

## 4 Our people



### Workforce profile (active and paid as at fortnight ending 24 June 2016)

Division	FTE total
Office of the Director-General	11.00
Change and Operations	239.54
Digital Productivity and Services	554.33
Internal Audit	3.00
Office of the Queensland Chief Scientist	8.56
Queensland Government Chief Information Office	44.40
Science	963.07
Shared Corporate Services	383.34
Strategic ICT	398.66
Strategic Policy and Innovation	45.20
<b>DSITI</b>	<b>2651.10</b>

### Diversity statistics

Category	%
Aboriginal and Torres Strait Islander	1.36
Disability	4.20
Non-English speaking	15.80
Females in the workforce	57.39
Females in senior management (CEO, SES, SO)	31.45
Females in management (AO8, AO7, AO6, PO6, PO5 and equivalent)	46.76

### Permanent separation rate

Full-time equivalent	
Permanent	2118.18
Permanent separated	150.02
Percentage	7.08%
Head count	
Permanent	2246
Permanent separated	160
Percentage	7.12%

# 4 Our people

## Early retirement, redundancy and retrenchment

During the period, 19 employees received redundancy packages at a cost of \$1.409 million. All voluntary redundancies were employee initiated.

## Workforce planning, attraction and retention

During 2015–16, the department focused on building a high-performing, innovative and connected workforce. DSITI has implemented a number of key strategies and programs to address our current and future workforce needs. Specific areas of focus included:

- building leadership and management capability
- managing performance
- collaborative and inclusive problem solving through initiatives such as Innovation Sprints and the Director-General Innovation Challenge
- connecting employees through sponsored departmental networks, including Women’s Connect and the Senior Leadership Forum
- increasing cultural capability and awareness.

## Workforce management

DSITI has sharpened its focus on aligning workforce skills and resources with business priorities through the introduction of the Resource and Vacancy Management and Hot Tasks initiatives.

Resource and Vacancy Management—whole-of-department principles and approach to resource allocation designed to maximise employment and development opportunities for employees.

Hot Tasks—an innovative and flexible approach to the way we meet peak demand and deliver our business priorities. The Hot Tasks concept was generated from a Director-General Innovation Challenge event. The program aims to:

- increase collaboration, engagement and retention
- support employee development through exposure to different work contexts and on-the-job learning experiences
- contribute to innovation and better business outcomes by harnessing diverse perspectives.

## Information and Communication Technology (ICT) workforce capability development

Over the past year, the department has focused on embedding an ICT capability framework, Skills Framework for the Information Age (SFIA). SFIA is an internationally recognised model that articulates the contemporary capabilities and skills needed to develop information systems and apply information and communications technologies. In 2015–16, the department invested in building our ICT workforce capability through skill passports, a tool that records

employee’s capability against the SFIA framework and is used to recognise and enhance employee capability.

## Service excellence

DSITI is committed to improving services to Queenslanders through better customer experiences, and supported 393 employees with customer experience training. The purpose of these training programs is to support individuals and teams to take a customer-centred approach to delivering better services to the Queensland community.

## Recognition

The department encourages and celebrates the achievements and performance of our employees through informal and formal recognition programs. In 2016, our annual Recognition of Excellence Achievement Awards recognised 44 initiatives, teams and individuals who demonstrated a commitment to upholding the Queensland public service values. The five award categories align to the Queensland public service values.

## Employee performance management

The DSITI Employee Performance Management framework supports alignment between employee, senior executive and chief executive performance and development frameworks. The department’s framework is underpinned

## 4 Our people

by frequent and meaningful conversations about performance and development. It has six key components:

- employee induction/onboarding
- probation
- performance and development planning
- reward and recognition
- management of unsatisfactory performance
- discipline.

A number of support mechanisms are in place to equip managers and employees to optimise performance, including:

- a comprehensive induction and onboarding program
- training in performance planning and effective feedback conversations
- local and whole-of-department recognition programs.

