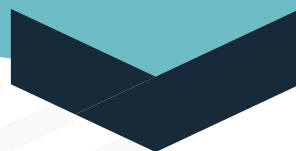




02.

# Our service performance



# Advancing Queensland through innovation

## Objectives

- » Drive economic growth and job creation through science and innovation, harnessing Queensland's research strengths and entrepreneurial spirit.
- » Support existing and emerging industries to be globally competitive.
- » Enable more Queensland businesses to attract investment and scale in global markets.
- » Turn Queensland's scientific excellence into commercial opportunities and ground-breaking solutions.

## Overview

The service area provides support to build a more collaborative and effective innovation ecosystem in Queensland.

Our areas of focus are to:

- » nurture and attract scientific and entrepreneurial talent
- » invest in the translation of scientific research to deliver economic, social and environmental outcomes for Queensland
- » increase collaboration between business, industry and the research base, and with international partners
- » increase the rate of startup formation and address barriers to growth for innovative businesses
- » provide investment and increase co-investment to build Queensland's capacity to conduct innovative research and development, and to attract and retain the best and brightest
- » encourage greater innovation in government and the benefits of government as a lead customer for emerging technologies.

Our key material services are:

- » innovation and digital economy
- » science development.

## Our operating environment

As leader of the Queensland Government's innovation and high-growth entrepreneurship agenda, we operate within a fast-paced and complex environment with diverse stakeholders and customer expectations.

The department is continually striving to improve our engagement with business, industry, individuals and within government to encourage the uptake of Advance Queensland programs and to ensure a customer-centric approach to service delivery.

We recognise the importance of digital inclusion and innovation-led growth across Queensland, and of demonstrating the outcomes and benefits of innovation investments to Queenslanders.

In response to this environment, we will:

- » deliver high-impact Advance Queensland programs such as Ignite Ideas and the Growing Queensland's Companies program, providing growth leadership training to ambitious Queensland business leaders who are ready to scale their business to the next level
- » foster innovative procurement across Queensland Government through a partnership approach with the Office of the Chief Adviser, Queensland Government Procurement
- » leverage existing regional effort and connect entrepreneurs, small businesses, councils, universities and industry at a local level through the Advancing Regional Innovation Program
- » identify the research, innovation and digital infrastructure that Queensland needs for its next wave of growth
- » protect the health of Queenslanders by safeguarding their interest under the regulatory framework of the *Biodiscovery Act 2004* and the *Gene Technology (Queensland) Act 2016*.

## CASE STUDY

# Fund ignites fresh ideas

The department's commitment of \$16.5 million is linking 119 ingenious small businesses with the capital they need to develop game-changing innovations.

Through Advance Queensland's Ignite Ideas Fund, Next Generation Mobility is developing lighter and stronger power wheelchairs.

Made of the latest aerospace materials, the wheelchairs—designed and built on the Gold Coast—will be used all over the world.

Not innovative enough? Smartphones can drive these wheelchairs, with carers using their mobile devices to take control when safety is a concern or if the wheelchair user becomes fatigued.



meet the  
**game changers**



## Our performance

In 2016–17, we advanced Queensland through innovation and contributed to the department's strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction.

Two strategic objectives drove our achievements:

1. Design and implement policies to support innovation-led growth and enhance Queensland's position as a global innovation hub.
2. Commission programs to support entrepreneurship, and enable businesses to innovate, grow and translate research to deliver economic and societal benefits.

In 2016–17, the department administered 50 innovation programs, assessed more than 1800 applications, and approved more than 500 grants or other opportunities worth more than \$100 million.

**We inspired Queenslanders to engage with science and technology**, be entrepreneurial and take their ideas to the world by:

- » appointing influential business leader Mark Sowerby as Australia's first state appointed Chief Entrepreneur
- » partnering to support the southern hemisphere's inaugural Myriad festival in partnership with Myriad Live, attracting 3300 entrepreneurs, investors, business owners, tech-lovers and innovators, and 131 visitors from overseas. Forty-five startups were exhibited as well as 12 regional hubs—representing 123 startups
- » awarding 49 Engaging Science grants to schools, community groups, scientists and small businesses to deliver activities and events to help Queenslanders engage in, recognise, support and advocate science
- » partnering with Startup Catalyst to send Queensland youths, startups, investors, corporate, innovation leaders and regional entrepreneurs on international missions to startup hotspots such as Silicon Valley, Germany and London. This was all with the goal of transforming the startup and innovation landscape in Australia
- » partnering with the World Science Festival where more than 180,000 people were ignited by new and challenging discussions about science

- » delivering the Flying Scientists program in partnership with the Wonder of Science Young Science Ambassador initiative, with scientists travelling to seven regional and remote Queensland locations (since its inception in June 2016) to participate in school visits, community events and public seminars
- » mounting five state challenges and one national challenge for GovHack 2016. Queenslanders won first place in 11 of the 35 categories in the Australia and New Zealand GovHack Awards 2016.

**We facilitated discoveries to improve everyday lives** through programs to foster current and future talent and to enable researchers and industry to solve global challenges here in Queensland:

- » enabling 60 researchers to translate research into practical outcomes with industry partners through research fellowships and scholarship funding
- » supporting the work of 76 female Queensland-based researchers by providing assistance during periods of maternity leave and carer funding to support their attendance at conferences
- » launching the STEM.I.AM program—a coordinated program of engagement activities to increase the number of young Aboriginal and Torres Strait Islander students pursuing STEM at university. The program is a collaboration between DSITI, Carbon Media Pty Ltd, Department of Education and Training, State Library of Queensland and corporate sponsors including Google and FIRST Australia.

**We connected Queenslanders to world-leading local and international innovators** through programs encouraging collaboration and building the entrepreneurial ecosystem by:

- » opening The Precinct in Brisbane's Fortitude Valley, bringing together Queensland startups, incubators, investors and mentors



Minister for Innovation, Science and the Digital Economy Leeanne Enoch officially opened Queensland's 'The Precinct' on 27 March 2017, describing it as 'a place where startups, entrepreneurs, innovators and investors can collaborate, collide, succeed and shine'



- » launching the Advancing Regional Innovation Program and Regional Network Fund to encourage innovation across Queensland and support local economies to create jobs for regional Queenslanders
- » attracting 25 international and interstate entrepreneurial companies to Queensland through the Hot DesQ program to inject new talent, increase connectivity and skills, and improve access to global startup communities and international programs
- » co-funding Queensland's participation in the MIT Regional Entrepreneurship Acceleration program to support Queensland's entrepreneurial ecosystem
- » providing seven Commercialisation Partnerships program grants to support Queensland-based businesses and researchers to immerse themselves in Chinese incubators to gain market intelligence, develop prototypes and seek investment
- » awarding Queensland-Chinese Academy of Sciences (Q-CAS) Collaborative Science Fund to three recipients to work on identified priorities in agricultural biotechnology and food research, human health and energy
- » supporting collaboration between 40 small businesses and seven universities through the Knowledge Transfer Partnerships program
- » delivering 35 workshops across Queensland through the Innovate Queensland program with Impact Innovation Pty Ltd, connecting small and medium enterprises (SMEs) with the right people and practical know-how to translate innovative ideas into commercial outcomes and incomes.

**We invested in Queensland innovation through programs to encourage seed funding, venture capital and deal-flow, and fostered emerging industries by:**

- » backing 119 startups and SMEs Queensland businesses through the Ignite Ideas program to support the rapid commercialisation of their market-ready Queensland innovations
- » establishing a strategic partnership that will deliver key opportunities by leveraging the intellectual capital and digital capabilities of CSIRO and Data61
- » supporting six Queensland businesses, through the Biofutures Commercialisation program, to work with leading international or national bio-industrial organisations to scale up and test new or improved bio-industrial technologies and processes.

