the Department of Education, Training and Employment) Shared Services Systems Smart Service Queensland	*Biodiscovery Act 2004* *Gene Technology Act 2001* *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
Minister for Science, Information Technology, Innovation and the Arts	Queensland State Archives Arts	*Libraries Act 1988* *Public Records Act 2002* *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*		
	Lead the Development of Science and Innovation Strategy across government Promote Queensland Science Science and Innovation Stakeholder Engagement		Department of Science, Information Technology, Innovation and the Arts	Chief Scientist
	Government Information and Communication Technology Policy and Planning including - • ICT Governance • ICT Investment Assurance • Information Systems and Information Techn • ICT Policy and Standards (including Shared Services) • Queensland Government Enterprise Architecture		Department of Science, Information Technology, Innovation and the Arts	Queensland Government Chief Information Officer

Boards and committees

Government boards and committees that the department administers.

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
art+place Curatorial Panel	The art+place Curatorial Panel provides strategic and independent advice regarding the state's investment in major public art commissions. Its key function is to assess applications to the art+place Queensland Public Art Fund and advise on public art policy and program delivery. Arts Queensland provides secretariat support to the panel.	The panel: • provided expert advice that resulted in major public art investments including: three major commissions for Northshore Hamilton Reach; a series of commissions in the North Lakes bus stations; and artworks in the Queen Elizabeth II Jubilee Hospital plus the Thursday Island Chronic Disease Centre. • delivered regional access through public art forums that engaged communities in Cairns and Blackall, plus leading public art program workshops to encourage community participation on the Sunshine Coast.	The Panel had expenses totalling $20,332.79 paid (exclusive of GST)	7 members (3 women, 4 men)
Queensland Design Council	The Queensland Design Council provides strategic and independent advice about design issues and design-led solutions in response to economic, social and environmental challenges facing Queensland. They also steer and inform the direction and priorities of the *Queensland Design Strategy 2020*.	The council: • endorsed key design events and initiatives including TEDx Brisbane, Brisbane Indesign and Design Minds online design learning initiative (www.designminds.org.au) championing the Queensland Smart Design Awards • hosted key national design policy forums to connect industry and state and federal government, co-hosting the Sir George Cox industry forum with the Australian Design Alliance, contributing to the Bruce Mau Neilson Design Lecture and Massive Change workshops • activated the QUEENSLANDERSIGN™ initiative, the Council's 'best practice' endorsement, and encouraging online communities of interest to get involved www.queenslandersign.com.au	The Council had expenses totalling $26,266 paid (exclusive of GST).	11 members (5 women, 6 men)

Boards and committees

Government boards and committees that the department administers.

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
Horse Trails Scientific Advisory Committee	The objective of the Committee is to provide an independent scientific assessment of the development of the Horse Trails Scientific Monitoring Program by: • ensuring adequate consideration of scientific, environmental, social and economic issues in the development of the monitoring program • providing expert commentary about the application of scientific principles and frameworks for the development of the monitoring program • reviewing the monitoring program developed by the department • reviewing the progress and outputs of the monitoring program and related research annually and provide advice to the Minister for National Parks, Recreation, Sport and Racing The committee meets annually and this year's meeting was held 25th January 2012.	The committee meets annually and this year's meeting was held 25th January 2012. The committee: • reviewed the Department of Environment and Resource report on the outcomes of the impacts of horse crossing onwater quality study. • provided expert input into the methods used for the forest and weed monitoring study. • suggested improvements to question R11 being used in the Cudex phone poll of social attitudes to horse riding in National Parks. • provided feedback to the Griffith University team conducting the social assessments of stakeholders on methods to be used. • discussed the consequences of the erosion study, and provided advice on further work required in this area.	$1253	7 members (3 women, 4 men)

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
Tweed River Entrance Sand Bypassing Project (TRESBP) Advisory Committee	The Tweed River Entrance Sand Bypassing Project (TRESBP) is a joint agreement with NSW government and is also coordinated by the NSW government. The Advisory Committee provides advice to the Ministers relating to this project about: • preparation of environmental impact assessment and tender documents for the bypass • calling tenders • acceptance of tenders • preparation of a plan of management • management and implementation of works • issues of relevance to the local community • other matters referred to it by the Ministers. The Advisory Committee is comprised of: • four state representatives (two from each state) • one member from the Tweed Shire Council • one member from the Gold Coast City Council • four community representatives (two from each state).	The Advisory Committee held two formal meetings in 2011/12 on 5 December 2011 and 5 March 2012 at Tweed Heads NSW. Regular agenda item briefings were provided on: • sand bypassing operations • beach and entrance conditions • sand delivery and placement strategies • environmental monitoring results. The briefings were followed by discussions and feedback from advisory committee members and community stakeholder group observers. 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. A subsequent community consultation process was undertaken in November 2011 as recommended by the advisory committee. The advisory committee also assisted in the development of a school package consisting of educational material about the project.	$409	10 members (2 women, 8 men)

Boards and committees

Government boards and committees that the department administers.