The DSITI performance and development planning policy articulates the responsibilities of managers and their employees in putting into place annual performance and development agreements.

Supporting tools and resources are available to all employees to participate in performance and development planning, aligning with the relative strategic and business objectives. The engagement in this activity was high in 2015–16 with 80.04 per cent of employees having an active Performance and Development Agreement in place.

### Work-life balance

The department supports a range of policies and practices that promote work-life balance and flexible working arrangements, including:

- flexible work centres
- telecommuting
- part-time employment and job-share arrangements
- compressed hours
- staggered start and finish times
- leave provisions, including carer's leave, accrued time and purchased leave.

Flexible work arrangements are actively promoted in recruitment and onboarding activities as well as during performance and development conversations. Our employee survey results highlighted that 63 per cent of employees are utilising flexible workplace options.

### Leadership and management development

Leadership capability continues to be a priority for DSITI. The department is committed to ongoing investment in the development of our existing, new and emerging leaders.

In 2015–16, the department supported leadership development through Public Service Commission-endorsed programs, including:

- Practical People Matters
- Executive and Leadership Capability Assessment and Development
- Emerging Leaders' Development Program and Executive Seminar series.

In addition, the department invested in building the capability of new and emerging leaders by offering the following face-to-face programs:

- Leading Change
- DSITI-Targeted Leadership Development
- DSITI Mentoring
- Executive and Leadership Coaching.

### Workplace health and safety

The department is committed to building a safe, healthy and supportive workplace. Our safety culture was evidenced over the past year with 83 per cent of employees believing their colleagues are committed to workplace safety.

In 2015–16, DSITI:

- commenced a review of the department's workplace health and safety framework and strategy to ensure workplace health and safety remains a priority
- delivered a range of cultural change initiatives, including:
  - the continued promotion of and training in domestic and family violence awareness
  - implementing a cultural capability program including the development of a Cultural Capability Action Plan 2015–18 and a cultural awareness e-learning program.

## 4 Our people

- continued a range of support services, including:
  - counselling and support services to all employees and their families across the department through a confidential and professional employee assistance service
  - support and advice to employees and managers relating to injured or ill employees and other rehabilitation matters through the early intervention centre.
- continued a range of health and wellbeing initiatives, including:
  - free flu vaccination program
  - DSITI Steps Out program (a monthly social, voluntary three-kilometre walk/run)
  - promotion of corporate rates for health insurance memberships
  - online health and lifestyle resources
  - participation in the 2016 Corporate Games—being awarded the Sport for Life Award which recognises DSITI's effort and commitment in supporting employee fitness, health, organisational spirit and morale.

### Industrial and employee relations framework

DSITI's employee and industrial relations framework is based on the legislative framework established by the Queensland Industrial Relations Commission, and contributes to the government's commitment of restoring fairness to government workers.

### New awards and modernisation

Over the past two years, the Queensland Industrial Relations Commission has progressed an award-modernisation process that has produced a new modernised award entitled *Queensland Public Service Employees and Other Employees Award—State 2015* for the Queensland public sector. The department is also party to the modern *Civil Construction, Operations and Maintenance General Award—State 2016*.

The finalisation of the modern award has enabled the government to finalise a new State Government Entities Certified Agreement 2015 (also known as the Core Agreement) which applies to most of the department's workforce.

A new certified agreement (CITEC Certified Agreement 2015) was implemented, providing CITEC employees with employment conditions and a salary increase consistent with the Core Agreement.

The department has maintained a collaborative, proactive and effective industrial relationship with the relevant unions.

The department has a robust consultative framework in place consisting of a whole-of-department consultative committee and consultative committees in the following departmental business units:

- Queensland Shared Services
- CITEC
- Smart Service Queensland.

The department's open, collaborative approach to industrial relations contributed to successful union engagement, resulting in minimal workplace disruption and no days lost as a result of industrial dispute.