**We grew the competitiveness of our businesses, industries and regions** through programs to accelerate growth and unlock new markets and opportunities by:

- » launching the Platform Technology Program to accelerate the development and deployment of significant, highly collaborative projects utilising technologies with the potential for widespread applications
- » awarding 15 Queensland research organisations with Innovation Partnership grants to collaborate on projects with industry that will increase the speed and scale of translation of our science and research to boost productivity growth, improve the competitiveness of existing industries and accelerate the development of emerging industries and technologies
- » establishing a partnership arrangement with Trade and Investment Queensland to facilitate market opportunities for Queensland-based businesses to capitalise on the opportunities provided in the new Dubai South development in the United Arab Emirates
- » promoting Queensland's business and research interests in the life sciences sector by facilitating the Queensland delegation to attend BIO 2017, the world's most significant international biotechnology trade and investment conference
- » providing funding to seven industry-focused business accelerators that will work with early-stage businesses and startups to provide intensive mentoring that will enable faster development of new products and services.

**We created greater innovation in government and drove the benefits of government** as a lead customer of innovative procurement by:

- » launching the Small Business Innovation Research program, providing commercial opportunities for innovators while solving Queensland Government challenges with no identified viable solution. Three challenges were released to the market within the pilot round, resulting in six Queensland entities receiving funding to research, develop and test their solutions
- » launching the Testing within Government (TWiG) program, allowing SMEs to improve the positioning of their products by working collaboratively with the Queensland Government on business challenges. Sixteen SMEs received funding to test and refine their products while addressing real business challenges.

**We collaborated with government agencies, business and corporate entities to implement a digital adoption program** that encourages Queensland businesses to increase their digital skills. We:

- » released the Digital Scorecard—an online assessment tool that allows SMEs and not-for-profits to measure their digital capability and improve their competitiveness in the digital economy. More than 550 businesses have completed assessments
- » commissioned Data61 to undertake a gap analysis of Queensland digital infrastructure to identify future investment priorities to improve digital services to Queenslanders.

#### FUNDS LEVERAGED

Over \$105 million committed by science and innovation program partners including industry and investors

Ratio of investment leveraged as a result of Queensland government funding invested:	<b>2016–17 target:</b> 1:1.25 <b>Actual:</b> 1:1.1 <sup>1</sup>
External funds leveraged from grants funds committed:	<b>2016–17 target:</b> 1:1.25 <b>Actual:</b> 1:1.7 <sup>2</sup>

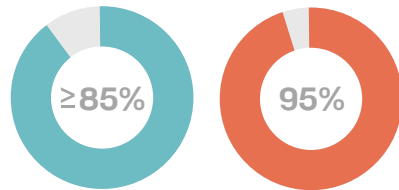


## Performance review

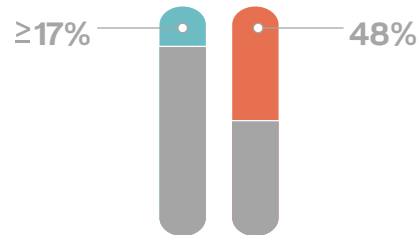
The following service standards in the department’s *Service delivery statements 2016–17* were used by the department and the government to assess the service area’s overall performance.

### Service standards

Proportion of stakeholders who are satisfied with innovation and commercialisation consultative and engagement processes<sup>3,4</sup>



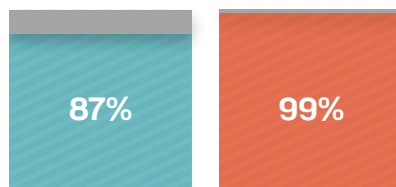
Percentage of potential collaboration opportunities identified by participants of innovation and collaboration programs/event<sup>5</sup>



Proportion of stakeholders who are satisfied with digital economy and productivity services, consultative and engagement processes<sup>6</sup>



Percentage of science funding recipients satisfied with contract management services provided for science-related grant programs (overall satisfaction)<sup>7</sup>



### Notes:

1. This measure is an indicator of the efficient use of government funding to leverage private/commercial/philanthropic/Australian Government sector investments. The target indicates that \$1.25 is leveraged for every \$1 of government funds invested. It is a direct output from the facilitation and Queensland government funding administered by this service. Customers include but are not limited to startups, entrepreneurs, business/industry, research centres, universities and government. The estimated actual reflects timing variances related to programs that leverage investment.
2. This efficiency measure demonstrates the amount of investment generated into the science/research sector as a result of investment made under the various funding programs. The target indicates that for every dollar provided via the various grant programs managed, a greater matching contribution is sought from successful recipients (such as universities, industries and business).
3. Stakeholders include business, industry, startups, entrepreneurs, universities and research organisations and may also include Advance Queensland recipients and the third-party providers of Advance Queensland support programs.
4. The positive result was attributed to high levels of customer satisfaction for the Young Starters Fund, Startup Queensland Events and Activities Fund, and the Innovate Queensland workshops that were delivered in 2016–17.
5. This activity measure represents the opportunities identified for collaboration as a result of the funding invested in programs for partnering and collaboration. The results highlighted a high level of potential collaboration opportunities through the Young Starters Fund, Queensland Startup Events and Activities Fund, and Innovate Queensland workshops that were conducted. This increase shows positive outcomes for collaboration opportunities. As stakeholder event management demographics constantly change, a moderate increase to the 2017–18 target is considered reasonable.
6. Stakeholders include business, industry, universities and research organisations. The positive result is attributed to increased satisfaction in the delivery of outcomes and quality of services for digital economy and productivity services, consultation and engagement.
7. Customers surveyed include recipients of Advance Queensland grants. Feedback received from last year’s survey recipients was implemented to improve services and outcomes for applicants to science-related grant funding programs. The high result achieved indicates that these changes have been successful.



## Looking forward

In 2017–18, the department will:

- » deliver Advance Queensland initiatives and programs to support innovation-led growth and enhance Queensland’s capacity to adapt and thrive, including:
  - encouraging Queenslanders to engage in science and/or consider becoming entrepreneurs and celebrate those who have already done so
  - building local, regional and global innovation networks to increase collaboration, access new markets and expertise, and improve capability, including the progression of the Advancing Regional Innovation Program
  - attracting local and global investment into Queensland by helping established businesses fast-track ideas from concept to commercialisation
  - developing and deploying platform technologies that enhance industry competitiveness in Queensland and create global opportunities for startups and SMEs
  - helping innovators become market- and investment-ready by supporting them to develop new or improved products, technology, processes or services
  - encouraging innovative procurement to create opportunities for innovators while solving Queensland Government challenges through the Small Business Innovation Research Program
  - engaging with the Advance Queensland Expert Panel and other key stakeholders around the ongoing development of the Queensland innovation ecosystem
  - enabling researchers to translate research into practical outcomes with industry partners through research fellowships and scholarship funding
- » support the commercialisation of new bio-products and improve the business environment for biodiscovery by commencing the reform of the *Biodiscovery Act 2004*
- » engage with the Commonwealth around the *National 2030 Strategic Plan* and the *National Collaborative Research Infrastructure Strategy*
- » facilitate the 2018 Ausbiotech National Conference including an early stage investment event that will profile Queensland’s life sciences internationally and provide an opportunity for local industry to meet global biotechnology leaders and investors
- » drive the whole-of-government open data agenda to stimulate innovation, research and startups through strategic policy advice, increasing the publication of high-value data sets and improving data visualisation
- » develop the Queensland Digital Infrastructure Plan (QDIP) to improve the coverage, performance and resilience of Queensland’s digital infrastructure assets and stimulate economic development, improve digital literacy and facilitate digital inclusion and adoption
- » continue to support SMEs and not-for-profits to measure their digital capability and improve their competitiveness in the digital economy through the Digital Scorecard and digital business workshops
- » progress the focus for impact program, facilitated by the Office of the Queensland Chief Scientist through workshops and stakeholder engagement in three initial focus areas: food trust and provenance, acid mine remediation, and e-platforms for humanities, arts and social science. Each focus area will be progressed in consultation with the Advance Queensland Expert Panel.