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
Animal Ethics Advisory Committee	The Animal Ethics Committee (AEC) was established in 2001 and its purpose is to ensure that use of animals for scientific purposes within agencies under its umbrella meet the requirements of the *Animal Care and Protection Act (2001)* (ACPA). It is a requirement under the ACPA, to ensure that projects involving the use of animals gain approval from an animal ethics committee.	In 2011–12 the AEC monitored 74 projects, 22 of which either expired or were completed during the year while an additional 18 new applications were assessed and approved. In addition the committee also approved six amendment requests for approved projects. By 31 April 2012 all annual project reports had been received by the AEC and details from the reports had been entered in the "Animal Use Statistics Report" for submission to the Department of Agriculture, Fisheries and Forestry by 31 May 2012. Consistent with the AEC's project monitoring role, a field inspection to inspect a dingo satellite tracking project was conducted on 4 & 5 July 2011 by four members on Fraser Island. During the year the committee held six full meetings and three teleconferences.	Members are not paid sitting fees for meetings. During the year $1623 in expenses were claimed	9 members (3 women, 6 men)
ICT Ministerial Advisory Group	The group provides industry input about issues, policies and programs related to development of the information and communication technology (ICT) industry	• Provided input and advice on the 2011/12 ICT industry action plan. • Identified the need for timely data gathering and analysis on the ICT industry. • Identified the need to explore the treatment of ICT in the new Australian Curriculum and met with the Department of Education and Training and the Queensland Studies Authority to explore the development and future implementation of the curriculum in Queensland. • Provided input into the 'I choose technology' initiative.	Committee members are not paid sitting fees for meetings. Travel expenses: $2220 (GST exclusive)	Chair and 11 other members (9 men, 3 women)

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
Public Records Review Committee	Under section 29 of the *Public Records Act 2002*, the Public Records Review Committee advises both the Minister and the state archivist on issues affecting the administration or enforcement of the Act. The functions of the committee include reviewing, if requested by a public authority, decisions of the State Archivist not to authorise the disposal of particular public records. The committee may also resolve disputes between the State Archivist and a public authority about the setting of restricted access periods for records.	The committee considered advice on a range of recordkeeping, archival and collection management issues.	$9688	9 members (5 men, 4 women)
Deputy Vice-Chancellors-Research Committee	Chaired by the Queensland Chief Scientist, this committee provides a mechanism for stakeholder engagement and information sharing which fosters collaboration between Queensland's major research institutions and government, leveraging opportunities, resources and capabilities. Membership includes the deputy vice-chancellors of the eight major Queensland universities. There have been two meetings of this group.	This committee is convened to facilitate discussion and action on issues that have implications beyond individual universities, complementing meetings on specific topics which the Queensland chief scientist has with individual deputy vice-chancellors-Research. As a result only two full meetings were held in 2011–12.	(This committee does not pay sitting fees) Research – $149	9 members (1 woman, 8 men)

Boards and committees

Government boards and committees that the department administers.

Name and type of board or committee	Functions and responsibilities	Achievements during 2011–12	Costs	Membership
R&D Queensland Committee	Chaired by the Queensland Chief Scientist, the committee was established in October 2008 as a whole-of-government committee to achieve greater integration and coordination of the government's investment in research and development, both across agencies and with major policy objectives. The committee provides strategic direction for Queensland Government research and development. Membership drawn from senior executive level of twelve government departments — the Department of Agriculture, Fisheries and Forestry; Department of Communities, Child Safety and Disability Services; Department of Education, Training and Employment; Department of Energy and Water Supply; Department of Environment and Heritage Protection; Department of National Parks, Recreation, Sport and Racing; Department of Natural Resources and Mines; Department of the Premier and Cabinet; Department of Science, Information Technology, Innovation and the Arts; Department of Transport and Main Roads; Queensland Health; and Queensland Treasury and Trade.	The committee: • progressed development of the research and development (R&D) Action plan. The above also incorporates the development of the 'REDS' Decision Rules Progress being made in gathering three year R&D plans from each government department. This will include current year themes of R&D, budgets and incorporates the REDS and the use of impact metrics in defining the R&D.	(This committee does not pay sitting fees) Expenses - $270	15 members (6 women, 9 men)

While many services are delivered in and around Brisbane, the department is also represented throughout regional Queensland.