# Domestic and family violence prevention in action

In February 2015, the Queensland Government's Domestic and Family Violence taskforce released its *Not Now, Not Ever* report. Since then, the government has, together with other initiatives:

- released its response to the report, including an interim implementation plan
- released a *Domestic and Family Violence Prevention Strategy and associated Action Plan*
- appointed a Domestic and Family Violence Implementation Council.

A range of resources including directive and policy documents, toolkits, fact sheets, and handbooks have been developed and made available to departments. DSITI has established a Domestic and Family Violence working group that will play a major role in implementing the whole-of-government approach.

DSITI does not tolerate behaviours such as bullying, intimidation or harassment in the workplace, whether by employees, their family or others. DSITI is committed to heightening awareness of domestic violence and providing guidance for employees and management to address the occurrence of domestic violence and its effects on the workplace.

A range of resources including tool kits, fact sheets, and face-to-face and online training were developed to assist employees and managers. These resources assist in how to:

- recognise the warning signs of domestic and family violence
- respond quickly and effectively
- refer people to community resources that can help them.

Recent results of an employee opinion survey indicate 91 per cent of employees are aware of the policies in place to support employees affected by domestic and family violence. May 2016 was Domestic and Family Violence Prevention and Awareness month and a key activity was the Darkness to Daylight Challenge Run. More than 50 DSITI employees ran and walked, and collectively raised \$4350.55. Overall, more than 1500 participants at the event from across government raised a total of \$107,553.70.

The event promotes awareness and prevention of domestic violence, an issue of great importance for the Queensland Government and our department. Funds raised go towards the CEO Challenge, a recognised award-winning charity that challenges the business sector to help break the silence surrounding domestic violence.

DSITI is committed to addressing personal safety issues at work, and connecting employees with community resources that help contribute to a healthier, more productive workforce and a safer community.

## 5 Our locations

The department's head office is located at 111 George Street, Brisbane. Service areas are located in a number of sites in the Brisbane CBD and greater Brisbane area, and in major regional centres in Queensland including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba. CITEC has one location interstate.

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

Division	Address
<b>Brisbane</b>	
Queensland Shared Services	Brisbane, 160 Mary Street
	Woolloongabba, 411 Vulture Street
	Woolloongabba, 897 Main Street
Queensland Government Chief Information Office	Brisbane, 111 George Street
CITEC	Brisbane, Edward Street Railway 1C
	Brisbane, Edward Street Railway 1D
	Ipswich, Springfield DATA Centre (Polaris)
Strategic ICT	Brisbane, 111 George Street
Office of the Queensland Chief Scientist	Brisbane, 111 George Street
Science Division	Dutton Park, Ecosciences Precinct, 41 Boggo Road
	Toowong, Queensland Herbarium, Mount Coot-tha Road
	Deagon, Coastal Impacts Unit, Queensland Government Hydraulics Laboratory, 27 Quinlan Street
	Smithfield, Australian Tropical Herbarium, JCU Cairns Campus, McGregor Road
Queensland State Archives	Runcorn, 435 Compton Road
Smart Service Queensland (call centres)	Mt Gravatt, Garden Square Block B, Kessels Road
	Zillmere, Pineapple Street
Smart Service Queensland	Brisbane, 127 Creek Street
One-Stop Shop Strategy and Implementation Office	Brisbane, 111 George Street
Strategic Policy and Innovation	Brisbane, 100 George Street
	Brisbane, 80 George Street

## 5 Our locations

Division	Address
Queensland Government Service Centre	Brisbane, 33 Charlotte Street
<b>Regions</b>	
Queensland Shared Services	Cairns, 63–67 Spence Street
	Gympie, corner Louisa Street and Cartwright Road
	Maroochydore, 12 First Avenue
	Robina, corner Christine Avenue and Scottsdale Street
	Rockhampton, 80–82 Denham Street
	Toowoomba, 532 Ruthven Street
	Townsville, 187 Stanley Street
Queensland Government Service Centre	Cairns, 5B Sheridan Street
	Maroochydore, 12 First Avenue
Digital Economy and Productivity	Toowoomba, 100 Bridge Street
	Townsville, 455 Flinders Street
	Rockhampton, 209 Bolsover Street
<b>Interstate</b>	
CITEC	Melbourne, 256 Queen Street