# Services for Queenslanders

## Objectives

- » Provide customers with simple and easy access to integrated Queensland Government services.
- » Ensure Queensland public records are preserved for the benefit of current and future generations.

## Overview

The service area provides access to leading-edge services designed around the citizen, increases digital inclusion across Queensland and makes it easier for businesses and organisations to engage with government.

Our areas of focus are to:

- » develop innovative, digitally-enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels
- » lead a major program of work to continue the design and delivery of proactive and personalised services
- » lead the management and preservation of Queensland's public records and improve public access to the collection
- » partner with government and non-government organisations to develop and implement policies and initiatives that improve Queenslanders' digital capabilities and adoption of digital technologies.

Our key material services are:

- » whole-of-government customer experience
- » government record-keeping and archival services.

## Our operating environment

We operate in a fast-paced transformative environment that is influenced by a range of factors including:

- » meeting growing customer demand for access to digitally-driven, personalised government services
- » sharing data across departments and government tiers to enable the delivery of personalised and proactive services to Queenslanders
- » ensuring digital literacy resources and engagement with communities keeps pace with rapidly evolving digital technologies
- » providing access to the vast archival collection held within Queensland State Archives (QSA).

In response to this environment, we are:

- » progressing the Smart Service Queensland (SSQ) Business Modernisation Program to implement technologies and processes that will streamline customer service delivery and improve customer data security
- » continuing to provide customers with simpler, clearer and faster access to government services through the implementation of the *One-Stop Shop Plan 2013–18*
- » enhancing the customer experience and transformation of services as outlined in the *QSA Strategic Plan 2016–2020*
- » progressing the Digital Archiving Program—Phase 1 initiative to enable QSA to accept and preserve digital records.



## CASE STUDY

# New concessions service cuts time and confusion for seniors

*'Why can't you just tell me what I am entitled to when I reach 65?'*

Queensland seniors now have a single, trusted source in answer to this important question—and it's thanks to the Queensland Government's *One-Stop Shop Strategy*.

Seniors had given feedback in the past that they were confused about the concessions available to them and frustrated with the many application forms they had to fill in.

By joining together concession providers across all jurisdictions through a single process, the department is saving seniors time, money and effort.

In one simple process, seniors can select the concessions they want, complete their application and verify their identity and eligibility online—reducing the past number of touchpoints from six to one. The program now even notifies people when they reach the eligibility age for a concession.

The benefits of this simplified approach showed early. After the first release, application processing time reduced by 85 per cent, and from more than 20 working days to just one. As new concessions are added, benefits to seniors and agencies will grow.

The project was a highly successful partnership between the department's One-Stop Shop Strategy and Implementation Office; the Office for Seniors in the Department of Communities, Child Safety and Disability Services; both federal and local governments; and utility companies.

The real winners, of course, are Queensland's seniors, who can make their money go further and stay healthy and active for longer. They couldn't be more delighted, as their feedback shows:

*'Excellent online facility—top marks for a job well done!'*

*'It's pretty good now but more retailers should get on board.'*

*'This new application form was excellent (with) easy steps to logically follow the progression through the process.'*



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## Our performance

In 2016–17, we improved services for Queenslanders and contributed to the department's strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction. Some of our achievements are listed below.

Three strategic objectives drove our achievements:

1. Provide clearer, better and easier access to leading-edge services designed around the citizen.
2. Increase digital inclusion to boost citizens' opportunities to flourish in the digital age.
3. Make it easier for businesses and organisations to engage with government.

**We continued to support access, transformation and digitisation of Queensland Government information and services.** Highlights included:

- » managing more than four million interactions through phone (13 QGOV) and in-person services. Online (qld.gov.au) received more than 62.9 million visits in 2016–17—a 53 per cent increase from 41.2 million in 2015–16
- » delivering new proactive and personalised experience pilots to join up information and services around a customer's specific circumstances
- » partnering with the Department of Tourism, Major Events, Small Business and the Commonwealth Games to pilot new personalised online services for business including:
  - the new Grants finder—bringing together information from seven different websites, making it easier for businesses to discover and access grants and assistance from government. The Grants finder for business links to 76 grant services and has been used by more than 9200 customers
  - the Starting a Café pilot—making it quick and easy for business startups to find out what licences they need for their venture. Starting a Café connects 124 relevant services for the Brisbane and Logan areas. The site has been used by more than 2100 prospective new business owners and 83 per cent are satisfied or very satisfied with the service

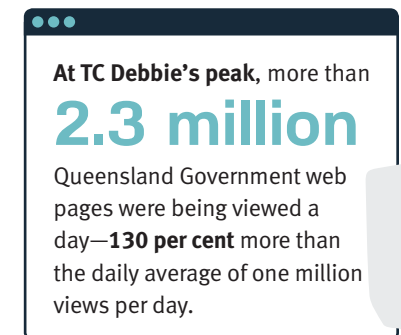
- Seniors Concessions significantly reduce customer effort and time with applications processed in one day rather than 20 days or more. The new pilot expands the range of concessions available in the proactive seniors concession pilot service to include selected rates and utilities, all in a single online process
- Settling in Queensland connects relevant information from 198 sites
- Managing Affairs after Death connects relevant information from 45 sites
- » engaging with Queenslanders to research and co-design government services. More than 6300 Queenslanders from across the state have been involved in service design through 34 engagement activities ranging from in-depth co-design and research activities to surveys and feedback
- » working in partnership with agencies to increase government transactional services on qld.gov.au—more than 400 are now available. Visits to www.qld.gov.au have increased by approximately 53 per cent since 2015–16
- » enabling customers to track the status of their complaints and feedback online, and to 'tell us once' when they moved house—eliminating the need for customers to inform many agencies of their move
- » developing and trialling whole-of-government digital capabilities to meet customer expectations through a personalised MyAccount. Features include alerts, transaction statuses and history
- » partnering with the Queensland University of Technology and the PwC Chair in Digital Economy to undertake a series of innovation sprints to prototype new approaches to personalised and proactive government services.

**We provided services and information to Queenslanders during TC Debbie.**

**Queensland Government's 24/7 contact centre (13 QGOV)** supported Queenslanders through TC Debbie community recovery efforts by answering more than



to Community Recovery, SES and Housing Responsive Maintenance lines and helping people in need to complete hardship grant applications through the online portal.



**QSA conducted two disaster recovery workshops** for government record-keepers and the public. Regional participants took part via new robotic technology—the Beam robot.



**We promoted and increased access to the archival collection at QSA by:**

- » transferring more than 2.3 linear kilometres (in excess of 150,000 items) of permanent government records to the archival collection where they will be preserved and stored to form part of Queensland's history
- » continuing to support the Queensland Government's First World War centenary commemorations by working with the ANZAC Centenary Committee and the State Library of Queensland
- » completing the Digital Archiving—Design, Test and Prove project. Longer term, the Digital Archiving program will enable the safeguard of our most important records and ensure they are safe and accessible in years to come for all citizens
- » using Flickr to connect with citizens by successfully curating and delivering new content and increasing access to almost two million views
- » releasing Cabinet Minutes online and in a fully digitised format (the 1986 Cabinet Minutes) for the first time
- » participating in the Brisbane Open House scheme. We conducted tours and activities for more than 200 Queenslanders.