Division	Address
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 (Arts Queenlsand)	South Brisbane, 3/31 Merivale Street
	South Brisbane, 35 Merivale Street
CITEC	Brisbane, Edward St Railway 1C
	Brisbane, Edward St Railway 1D
	Brisbane, Cnr Ann and Edward Streets (Mincom Building)
	Brisbane, Executive B1 100 George Street
	Ipswich, Springfield DATA Centre I (Polaris)
	Melbourne, 256 Queen Street
	Sydney, 60 Margaret Street
Queensland State Archives	Runcorn, 435 Compton Road
Queensland Shared Services	Brisbane, 75 William Street, Neville Bonner Building
	Woolloongabba, 411 Vulture Street
	Spring Hill, 80-88 Leichhardt Street
	Milton, 67 Castlemaine Street
	Brisbane, 179 North Quay
	Brisbane, 160 Mary Street
	Brisbane, 61 Mary Street
	Brisbane, 60 Edward Street
Smart Service Queensland (Call Centre)	Mt Gravatt, Garden Square Block B Logan Road
Smart Service Queensland (Call Centre)	Zillmere, Pineapple Street
Smart Service Queensland	Brisbane, 127 Creek Street
Science Delivery Division	Dutton Park, Ecosciences Precinct ,41 Boggo Road
	Toowong
	Deagon
	Toowooomba
	Brisbane, 400 George Street
Office of Queensland Chief Scientist	Brisbane, 111 George Street
Science and Research Division	Brisbane, 111 George Street
Innovation and Science Development	Brisbane, 111 George Street
Queensland Government Chief Information Office	Brisbane, 80 George Street
Queensland Government Chief Information Office	Brisbane, 41 George Street
Director-General's Office	Brisbane, 100 George Street
Regions	
Queensland Shared Services	Toowoomba, 145 Herries Street
	Townsville, 143 Walker Street
	Robina, 2/514 Christine Avenue
	Maroochydore, 12 First Ave
	Rockhampton, 80 Denham Street
	Cairns, 63 Spence Street
	Gympie, Louisa St
Arts Queensland	Cairns, 15 Lake St
	Cairns, 20 Lake St
Cairns Centre of Contemporary Arts	Cairns, 94-96 Abbotts St
Smart Services Queensland	Cairns, William McCormack Building 5B Sheridan Street
	Maroochydore, Mike Ahern Centre 12 First Ave

Queensland Government Agent Program (QGAP) offices

Smart Service QGAP offices are located in regional centres:

Agnes Water	Collinsville	Jundah	Mt Garnet	Taroom
Aramac	Cooktown	Kalbar	Mundubbera	Texas
Augathella	Crows Nest	Kilkivan	Murgon	Thargomindah
Babinda	Croydon	Laidley	Nanango	Toogoolawah
Barcaldine	Cunnamulla	Lowood	Normanton	Tully
Beaudesert	Dirranbandi	Malanda	North Stradbroke Island	Wandoan
Bedourie	Eidsvold	Maleny	Pittsworth	Weipa
Biloela	Gayndah	Mary Valley	Quilpie	Windorah
Birdsville	Georgetown	Middlemount	Ravenshoe	Winton
Blackall	Goombungee	Miles	Richmond	Yarrabah
Blackbutt	Herberton	Mirani	Sarina	Yeppoon
Boonah	Hughenden	Mitchell	Springsure	
Boulia	Inglewood	Monto	St George	
Camooweal	Injune	Moranbah	Stanthorpe	
Cannonvale	Isisford	Mossman	Surat	
Childers	Jandowae	Moura	Tara	
Clermont	Julia Creek	Mount Morgan		

Glossary

AIC	Australian Institute for Commercialisation
AMIS	Asset Management Inspection Services
ANZSOG	Australia and New Zealand School of Government
APEC	Asia-Pacific Economic Corporation
AS/NZS	Australia/New Zealand Standard
ATSIP	Australian Tropical Science and Innovation Precinct
BoM	Board of Management
BOS	Business Online Services
CBD	Central business district
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CIO	Chief Information Officer
CITEC	Centre for Information Technology and Communication
CLF	Capability leadership framework
COAG	Council of Australian Governments
CO2	Carbon dioxide
CO2-e	Carbon dioxide equivalent
CPA	Certified practicing accountant
CSIRO	Commonwealth Science and Industrial Research Organisation
DCCSDS	Department of Communities, Child Safety and Disability Services
DEEDI	Department of Employment, Economic Development and Innovation
DEHP	Department of Environment and Heritage Protection
DERM	Department of Environment and Resource Management
DETE	Department of Education, Training and Employment
DFAT	Department of Foreign Affairs and Trade
DHPW	Department of Housing and Public Works
DNRM	Department of Natural Resources and Mines