### Queensland Government Agent Program (QGAP) offices

Smart Service QGAP offices are located in regional centres:

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

QGCC—Queensland Government Customer Centre

## 6 Our financial performance

### Statement by the Chief Finance Officer

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

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

### Summary of financial performance

This financial summary provides an overview of the department's financial performance for the period 1 July 2015 to 30 June 2016. A more detailed view of the department's financial performance is provided in the Financial Statements included in Part B of the Annual Report.

As at 30 June 2016, the economic entity consists of five major departmental services, a commercialised business unit and one shared service provider.

The department has reported an operating deficit of \$2 million for the year ended 30 June 2016, mainly due to a CITEC operating deficit of \$4 million and timing differences in Science's externally funded projects of \$2 million being offset by an operating surplus within Queensland Shared Services of \$4 million.

Total appropriated services revenue for the period was \$282 million, and the department operated within its appropriated budget during this period. Total user charges received for the period was \$304 million, which was primarily derived through Information and Communication Technology services by CITEC, services by Smart Service Queensland, and Corporate Services (including Finance and Payroll support) by the department's shared service provider, Queensland Shared Services (QSS).

The department's net assets reduced to \$139 million, and the net book value of property, plant and equipment for the department was \$189 million. All liabilities recognised by the department are funded and no significant contingent liabilities exist as at 30 June 2016 in respect of the department's activities.

### Comparison of actual results for 2015–16 and 2014–15

Financial results	2015–16	2014–15	Variance
Income from continuing operations	\$609 million	\$685 million	(\$76 million)
Expenses from continuing operations and income tax	\$611 million	\$694 million	(\$83 million)
Operating result from continuing operations	(\$2 million)	(\$9 million)	\$7 million
Total assets	\$346 million	\$289 million	\$57 million
Total liabilities	\$207 million	\$133 million	\$74 million
Equity	\$139 million	\$155 million	(\$16 million)

## 6 Our financial performance

Income from continuing operations has reduced by \$76 million in comparison to the prior financial year mainly due to:

- a reduction of \$36 million in appropriation revenue due to the transfer of Arts Queensland of \$60 million, offset by limited life appropriation for initiatives including Advance Queensland
- a decrease of \$37 million in user charges due to the transfer of Arts Queensland and Corporate Administration Agency of \$20 million, and a reduction in revenues associated with the department's commercialised business unit CITEC, of \$10 million, and shared service provider QSS, of \$13 million.

Expenses from continuing operations have reduced by \$83 million in comparison to the prior financial year mainly due to:

- the transfer of Arts Queensland and Corporate Administration Agency during the 2014–15 financial year of \$83 million
- a \$24 million reduction in CITEC and QSS expenditure due to lower revenues
- offsetting additional expenditure associated with limited life programs including Advance Queensland.

The operating result has improved by \$7 million to a \$2 million operating deficit due to a number of factors, including:

- \$4 million negative impact in the prior year in relation to the early repayment of science infrastructure loans due to a combination of foregone interest and early repayment discounts
- \$3 million written off in the prior year relating to work in progress by Arts Queensland
- \$3 million negative impact on the operating result for CITEC due to reduced client demand for services
- offsetting a \$2 million improvement in the QSS operating result due to business improvements and efficiencies.

The value of assets increased by \$57 million to \$346 million in comparison to the prior financial year mainly due to:

- new leased assets associated with the Government Wireless Network (Phases 2 and 3) of \$59 million
- lease incentive assets associated with the department's office accommodation arrangements of \$12 million

- offset by depreciation for the financial year on the department's property, plant and equipment assets.