**We collaborated with service providers, government agencies, business and corporate entities to increase the digital skills of all Queenslanders by:**

- » expanding the Advance Queensland Community Digital Champions program, encouraging the public to explore the benefits of the digital age through the stories and activities of inspirational members of the community. A total of 37 new champions were recognised in 2016–17, bringing the total number to 92. These champions have conducted more than 250 activities to increase digital awareness and capabilities and reached more than 70,000 people across the state
- » supporting the 2016 National Year of Digital Inclusion by promoting events that encouraged Queenslanders to participate in the digital economy and improved digital adoption across Queensland. Activities included GovHack, Tech Savvy Seniors workshops, the CLICK! Digital Expo and the Django Girls coding event

- » increasing awareness and understanding of digital inclusion issues and programs through a roundtable discussion with 100 representatives from government, regional communities, Advance Queensland Community Digital Champions, business, industry, corporate and not-for-profit organisations. Key issues that contribute to Queensland's digital divide were discussed, including the need to increase engagement with regional communities
- » responding to the need for greater engagement with regional communities through a Digital Skills for all Queenslanders regional roadshow visiting Rockhampton, Cairns, Longreach and Bundaberg. Regional Queenslanders participated in digital skills workshops, a public expo and community consultation discussions aimed at increasing awareness and interest in digital technologies.

**We made it easier for businesses and organisations to engage with the Queensland Government by:**

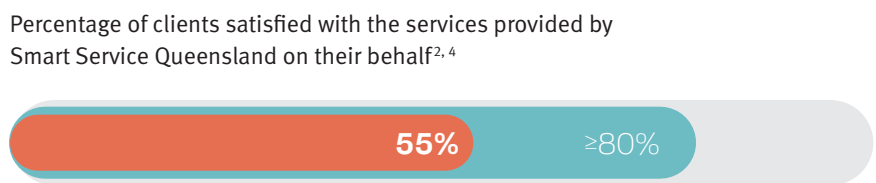
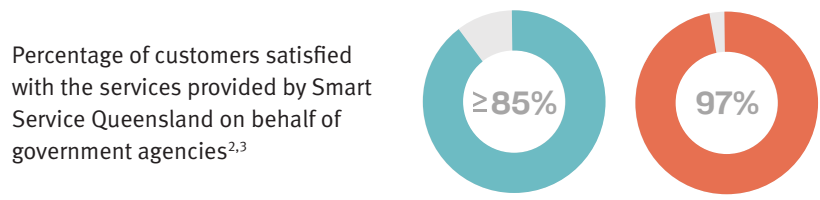
- » delivering three Partners in Technology (PiT) forums to keep Queensland's ICT industry informed about procurement requirements and trends in government agencies and non-government organisations
- » partnering with Griffith University's Harry Gentle Research Centre to deliver a series of lectures on policing in the early years of the colony of Queensland
- » partnering with Tasmanian Archives and Heritage Office (TAHO) to investigate crowdsourcing opportunities for archives.



## Performance review

The following service standards in the department's *Service delivery statements 2016–17* were used by the department and the government to assess the service area's overall performance.

### Service standards

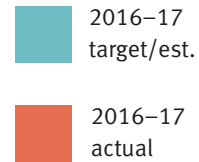


#### Notes:

1. The positive result indicates clients' overall satisfaction with the One-Stop Shop program. This is the second year this measure has been reported. The target and the measure continue to be monitored for appropriateness and relevance to the One-Stop Shop program.
2. The term 'client' is used to identify other government departments or agencies, while the term 'customer' identifies members of the public. It is a measure of overall satisfaction.
3. This measure is based on customer satisfaction survey results for the phone (13 QGOV) and counter (Queensland Government Service Centres (QGSC) and Queensland Government Agent Programs (QGAP)) services managed by Smart Service Queensland (SSQ). In 2016, the online ([www.qld.gov.au](http://www.qld.gov.au)) customer satisfaction results were removed from this measure as it is no longer managed by SSQ. This year's positive result was attributed to high levels of customer satisfaction for the delivery of phone and in-person services provided by SSQ.
4. The 2016–17 actual result is lower than the target due to the high percentage of neutral responses (38%) received from only 42 respondents. The percentage of clients surveyed who responded with extremely satisfied, satisfied or neutral was 92.8 per cent. Given neutral responses do not conclusively indicate a positive or a negative result, SSQ will carefully review its results as part of its continuous effort to improve services to clients.



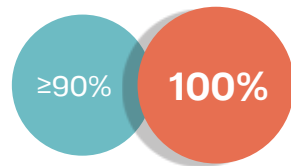
Cost per customer service interaction (all interactions)<sup>5</sup>



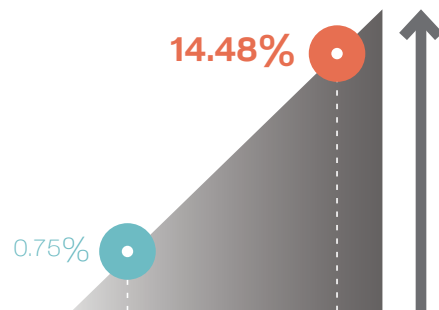
Overall customer satisfaction with Queensland State Archives' delivery of services to the public<sup>6</sup>



Percentage of One-Stop Shop projects being managed or delivered which meet committed timeframes and budget<sup>7</sup>



Percentage increase in the efficiency of service delivery<sup>8</sup>



- The measure is calculated based on the operating costs divided by interaction data. This target will be reviewed in subsequent years to refine the target for this measure based on several years of data. Customer service interactions include online sessions (qld.gov.au), in-person (QGAP and QGSC), telephone (13 QGOV), counter, card and concessions. This year's result achieved better than target due to the significant increase in the number of online customer interactions.
- The 2016–17 result is from the biennial customer satisfaction survey conducted for Queensland State Archives in March 2017, and is lower than the target due to the higher percentage of neutral responses received. The percentage of customers who responded with extremely satisfied, satisfied or neutral was 97 per cent. The next survey will be conducted in 2019.
- This measure is being discontinued for future years as it has been classified as a process measure, so does not meet the criteria as a measure of effectiveness.
- This measure is being discontinued for future years as it has been replaced by a new measure 'average cost to QSA per record accessed' which is a more robust measure of efficiency. The new measure will be reported in 2017–18.



## CASE STUDY

# Bright flickers of success

Fascinating behind-the-scenes looks at historical records earned Queensland State Archives (QSA) more than two million views across its social media channels in 2016–17.

The QSA Flickr channel accounted for 1.8 million views alone, showcasing the QSA collection to new audiences around the world. Most popular albums were *Brisbane City* and *Gold Coast in Colour!*, with the most popular photo of the year showing Roma Street Station in 1898.

The success followed innovative and focused work by QSA's online team during the previous year to find, create and curate content for its online collection and develop Flickr as a platform.

Flickr's strong community aspect made it the ideal channel to promote historical images in QSA's collection.

The new channel has empowered employees to collaborate and contribute, and to develop their skills.

By cross-promoting Flickr content across Facebook and Twitter, the team has maximised QSA's reach across all channels.