DPC	Department of Premier and Cabinet
DPW	Department of Public Works
DSITIA	Department of Science, Information Technology, Innovation and the Arts
EBIT	Earnings Before Interest and Tax
EHMP	Ecosystem Health Monitoring Program
ECQ	Electoral Commission Queensland
FMPM	Financial Management Practice Manual
FTE	Full time equivalent
GPO	General Post Office
GST	Goods and services tax
HR	Human resources
ICAA	Institute of Chartered Accountants Australia
ICT	Information and communication technology
ICTC	Information and Communication Technology Consolidation Program
IDES	Identity, Directory and Email Services
ISO	International Standard Organisation
IT	Information technology
kWh	kilowatt hours
LPG	Liquefied petroleum gas
MOHRI FTE	Minimum Obligatory Human Resources Information Full Time Equivalent
MP	Member of Parliament
NAIDOC	National Aborigines and Islanders Day Observance Committee
NATA	National Association of Testing Authorities
NLOS	National Occupational Licensing System
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QGAP	Queensland Government Agency Program
QGCIO	Queensland Government Chief Information Office
QGCN	Queensland Government Consolidated Network
QGCPO	Queensland Government Chief Procurement Office
QGCTO	Queensland Government Chief Technology Office
QGICT	Queensland Government Information and Communication Technology
QGOV	Queensland Government
QGSC	Queensland Government Service Centre
QH	Queensland Health
QIF	Queensland International Fellowships
QM	Queensland Museum
QMI	Queensland Manufacturing Institute
QSA	Queensland State Archives
QSS	Queensland Shared Services
QUT	Queensland University of Technology
QWIN	Queensland Wide Innovation Network
R&D	Research and development
REVS	Register of Encumbered Vehicles
SDS	Service delivery statement
SES	Senior executive service
SET Panel	Queensland Floods Science, Engineering and Technology
SFIA	Skills Framework for the Information Age
SME	Small to medium enterprise
SMS	Safety Management System
SMS	Short message service
SO	Senior officer
STEM	Science, Technology, Engineering, Mathematics
USA	United States of America
VSP	Voluntary Separation Program

Financial Summary

This financial summary provides an overview of the department's financial performance for the period 1 May 2012 to 30 June 2012. A more detailed view of the department's financial performance is provided in the financial statements included in this Annual Report.

The Department of Science, Information Technology, Innovation and the Arts was established on 3 April 2012, the economic entity consists of seven major departmental services, a commercialised business unit, two shared service providers and six controlled corporate bodies. Refer to Note 1(b) within the Financial Statements for further information in relation to the department's economic entity. As the economic entity was established for financial reporting purposes effective 1 May 2012, no comparative information has been reported.

The department has reported an operating deficit of $31.548 million for the period 1 May 2012 to 30 June 2012. This deficit is primarily due to the revaluation decrement reported as an expense of $10.913 million as a result of the revaluation of Queensland Cultural Centre Precinct buildings managed by Arts Queensland and an impairment loss of $19.643 million mainly due to the discontinuation of the Identity, Directory and Email Service (IDES) and impairment of the associated IDES related capital asset base within CITEC.

Total appropriated departmental services revenue received for the period 1 May 2012 to 30 June 2012 was $95.649 million and the department operated within its appropriated budget during this period. Total user charges received for the period was $84.987 million, primarily derived though the sale of Information, Communication and Technology services by CITEC and Corporate Services (including Finance and Payroll support) by the Department's two Shared Service Providers, Queensland Shared Services and the Corporate Administration Agency.

The department maintained a sound position as at 30 June 2012 with net assets of $1.038 billion. Following machinery-of-Government changes, the Department received on establishment net assets transferred from other government departments of $1.076 billion as at 1 May 2012. As at 30 June 2012, Property, plant and equipment of $821.561 million associated with Arts Queensland land and building holdings accounts for the majority of the department's net asset base. Cash balances are significant at $138.668 million and will be allocated to settle payables recognised of $108.777 million primarily due to cash flow associated with the Department's expenditure paid for by the Department of Environment and Heritage Protection and the Department of State Development, Infrastructure and Planning as a result of transitional financial management arrangements following machinery-of-Government changes.

All liabilities recognised by the department are funded and no significant contingent liabilities exist as at 30 June 2012 in respect to the department's activities.

All administered activities operated within budget and administered assets were administered consistent with departmental objectives.

Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Acting Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the *Financial and Performance Management Standard 2009*.

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