The department's liabilities increased by \$74 million to \$207 million in comparison to the prior financial year mainly due to:

- higher finance lease liability of \$52 million associated with the Government Wireless Network (Phases 2 and 3)
- lease incentive liabilities associated with the department's office accommodation arrangements of \$12 million.

The department's administered activities had an operating surplus of \$12 million due to a contribution received in relation to the ICT arrangements for 1 William Street. The management of administered assets was consistent with departmental objectives. For more information, refer to the Schedule of Administered Items in Note 28 of Part B of this annual report.

# 6 Our financial performance

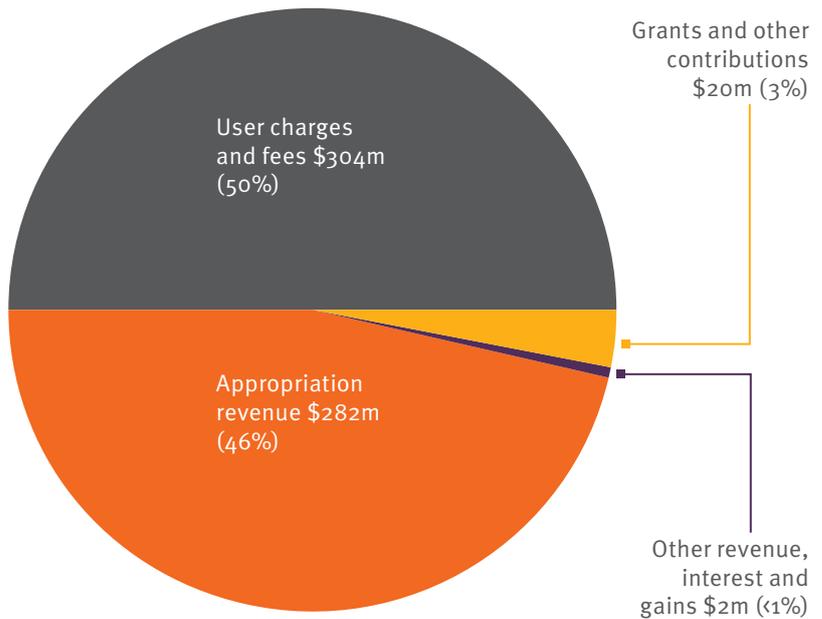
## Our income—where the funds come from

Income for the department totalled \$609 million for 2015–16, a decrease of \$76 million on the prior financial year mainly due to the transfer of Arts Queensland and Corporate Administration Agency to the Department of the Premier and Cabinet during 2014–15.

User charges and fees are the main source of income for the department at 50 per cent of the total. They are generated from a variety of activities, with the main clients being other Queensland Government departments.

Appropriation revenue accounted for 46 per cent of the department’s income in 2015–16.

2016 income (\$609 million)