Photograph of Roma Street Station in 1898 from the Queensland State Archives collection



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## Looking forward

In 2017–18, the department will:

- » partner with Queensland Government agencies, federal and local governments, non-government organisations and the private sector to provide digital, personalised and proactive services, making it simpler, faster and easier for customers to locate and access government services
- » continue to improve the customer experience when using digital government services delivered through [qld.gov.au](http://qld.gov.au)
- » collaborate with service providers, government agencies, business and corporate entities to implement digital inclusion and digital literacy activities that encourage Queenslanders to develop essential digital skills
- » continue to encourage Queenslanders to adopt digital technologies through inspiring role models and support Advance Queensland Community Digital Champions to undertake digital literacy activities
- » increase engagement with regional communities to improve digital literacy across the state and reduce the digital divide
- » progress the first stage of a digital archive solution to help keep our state's most significant records safe and accessible
- » progress a program of key projects to modernise the SSQ infrastructure to ensure customer information remains secure and enables streamlined service delivery to the community
- » work with agencies to improve the standards of record-keeping across government. This will ensure records are available for present and future generations
- » continue to provide service excellence to Queenslanders by phone via 13 QGOV and in person at QGAP locations and QGSCs
- » review the *Public Records Act 2002* to support effective record-keeping for the public sector in the digital age
- » partner with agencies and provide strategic advice to develop and implement digital economy policies and initiatives to improve Queenslanders' adoption of digital technologies, inclusion and infrastructure
- » support implementation of the Queensland Government's *Strategic Blueprint for Queensland's North West Minerals Province* by working with agencies to identify regional government service delivery improvements.



## Our Government Champion role

The Queensland Government is committed to increasing the capability of government to deliver innovative, effective and integrated services for Aboriginal and Torres Strait Islander peoples across Queensland, particularly those who live in remote and discrete communities. The Government Champion program provides an opportunity for CEOs to partner with individual communities to deliver better outcomes for the community.

Our Director-General is the Government Champion for the community of Wujal Wujal in Cape York. In this role, the Director-General has built a strong relationship with the community and is focused on working with them to deliver on their priorities.

Working with Wujal Wujal Aboriginal Shire Council, Wujal Wujal Community Justice Group and traditional owners, the past 12 months focused on:

- » supporting the Mayor to scope a community plan
- » providing support, advice and coaching to Wujal Wujal Aboriginal Shire Council key staff
- » supporting projects and activities to assist with prevention and respond to domestic and family violence in the community
- » brokering discussion and negotiation of key community priorities such as infrastructure, economic development, social housing and external government and non-government services
- » connecting council staff with relevant government officers to assist in securing funding for significant projects.

In addition, DSITI has been working closely with the community on a number of fronts. We have:

- » been working closely with Wujal Wujal Aboriginal Shire Council and telecommunications service providers on options to increase telecommunications capability in Wujal Wujal
- » provided and installed a number of personal computers within the Indigenous Knowledge Centre to support community digital learning

- » undertaken records management and general administrative capability assessments and provided recommendations and policy development support to the council
- » engaged the CEO of Wujal Wujal Aboriginal Shire Council in leadership activities with DSITI Board of Management and staff.

Staff from all over the department have supported the wider Wujal Wujal community over the past 12 months with their generous personal contributions to the Indigenous Literacy Day Book Drive and Back to School Stationery Collection. These two initiatives saw more than 1000 books and in excess of 100 fully stocked backpacks provided to the community.



Director-General Jamie Merrick, Government Champion for the community of Wujal Wujal at Bloomfield River State School



# Services for government

## Objective

Provide a range of specialist services, modern corporate services and trusted advice that supports the achievement of government priorities and assists Queensland Government agencies to deliver their services.

## Overview

The service area provides high-quality government-to-government services and advice, provides ICT direction and assurance, and delivers scientific information that underpins government policy.

Our areas of focus are to:

- » provide trusted scientific services and technical advice to government agencies, industry and the community
- » lead complex, multi-agency ICT programs and projects, manage ICT strategic sourcing and procurement arrangements, and facilitate engagement between the ICT industry and government
- » deliver consolidated ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services
- » deliver information brokerage solutions to customers in business and the community Australia-wide on a commercial basis
- » provide corporate transactional and advisory services to more than 70,000 public servants across 25 Queensland Government departments and agencies.

Our key material services are:

- » science delivery
- » strategic information and communication technology
- » CITEC information and communication technology
- » CITEC information brokerage
- » human resource (HR) services
- » finance services.

This service area is supported by the Queensland Government Chief Information Office (QGCIO) in providing independent, qualified advice to the Minister for Innovation, Science and the Digital Economy, and directors-general and agencies on ICT management and investment issues from a whole-of-government perspective.

QGCIO supports government ICT investment by:

- » developing the strategic direction for ICT and digital services within government in consultation and collaboration with agencies, the broader industry and academic sector
- » delivering appropriate policies, standards and guidelines as a governance framework to assist agencies to deliver quality frontline services
- » driving digital and ICT-enabled business transformation by developing targeted strategies, blueprints, business cases, evaluations, pilots and initial implementation
- » improving whole-of-government cybersecurity capability
- » ICT profiling that provides a cross-government view of ICT assets to support collaboration and provide evidence for future initiatives
- » providing advice, analysis and intervention as appropriate on emerging day-to-day issues.



## CASE STUDY

# Monitoring Queensland's air

Thirty air-quality monitoring stations stretching around the state from Moranbah to Mackay are under the watchful care of the department's Science Division.

The division manages and maintains this network, which is mostly in major Queensland population centres, and receives reports from a further 18 industry-operated stations. All continuous air monitoring data collected is publicly available through the government's Open Data web portal.

Together, the information helps the division to benchmark Queensland's air-quality against national standards, spot long-term trends, and keep communities, industry and government informed about ambient air quality in near-real time.

Custodians of air-quality data since 1978, the department provides validated information to other agencies, environmental consultants, industry, education and research facilities, and communities. This baseline data is fundamental to investigating complaints, managing emissions for licensed facilities, and other

environmental compliance activities. Investigations into coal train emissions along the South East Queensland rail network and industry impacts on air-quality in Townsville and Mount Isa have all benefited.

Recent advances in technology mean air-quality data can be streamed live, allowing local communities to be instantly informed about the air-quality in their region and how levels compare to standards.

Overwhelmingly, the department's data shows Queensland's air-quality is high. In the few times the state's air-quality has dropped, there has usually been a significant cause—such as bushfires, controlled burning or dust storms.

Top: Chris Collins (left) is inspecting a 1405-DF TEOM™ Continuous Dichotomous Ambient Air Monitor while Esther O'Brien performs maintenance on a Partisol™ 2025i Sequential Air Sampler

Bottom: Monitoring rail corridor dust at Cannon Hill, Queensland © State of Queensland 2015







## Our operating environment

We operate in a complex and fluid environment driven by changing technology and customer needs and expectations.

DSITI's leading-edge scientific methodologies and evidence underpin government policy and programs in the areas of natural resource management and the environment. Importantly, our scientific information, tools, mapping and modelling products enable the Queensland community and industry to manage the impacts of drought and climate variation and understand their risks at regional and local scales.

While new technology provides significant opportunities to improve user experience, the department's challenge is to balance innovation and risk through appropriate governance so new opportunities can be pursued, while maintaining the security and integrity of core services.

DSITI manages its ICT resources to focus on consistently applying appropriate governance measures, promoting transparency to inform decisions, and careful monitoring to mitigate risk. We do this by:

- » putting tools and processes in place to enable modernised resources to provide better and more efficient services
- » supporting agencies by investigating options to improve service delivery and providing considered advice to aid decisions.

In response to this diverse environment, we will:

- » build on the department's proven track record for successfully managing and delivering large, complex, multi-agency ICT programs
- » further strengthen the Queensland Government's cybersecurity defences and capability through proactive incident detection and mitigation and addressing cybersecurity challenges
- » build on existing internal capability to mature data-sharing and data analytics across government
- » harness new ICT platforms, services and business models and effectively manage risk associated with complex and legacy environments
- » continue to pursue business optimisation opportunities in partnership with customer agencies, with a key focus on digital corporate services and enhancing the customer experience
- » continually strive to improve the quality and quantity of scientific data and access to it.



