

2 Our service performance

Science

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

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

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

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

Our operating environment

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

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

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

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

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

Performance review

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

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

Notes

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

Achievements

During 2013–14, Science:

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

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

Other whole-of-government plans/specific initiatives

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

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

Looking forward

In 2014–15, Science Division will:

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

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

Digital Productivity and Services

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

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

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

Digital Economy and Productivity

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

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

One-Stop Shop Strategy and Implementation Office

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

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

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



Smart Service Queensland

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

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

Queensland State Archives

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

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

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

Our operating environment

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

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

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

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

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

Performance review

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

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

Notes

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

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

Achievements

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

Digital Economy and Productivity:

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

One-Stop Shop Strategy and Implementation Office:

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

Smart Service Queensland:

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

Queensland State Archives:

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

Other whole-of-government plans/specific initiatives

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

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

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

Looking forward

In 2014–15, Digital Productivity and Services will:

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

Arts Queensland

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

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

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

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

Our operating environment

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

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

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

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

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

Performance review

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

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

Notes

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

Achievements

In 2013–14, Arts Queensland:

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

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

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

Other whole-of-government plans/specific initiatives

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

DestinationQ

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



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

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

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

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

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

Visual arts and craft strategy

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

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

Meeting of Cultural Ministers

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

In 2013–14, the ministers:

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

Looking forward

During 2014–15, Arts Queensland will:

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

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

Strategic Information and Communication Technology (ICT)

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

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

CITEC

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

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

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

ICT Renewal

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

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

ICT Strategic Sourcing

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

Our operating environment

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

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

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

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

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

Performance review

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

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

Notes

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

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

Achievements

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

ICT Renewal:

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

ICT Strategic Sourcing:

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

CITEC:

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

Other whole-of-government plans/specific initiatives

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

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

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

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

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

The network will deliver a range of important benefits including:

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

During 2013–14, the program:

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

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

Looking forward

In 2014–15, ICT Renewal will:

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

In 2014–15, ICT Strategic Sourcing will:

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

In 2014–15, CITEC will:

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

In 2014–15, the Government Wireless Network will:

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



Shared Corporate Services

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

Corporate Administration Agency

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

Queensland Shared Services

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

Our operating environment

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

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

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

Performance review

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

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

Notes:

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

Achievements

In 2013–14, Queensland Shared Services:

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

In 2013–14, the Corporate Administration Agency:

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

Other whole-of-government plans/specific initiatives

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

The year ahead

In 2014–15, Queensland Shared Services will:

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

In 2014–15, the Corporate Administration Agency will:

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



Strategic Policy and Innovation

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

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

Commercialisation

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

Customer and Market Insights

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

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

Innovation Policy and Programs

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

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

Strategic Policy

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

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

Our operating environment

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

Performance review

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

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

Notes:

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

Achievements

In 2013–14, Strategic Policy and Innovation:

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

Other whole-of-government plans/specific initiatives

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

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

Looking forward

During 2014–15, Strategic Policy and Innovation will:

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



Queensland Government Chief Information Office

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

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

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

The QGCI provides:

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

Our operating environment

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

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

Specific actions underway include:

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

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

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

Achievements

In 2013–14, QGCIO:

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

Other whole-of-government plans/specific initiatives

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

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



Looking forward

During 2014–15, QGCIO will:

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

Queensland Chief Scientist

The Chief Scientist has four major areas of focus:

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

To guide the development of science policy, the Chief Scientist has: overseen the completion of a series of science capability audits across government; formulated Decision Rules to guide government investment in R&D and redefined Queensland’s Science and Research priorities.

- **Advice to government**—since 2011 the Chief Scientist has been involved with or led a number of reviews and inquiries, including the science of floods, uranium mining, Hendra Virus, underground coal gasification, innovation in government and innovation through procurement.
- **Communication**—through the delivery of speeches at 78 events in 2013–14. As part of this role, the Chief Scientist has an ambassadorial role for science, fostering collaboration and cooperation among government, research, industry and community sectors and raising the profile of Queensland as a state characterised by world-class research and investment opportunities; as well as engaging the community in better understanding the importance of science, research and innovation in the state’s future economic, social and environmental wellbeing.

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

Our operating environment

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

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



Achievements

In 2013–14, the Queensland Chief Scientist:

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

Other whole-of-government plans/specific initiatives

During 2013–14, the Queensland Chief Scientist:

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

Looking forward

During 2014–15, the Queensland Chief Scientist will:

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