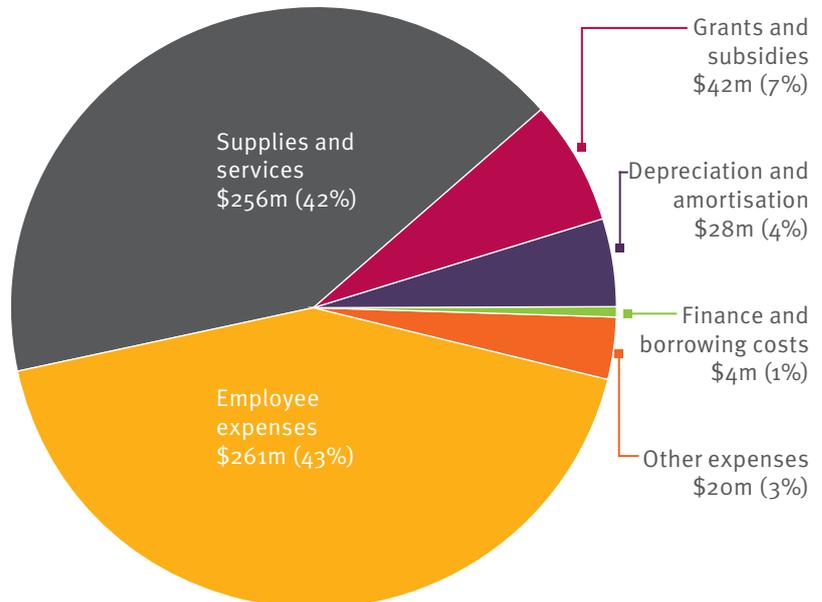
## Our expenses—how funds are spent

Expenses for the department totalled \$611 million for 2015–16, a decrease of \$83 million on the prior financial year mainly due to the transfer of Arts Queensland and Corporate Administration Agency to the Department of the Premier and Cabinet during 2014–15.

Employee expenses are the department’s major expense component at 43 per cent closely followed by supplies and services at 42 per cent.

Supplies and services include service delivery expenses relating to ICT (including the Government Wireless Network) and shared service providers.

2016 expenditure (\$611 million)

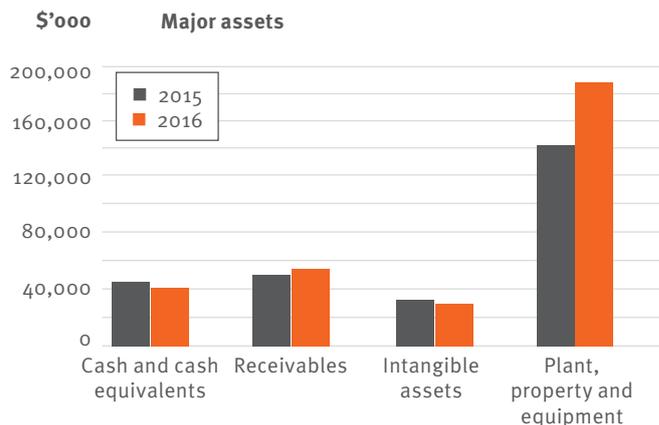


# 6 Our financial performance

## Our assets—what we own

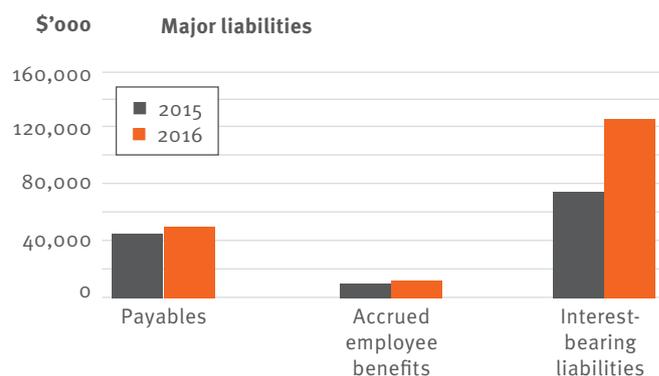
As at 30 June 2016, the department held assets totalling \$346 million, with \$220 million relating to property, plant and equipment, and intangible assets.

\$122 million of the department's assets are leased finance assets that relate to the Government Wireless Network.



## Our liabilities—what we owe

As at 30 June 2016, the department held liabilities totalling \$207 million, with \$125 million relating to interest-bearing liabilities that relate to the finance lease for the Government Wireless Network.