## Our performance

In 2016–17, this area improved services for government and contributed to the department’s strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction. Some of our achievements are listed below.

Three strategic objectives drove our achievements:

1. Provide high-quality government-to-government services and advice.
2. Set strategic direction, advise, provide assurance, pilot and implement leading-edge digital services.
3. Provide scientific advice, information, monitoring and modelling services to underpin policies and services that protect and enhance Queensland’s natural resources and the environment.

### We provided effective ICT services to other government agencies and corporate entities:

- » processed an estimated 19 billion government business transactions each week—totalling more than \$40 billion every year—through the infrastructure and platforms managed by CITEC ICT
- » maintained an industry-leading availability rate of 99.98 per cent on more than 22,590 network devices, 1800 servers and 2800 kW of data centre power
- » maintained 99.93 per cent service availability for the Queensland Government Customer Identity Management (CIDM) system
- » enabled the flow of 25 terabytes of secured data between the internet and agencies every day
- » enabled more than 67 per cent of Queensland Magistrates Court claims documents and 90 per cent of Victorian County Court lodgements to be filed electronically

- » maintained CITEC’s International Standard for Quality Management (ISO9001) for the 24th year in a row
- » supported 78 participants from across eight agencies in the ICT Graduate program. From 1400 applications for the 2017 ICT Graduate intake, 34 graduates were recruited with 21 participants graduating in 2016
- » established a strong governance framework to support ICT category management across government
- » reviewed the whole-of-government ICT policy framework (QGEA) to support federated policy and best practice development across the sector.

### We delivered cybersecurity services, capability and operations across government:

- » successfully mitigated 37 major Denial of Service cyber attacks, preventing them from impacting Queensland Government services
- » provided security intelligence by collecting and analysing an average of eight million logged events per day from more than 130 sources
- » delivered a suite of whole-of-government cybersecurity protections and programs to increase capability and maturity across government
- » worked with the Australian Government to help establish the first Joint Cybersecurity Centre in Brisbane. We are on the board of governance
- » achieved global best practice accreditation in information security management for CITEC’s data centres by attaining ISO27001 certification.



**We continued to deliver high-quality corporate services to other government departments. We:**

- » delivered a range of corporate services including finance, human resource management and mail support services
- » achieved an accuracy rate of more than 99 per cent for core finance and payroll processing activities
- » collaborated with agencies to progress service consolidation and modernisation initiatives with a focus on digital services and simplified business processes, including:
  - upgrading the core payroll solution used to deliver payroll and human resource services for more than 20 agencies, with improved self-service and workflow capability for employees
  - migrating the first two (of four) public safety agencies from a legacy payroll solution to the updated, shared core payroll solution as part of the HRIS program
  - finishing migrating three legacy agency finance systems to a shared, modern finance solution, providing greater functionality including self-service capabilities
- » implemented a series of superannuation-related reforms including an updated straight-through payment processing portal for more than 20 agencies
- » introduced a new corporate card management solution to 14 agencies, providing improved user experience and online approval processes, better controls and reporting capabilities
- » QSS was acknowledged at the 2017 Australasian Shared Service and Outsourcing Network Awards—the industry benchmark of excellence for both public and private sectors. QSS:
  - won the Excellence in People and Culture Creation category in recognition of QSS’ efforts to proactively manage the impact of digitisation
  - received an honourable mention in the Best Process Improvement and Innovation category for implementing continuous control monitoring to improve the performance and reliability of QSS’ accounts payable systems.

**We continued to deliver high-quality scientific services to our customers. We:**

- » delivered the first fully comprehensive map and information system of Queensland’s regional ecosystems. The map details vegetation data collected from more than 30,000 sites across the state
- » developed the Moreton Bay Mangroves and Associated Communities Interactive Map Viewer to enhance the knowledge, understanding and awareness of mangrove communities and estuarine wetlands in South East Queensland
- » expanded state-wide monitoring by adding eight new tide gauges in the Gold Coast Broadwater and installing the first of the new Reef Taskforce water quality monitoring sites
- » provided high-resolution climate change projections for Queensland through a dedicated climate change website to help local government, business, primary producers and communities understand their risk, build resilience and minimise the impacts of climate change
- » released the 2014–15 State-wide Land Cover and Tree Study (SLATS). SLATS uses Landsat satellite imagery to detect changes in woody vegetation in Queensland and to report annualised total woody vegetation clearing rates in hectares per year
- » continued to improve the quality, quantity and access to scientific data by increasing the number of monitoring sites and improve data management and accessibility systems to ensure timely and accurate data availability.

**We identified, negotiated and achieved significant ICT cost efficiencies for government:**

- » negotiated a discount of \$21.2 million over four years for whole-of-government software licensing and support services
- » identified avoidable costs of \$51.2 million available to Queensland Health to purchase software and services for a major system replacement project
- » enabled \$1.6 million per annum over 12 years in savings by implementing a new Harmonised Government Spectrum licence for Queensland Government radio networks
- » leveraged \$13.67 million in new government investment to secure 72 new or upgraded mobile phone towers under round two of the Australian Government’s Mobile Black Spot Program to improve mobile coverage for Queenslanders.



### We developed, led and delivered significant Queensland Government initiatives:

- » **1 William Street ICT program:** delivered new ‘anywhere, anytime, any device’ technology to 4700 public servants from 21 agencies in the new building. The technology includes wired and wireless networking, federated identity management, follow-you printing, video conferencing and team collaboration facilities
- » **Testing within Government (TWiG) program:** enabled SMEs to improve the positioning of their products by working collaboratively with government agencies on a range of business challenges. Five SMEs successfully completed round one of the program in 2016–17, with a further 11 commencing in round two
- » **Multi-agency shared connectivity trial in Roma:** delivered the capability to reduce telecommunications costs, improve connectivity and increase collaboration for partner agencies
- » **Mobile Black Spots program:** collaborated with stakeholders to identify locations to deploy 66 4G small cells throughout Queensland to further improve mobile coverage across the state. Locations for a further 14 small cells will be determined in 2017–18.

### We provided assurance and advice to significant Queensland Government initiatives:

- » **ICT investment assurance:** managed oversight of all government ICT investment projects through a central gated review and assurance process
- » **Directors-General ICT Council:** provided advice on more than \$1.2 billion ICT investments reviewed by the council in 2016–17
- » **agency committees and reviews:** provided independent specialist ICT and data-sharing advice
- » **Out of the Dark initiative:** supported the Queensland Family and Children Commission to engage with the public and not-for-profit organisations to raise awareness of online child safety.

### We delivered critical services during and after TC Debbie.

- » We worked with the Department of Communities, Child Safety and Disability Services to process more than 64,000 payments totalling approximately \$28 million to people affected by TC Debbie.
- » We provided storm tide advice and deployed two ocean buoys to obtain wave height data.
- » After TC Debbie made landfall, we undertook land use and crop mapping to inform damage assessments, crop loss estimations and water quality assessment. Following TC Debbie, the Queensland Chief Scientist led and published an independent assessment of flooding of communities in Sandy Creek catchment near Mackay.



Rae Huggins taking a water sample from one of the monitoring sites in Sandy Creek, Mackay, Queensland

## CASE STUDY

# Eve is the voice technology of the future

Arriving at level 33 of 1 William Street—the department’s headquarters—is a new experience for visitors.

Thanks to an Australian-first partnership with cloud technology specialist Axalon, a Google Home speaker called Eve greets visitors at reception.

Configured for conversation, Eve directs visitors to meeting rooms and notifies staff on their desk phone or by text message when their guests have arrived.