## 7 Glossary of terms

As-a-service	A model that allows customers to buy ICT solutions from a supplier without having to own or lease any of the associated equipment/software
AskQGov	Queensland Government customer service via Facebook
Aurion	Payroll system
Digital adoption	Digital/technology adoption is a process that begins with awareness of the technology and progresses through a series of steps including purchase and ends in appropriate and effective usage
Digital capability	An organisation's capacity to use and respond positively to change in digital technology and services
Digitally driven	Digitally driven organisations recognise the power, value and potential of their digital data and the need to create new forms of digital data
Digital economy	The global network of economic and social activities that are enabled by information and communications technologies, such as the internet, mobile and sensor networks
Digital first	Using digital channels as the primary or preferred means of delivery for government information and services
Digital innovation	The application of digital technology as a new idea, device, or method that provides a better solution that meets new requirements, unarticulated needs, or existing market needs
Digital literacy	The skills and ability to participate safely and securely, confidently and lawfully online in order to take full advantage of the opportunities available in the digital age
Digital technologies	include the internet, hardware and software applications, devices such as smart phones and tablets, wireless and satellite, electronics and sensors, transaction and trading platforms, digital media and content. Other digital technologies include artificial intelligence/virtual reality; computer/machine vision; sense and avoid drones; geospatial; machine learning; additive and distributed manufacturing; natural language processing; next-generation robotics and speech recognition
e-learning	Electronic learning
Globalisation	The process of international integration arising from the interchange of world views, products, ideas and other aspects of culture
Hyper-connectivity	A state of unified communications (UC) in which the traffic-handling capacity and bandwidth of a network always exceed the demand
G20	The Group of 20 summit

## 7 Glossary of terms

Onboarding	Also known as organisational socialisation, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviours to become effective organisational members and insiders
QTenders	Online website where you will find information about upcoming, current or closed tendering opportunities with the Queensland Government.
RB Tool	Regrowth Benefits Tool
Startup	An entrepreneurial venture which is typically a newly emerged, fast-growing business that aims to meet a marketplace need by developing or offering an innovative product, process or service
Startup Catalyst	An initiative that will take groups of youths, startups, investors, corporates, and innovation leaders to international startup hotspots to assist in the cultural transformation of the Australian economy to one that is fast paced, startup aware, and global first
Startup Precinct	Innovation hub for Queensland
Webchat	Real-time communication on the internet
YouTube	Video-sharing website

# 7 Glossary of terms

## Acronyms list

<b>13QGOV</b>	Queensland Government immediate response phone number.	<b>LEAN</b>	Leaders Encouraging Activity and Nutrition
<b>AO</b>	Administration Officer	<b>NGO</b>	Non-government organisation
<b>AS/NZS</b>	Australia/New Zealand Standard	<b>OBE</b>	Order of the British Empire
<b>ARMC</b>	Audit and Risk Management Committee	<b>PO</b>	Professional officer
<b>ASAE</b>	Australian Standard on Assurance Engagements	<b>PCI</b>	Payment Card Industry
<b>ASIC</b>	Australian Securities and Investments Commission	<b>PSC</b>	Public Service Commission
<b>BoM</b>	Board of Management	<b>QAO</b>	Queensland Audit Office
<b>CAA</b>	Corporate Administration Agency	<b>QGAP</b>	Queensland Government Agency Program
<b>CBD</b>	Central business district	<b>Q-CAS</b>	Queensland-Chinese Academy of Science
<b>CEO</b>	Chief Executive Officer	<b>QGCIO</b>	Queensland Government Chief Information Office
<b>CITEC</b>	Centre for Information Technology and Communication	<b>QGEA</b>	Queensland Government Enterprise Architecture
<b>CSIRO</b>	Commonwealth Scientific and Industrial Research Organisation	<b>QH</b>	Queensland Health
<b>DET</b>	Department of Education and Training	<b>QSA</b>	Queensland State Archives
<b>DSITI</b>	Department of Science, Information Technology and Innovation	<b>QSS</b>	Queensland Shared Services
<b>eDRMS</b>	Electronic Document and Records Management System	<b>R&amp;D</b>	Research and Development
<b>FTE</b>	Full-time equivalent	<b>SAP</b>	System Applications Products
<b>GWN</b>	Government Wireless Network	<b>SES</b>	Senior executive service
<b>GST</b>	Goods and Services Tax	<b>SES</b>	State Emergency Service
<b>HR</b>	Human Resources	<b>SME</b>	Small to medium enterprise
<b>ISO</b>	International Standard Organisation	<b>SO</b>	Senior Officer
<b>ICT</b>	Information and communication technology	<b>SSQ</b>	Smart Service Queensland
<b>ISC</b>	Information Steering Committee	<b>SPI</b>	Strategic Policy and Innovation
<b>JCU</b>	James Cook University	<b>TAFE</b>	Technical and further education
		<b>TRI</b>	Translational Research Institute
		<b>WHS</b>	Workplace health and safety