But it’s not about the visitor experience alone. Eve is rewarding the department with improved workplace productivity.

The reception area is located separately to the main office, making it unproductive and impractical to have it staffed full-time for irregular visitor arrivals. With Eve, the department can streamline its work, operate efficiently and free up two people to do more complex and valuable activities.

Eve’s arrival followed Axalon’s involvement in the Testing Within Government (TWiG) program, which invites businesses to partner with government to solve specific challenges. Axalon had worked on an environmental monitoring solution during TWiG, and during World Science Festival operated an interactive water buoy that relayed water quality data from the Brisbane River.

As an early adopter of Google Home technology—which has recently been released in Australia—Eve shows the benefits that follow government and business working together. She’s also the voice of the future, with Global technology firm Gartner predicting that, by 2020, ‘voice first’ interactions will drive 30 per cent of web browsing.

## meet the game changers



An Australian-first partnership with cloud technology specialist Axalon, a Google Home speaker called Eve greets visitors at reception. Configured for conversation, Eve directs visitors to meeting rooms and notifies staff on their desk phone or by text message their visitors have arrived

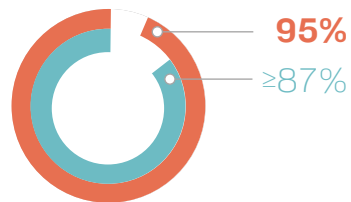




## Performance review

The following service standards in the department's *Service delivery statements 2016–17* were used by the department and the government to assess the service area's overall performance.

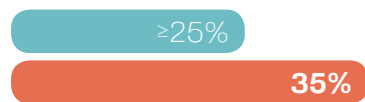
Percentage of customers from other government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction)<sup>1</sup>



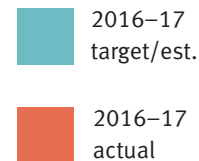
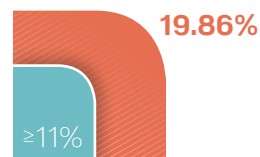
Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support *Reef Plan 2013–18* and other government priorities<sup>2</sup>



Co-investment as a percentage of the Science Delivery budget<sup>3</sup>



Percentage of whole-of-government spend awarded to SMEs (transactions over \$10,000)<sup>4</sup>

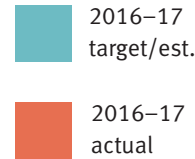


### Notes:

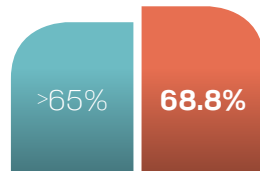
1. This measure is an indicator of the success of delivering Science Delivery services to meet the key priorities of other government departments for environmental and natural resource policy and decision-making. The survey results reflect the division's concerted efforts to improve service delivery and client relationships. These efforts include quarterly client meetings and improved governance processes.
2. The timeframes involved are negotiated per sample submission and quality is measured by maintenance of accreditation with the National Association Testing Authorities (NATA) Australia and performance in national and international laboratory proficiency trials. To maintain accreditation, the DSITI Chemistry Laboratory is required to constantly review processes and procedures. This process ensures that clients receive best practice service delivery.
3. The measure is an indicator of efficiency in delivering services for government and external customers by maximising financial resources through leveraging and partnering. Appropriated funding is leveraged by performing fee-for-service activities for other state government agencies and by partnering with external organisations including universities and other scientific organisations.
4. This measure assesses the ongoing effectiveness of the ICT SMEs participation scheme policy by measuring the percentage of whole-of-government spend on transactions over \$10,000 awarded to SMEs for ICT products and services. The ICT SME participation scheme policy ensures effective engagement with the ICT industry and specifically with SMEs by ensuring departments adopt a consistent procurement process.



Operating cost as a percentage of managed spend on ICT goods and services<sup>5</sup>



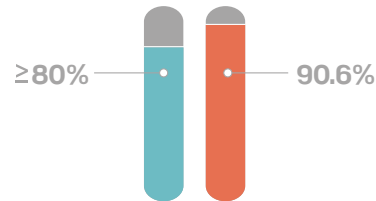
CITEC ICT customer satisfaction<sup>6</sup>



CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)<sup>7</sup>



CITEC IB customer satisfaction<sup>8</sup>



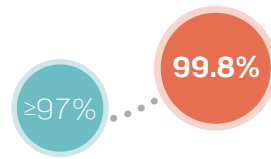
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA)<sup>9</sup>



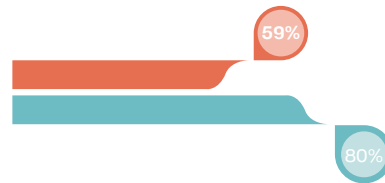
5. This measure has been classified as a measure of cost effectiveness, and has therefore been discontinued as a measure of efficiency and replaced with a new measure which will be reported in 2017–18. The positive result is due to lower than anticipated expenditure for professional services by the Government Wireless Network Contract Directorate and lower than anticipated employee expenses within ICT Strategic Sourcing.
6. This measure shows the percentage of customers satisfied with CITEC ICT's service and is calculated using an overall customer satisfaction question.
7. This measure shows the net income with interest, taxes, depreciation and amortisation added back to the operating position, effectively eliminating the effects of financing and accounting decisions for CITEC ICT. CITEC ICT's 2016–17 EBITDA position is better than target/estimate and is mainly due to better than anticipated client retention and additional new once-off revenue from Queensland Government agencies.
8. The positive result was attributed to high levels of customer satisfaction with the CITEC Confirm service centre as well as the reliability and timeliness of the CITEC Confirm service. This measure shows the percentage of customers satisfied with CITEC Information Brokerage's service and is calculated using an overall customer satisfaction question.
9. This measure shows the net income with interest, taxes, depreciation and amortisation added back to the operating profit, effectively eliminating the effects of financing and accounting decisions for CITEC Information Brokerage. CITEC Information Brokerage's 2016–17 actual is better than the target/estimate primarily due to successful retention of key customers.



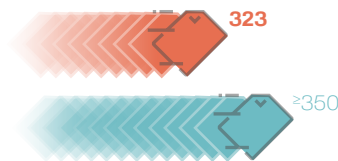
Percentage of payroll services delivered within service agreement standards<sup>10</sup>



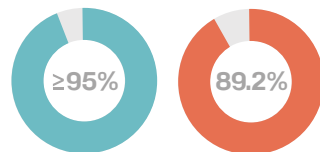
Client satisfaction with HR Services<sup>11,12,13</sup>



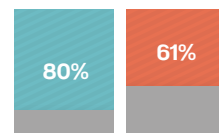
Number of pays processed per full-time equivalent per fortnight<sup>14</sup>



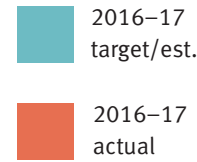
Percentage of finance services delivered within service agreement standards<sup>10,15</sup>



Client satisfaction with finance services<sup>11,12,13</sup>



Number of accounts payable transactions processed per FTE per annum<sup>16</sup>



10. QSS service agreements contain performance standards on which QSS delivers agreed services to customer agencies.
11. This measure is amended with wording change to align with terminology used within the department. The method of calculating the result remains unchanged. The term 'client' is used to identify other government departments or agencies, while the term 'customer' identifies members of the public.
12. These measures were introduced in 2016–17 as an indicator of overall customer satisfaction with HR services and finance services. Services comprises payroll and non-payroll services such as recruitment, establishment management, case management and workforce consultancy services. Finance services include accounts payable, accounts receivable, operational procurement, corporate card administration, and general ledger reconciliation and taxation services.
13. The 2016–17 results reflect the proportion of survey respondents who were satisfied or very satisfied with (HR or finance) services. While the result is below the target of 80%, it is an improvement from 2016 survey outcomes with another 30% (finance) and 32% (HR) of survey respondents neutral and only 10% (finance) and 9% (HR) dissatisfied or very dissatisfied. In 2017–18, QSS will continue to focus on customer service and delivering improved technology and business processes to increase customer satisfaction.
14. This measure is an indicator of productivity. The 2016–17 result is below target. A number of HR/payroll projects were delivered during 2016–17 and are continuing throughout the 2017–18 financial year. The parallel delivery of key projects and fortnightly services has required resourcing to be maintained at original levels, e.g. to allow for training of staff and to undertake user acceptance testing, resulting in less pays processed per FTE.
15. The 2016–17 result is below target although the majority of finance services were delivered within service agreement standards. Services relating to vendor and customer master data were delivered outside of target, primarily due to a major one-off exercise to conduct historical checks of vendor master data changes, and the introduction of additional controls for this service. QSS is collaborating with agencies to review service agreement standards for this service to reflect increased system and/or process control requirements.
16. Result indicates that performance improved incrementally over the past two years due to increasing uptake of eForms.



## Looking forward

In 2017–18, the department will:

- » transition to a new ICT contracting framework that makes it easier for industry—especially SMEs and startups—to do business with government
- » lead ICT category management across the Queensland Government to ensure whole-of-government needs are met and value for money is maximised for significant ICT investments
- » manage large-scale contracts on behalf of government agencies to ensure the ongoing success of the Government Wireless Network, ICT in the 1 William Street building and the Mobile Black Spots Program
- » progress the cross-agency Human Resources Information System (HRIS) program—a replacement core HR/payroll solution and a new human capital management capability for Queensland Ambulance Service, Queensland Corrective Services, Queensland Fire and Emergency Services and Inspector-General Emergency Management
- » establish a data-sharing and analytics capability to enable data-sharing across government, provide insights and intelligence to agencies and develop a whole-of-government data-sharing platform
- » implement a multi-agency shared connectivity initiative to reduce telecommunications costs, improve connectivity and increase collaboration for partner agencies
- » work with the Information Commissioner, Parliamentary Counsel and Department of the Premier and Cabinet to investigate legislative barriers to sharing information
- » investigate options to obtain independent data on mobile coverage across Queensland, potentially by crowd-sourcing this data via an app on mobile devices
- » complete the upgrade of the government’s core, shared finance solution supporting 20 agencies, providing a modern platform from which to pursue new self-service and automation opportunities
- » deliver several payroll upgrades and migrations for public safety agencies, ensuring services are provided through a contemporary, vendor-supported solution
- » refine customer channels to make it easier for customers to contact the department for services and support
- » continue to identify and implement digital business service improvements to drive high-quality services and reduced costs of transactional processing for customer agencies
- » support the Great Barrier Reef Water Quality Program through monitoring water quality in Great Barrier Reef catchments, including the Catchments Loads Monitoring Program, wetland monitoring and by delivering updated land use and land use change-mapping for the reef catchments of Mackay–Whitsunday and Burdekin
- » commence, through the Queensland Water Modelling Network, collaborative tasks and joint projects with lead university and research partners to achieve better integration between surface water, groundwater and water-quality modelling in Queensland
- » collaborate with stakeholders, such as Gold Coast City Council, to establish an air-quality monitoring program on the Gold Coast with a focus on providing data during the 2018 Commonwealth Games
- » create and integrate a feedlot model into the Model for Effluent Disposal using Land Irrigation (MEDLI) v2 system, on behalf of major industry partners, to improve effluent irrigation scheme design and modelling
- » harness and foster community participation through the Weed Spotters Network and establish a detection and reporting system of new and emerging weeds.

## CASE STUDY

# QSS proactively protecting customers

As hackers and fraudsters become more sophisticated in their methods, Queensland Shared Services (QSS) has taken a proactive approach to safeguard the integrity of their processes and payments to vendors.

Its approach means QSS is protecting its customers and saving millions of dollars in potential loss from fraud.

In August 2016, QSS facilitated a Finance Assurance Forum with customer agencies and representatives from Queensland Audit Office, Queensland Government Chief Information Office and Queensland Police Service to find ways to collectively prepare against security and fraud threats.

The QSS Accounts Payable, Master Data and Payroll teams patiently contacted all vendors who had changed their bank details since January 2016, making more than 5500 phone calls to confirm bank account details to mitigate any payment issues.

Implementing Continuous Control Monitoring (CCM) as an internal control application helped to further safeguard against fraud and errors. CCM automates system validations beyond what is available in the core finance system, and identifies possible duplicate payments, duplicate vendor records, discrepancies in vendor records and possible fraudulent activity.

Since CCM began in January 2017, more than 1.2 million invoices have been uploaded, with more than 60,000 potential duplicates detected for review. Of these, only about 800 items were found to be actual duplicates needing correction, less than 0.07 per cent of all transactions.

With these proactive measures in place, QSS is continuing to put its customers first and protecting them from scams, fraud and security threats.

meet the  
game changers





# Other whole-of-government plans and specific initiatives

During 2016–17, DSITI was responsible for the following whole-of-government programs, plans and initiatives.

## Strategies and plans

- » Accelerating Advance Queensland
- » Advance Queensland Engaging Queenslanders in Science Strategy
- » *ICT Industry Engagement Action Plan*
- » *One-Stop Shop Plan 2013–18*
- » *Queensland Digital Economy Strategy and Action Plan*
- » *Queensland Government ICT Strategy 2013–17*
- » 1 William Street ICT Blueprint, adapted into a Collaborative Workspace Strategy and Principles artefact to support the whole-of-government move to greater workforce mobility.

## Programs

- » Small Business Innovation Research program rollout: identifying innovative solutions for complex challenges from across the Queensland Government and enabling innovation in government services
- » Digital Archiving program: completed the Design, Test and Prove project
- » 1 William Street ICT program: delivered new ICT infrastructure to the building
- » Human Resources Information System (HRIS) program: took over management of the cross-agency initiative
- » Testing Within Government (TWiG) program: managed and delivered the program and expanded it across government.

## Initiatives

- » Queensland Government's First World War centenary commemorations: supported by working with the ANZAC Centenary Committee and State Library of Queensland
- » *Health of Queensland Science and Innovation 2016 report (October 2016)*: a summary of the current position of the state's science sector
- » Queensland Information Technology Contracting (QITC) framework: engaged with industry to design ways to make it easier for government and industry to do business
- » Torres Strait Digital Expansion Project: engaged with industry and government stakeholders to secure \$2.135 million co-funding support for the submission to the Commonwealth Building Better Regional Fund.

During 2016–17, DSITI also supported the following whole-of-government plans and initiatives:

- » *Reef Water Quality Program*
- » *Great Barrier Reef 2050 Long-Term Sustainability Plan*
- » *State Disaster Management Plan*
- » *Vegetation Management (Reinstatement) and Other Legislation Bill*
- » *Queensland Biofutures 10-Year Roadmap and Action Plan*
- » *Queensland Biofuels Mandate*
- » *State of the Environment Report*
- » *Climate Transition Strategy*
- » *Queensland Climate Adaptation Strategy*
- » *National Research Infrastructure Roadmap*
- » *Biomedical and Life Sciences Roadmap*
- » *Electric Vehicle Strategy*
- » *Innovation and Science Australia 2030 Strategic Plan*
- » *Red Tape Reduction Advisory Council Report—Queensland Government Response and Action Plan*
- » *Queensland: an age-friendly community action plan*
- » *State Infrastructure Plan*
- » *Queensland Housing Strategy 2017–20*
- » *Logan Together initiative*