## 8 Compliance checklist

	Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs—section 8	Letter to Minister Enoch p iii
Accessibility	Table of contents Glossary	ARRs—section 10.1	pp v–vi Glossary of terms pp 62–64
	Public availability	ARRs—section 10.2	About our annual report p viii
	Interpreter service statement	Queensland Government <i>Language services policy</i> ARRs—section 10.3	p iv
	Copyright notice	<i>Copyright Act 1968</i> ARRs—section 10.4	p iv
	Information licensing	QGEA— <i>Information licensing</i> ARRs—section 10.5	p iv
General information	Introductory Information	ARRs—section 11.1	From the Director-General pp 1–3
	Agency role and main functions	ARRs—section 11.2	About the department pp 10–13 Legislation administered by the department p 13 Our locations pp 56–57
	Operating environment	ARRs—section 11.3	Our operating environment p 13
Non-financial performance	Government’s objectives for the community	ARRs—section 12.1	From the Director-General pp 1–3 2015–16: performance highlights pp 4–9 Our strategic objectives p 10
	Other whole-of-government plans/specific initiatives	ARRs—section 12.2	Other whole-of-government plans/specific initiatives p 39
	Agency objectives and performance indicators	ARRs—section 12.3	2015–16: performance highlights pp 4–7 DSIT key performance indicators pp 8–9
	Agency service areas and service standards	ARRs—section 12.4	Our service performance pp 14–38
Financial performance	Summary of financial performance	ARRs—section 13.1	Our financial performance pp 58–61
Governance—management and structure	Organisational structure	ARRs—section 14.1	Our structure p 11
	Executive management	ARRs—section 14.2	Our governance pp 40–50
	Government bodies (statutory bodies and other entities)	ARRs—section 14.3	Information available at <a href="http://qld.gov.au/dsitia/annual-report">qld.gov.au/dsitia/annual-report</a>
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs—section 14.4	Ethics and code of conduct p 50

## 8 Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference	
	Queensland Public Service values	ARRs—section 14.5	Our values p 12 Recognition p 52
Governance—risk management and accountability	Risk management	ARRs – section 15.1	Risk Management and Audit and Risk Management Committee pp 45–48
	Audit committee	ARRs—section 15.2	Audit and Risk Management Committee p 45
	Internal audit	ARRs—section 15.3	Audit arrangements p 47
	External scrutiny	ARRS—section 15.4	External scrutiny pp 48–49
	Information systems and recordkeeping	ARRs—section 15.5	Information systems and knowledge management p 50
Governance—human resources	Workforce planning and performance	ARRs—section 16.1	Our people pp 51–55
	Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs—section 16.2	Early retirement, redundancy and retrenchment p 52
Open Data	Consultancies	ARRs—section 17 ARRs—section 34.1	Open data <a href="http://data.qld.gov.au">data.qld.gov.au</a>
	Overseas travel	ARRs—section 17 ARRs—section 34.2	Open data <a href="http://data.qld.gov.au">data.qld.gov.au</a>
	Queensland Language Services Policy	ARRs—section 17 ARRs—section 34.3	Open data <a href="http://data.qld.gov.au">data.qld.gov.au</a>
Financial statements	Certification of financial statements	FAA—section 62 FPMS—sections 42, 43, 50 ARRs—section 18.1	Financial statements Part B p 52
	Independent Auditors Report	FAA—section 62 FPMS—section 50 ARRs—section 18.2	Financial statements Part B pp 53–54

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirement for Queensland Government agencies*