



2 Our service performance

Science

DSITI's Science division provides transformative science support and investment for Queensland. The division has two business areas—Science Development and Science Delivery.

Science Development drives the growth of the knowledge economy by developing science capability through local and global science and industry partnerships. A current focus is delivering programs under the Advance Queensland initiative that support mission-driven R&D, attract and retain leading research talent, and help create the jobs of the future.

Science Delivery is the Queensland Government's trusted source of scientific knowledge, information and advice for environmental and natural resource management decision making. Its focus is to provide scientific and technical advice and services in the areas of water, land and vegetation, climate, air quality and biodiversity.

Our operating environment

DSITI provides leading-edge evidence and scientific methodologies to solve problems in the area of natural resources and the environment and strengthen government policy and programs in these areas.

Our extensive program of work is overseen by the Science Strategy Board, which is made up of the Directors-General of partner departments.

DSITI will continue to deliver Advance Queensland programs such as Research Fellowships and Innovation Partnerships, to support applied research and development and drive collaboration between the research sector, industry and other stakeholders.

The Great Barrier Reef continues to be a high-priority area for Queensland Government research and protection activities. DSITI scientists deliver projects, services and advice necessary to ensure that the state's natural resources, such as the Great Barrier Reef, are managed and protected effectively.

Achievements

During 2015–16, DSITI scientists and the division:

- coordinated the first round of funding to 133 recipients for Advance Queensland's Best and Brightest program, to create the skills base for the knowledge industries of the future. These recipients are made up of:
 - 41 Research Fellowships to support original research
 - 12 PhD Scholarships to support researchers in gaining a PhD degree
 - 78 women under the Advance Queensland Women's Academic Fund to support the work of female researchers within Queensland-based universities and Queensland's publicly-funded research institutes/organisations

- One Aboriginal and Torres Strait Islander Research Fellowship to support an early-career Aboriginal and Torres Strait Islander researcher to undertake a three-year-research project
- One Aboriginal and Torres Strait Islander PhD Scholarship to support an Aboriginal and Torres Strait Islander to complete a research PhD degree.

- awarded three \$100,000 prizes to support the development of new products in the Advance Queensland Johnson & Johnson Innovation Quick Fire Challenge
- contributed funding to the Translational Research Institute (TRI) Innovation and Translation Centre in collaboration with Siemens Healthcare
- contributed funding to the Queensland Emory Drug Development Institute based at The University of Queensland
- launched the Advance Queensland Innovation Partnerships Awards
- awarded four Smithsonian Fellowships and one Cooper-Hewitt Fellowship under the 2015–16 program
- extended the Statement of Intent between the Queensland Government and the Chinese Academy of Sciences to continue the excellent science

2 Our service performance

- and research projects already started and to foster further collaborations and industry networks
- prepared and delivered the 2012–14 State-wide Landcover and Trees Study report, which includes Queensland land clearing rates to support natural resource management and property planning
- completed groundwater-dependent ecosystem mapping for 40 per cent of Queensland providing baseline information to inform planning and development decision making
- provided scientific services, such as remote sensing and water monitoring, to inform activities that enable industry and farmers to drive improvements in land management practices at the paddock and catchment scale in the Great Barrier Reef catchments

Performance review

The following service standards in the department's Service Delivery Statements 2015–16 were used by the department and the government to assess the division's overall performance.

| Service standards | Notes | 2015–16 target/est. | 2015–16 actual |
|---|-------|---------------------|----------------|
| Percentage of customers from other government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction) | 1 | 85% | 93% |
| Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support Reef Plan 2013–18 and the government's Agricultural Strategy | 2 | 85% | 90% |
| Co-investment as a percentage of the Scientific Services budget | 3 | 25% | 33% |
| Percentage of science funding recipients satisfied with contract management services provided for science related grant programs (overall satisfaction) | 4 | 85% | 92% |

Notes:

- This measure is an indicator of the success of delivering Science Delivery services meeting the key priorities of other government departments for environmental and natural resource policy and decision making.
- The timeframes involved are negotiated per sample submission and quality is measured by maintaining accreditation with the National Association of Testing Authorities (NATA) Australia and performance in national and international laboratory proficiency trials.
- 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 services for other state government agencies and by partnering with external organisations including universities and other scientific organisations.
- Customers surveyed include recipients of Advance Queensland grants.



2 Our service performance

- completed commissioning and testing of two new air-monitoring stations, one near the Port of Townsville and the other at Fisherman's Landing in Gladstone. Both sites will monitor air quality in near real time and are now part of the air quality monitoring network across the state
- developed a Regrowth Benefits Tool (RB Tool) to enable Queensland landholders to easily identify benefits associated with increased biodiversity and carbon sequestration
- finalised and published the 2015 Landsat Fire Scar (Burnt Area) data set for Queensland. This data set is a state-wide map of fire scars over the period January to December 2015
- hosted international delegations from China, Tibet, South Korea, Canada and India, developing global partnerships and collaborative science
- provided technical and scientific input for the release of the Reef Report Card.

Looking forward

In 2016–17, the DSITI Science division will continue to contribute to advancing Queensland and improving services to government. The division will:

- announce successful Innovation Partnership grants for Queensland research organisations to collaborate on research projects with industry, positioning Queensland as a global innovation hub
- announce successful Global Partnership Award recipients to support collaboration between Queensland and international innovators, including the successful Queensland-Chinese Ministry of Science and Technology Commercialisation Partnership Program recipients
- invest \$875,000 through the Queensland-Chinese Academy of Science (Q-CAS) Collaborative Science Fund to support scientific and technical research collaborations in energy, food research, health and agriculture
- continue to partner with the Smithsonian Institute in Washington to support Queensland researchers and teachers through the Queensland-Smithsonian and Cooper-Hewitt Fellowships programs
- coordinate cross-agency reef science projects to inform land management practices and understand water-quality impacts on the Great Barrier Reef
- develop international science and innovation collaborations to build strong economic and cultural bridges with Queensland's trading partners
- use innovative digital soil-mapping approaches to produce a consistent set of spatial soil for the entire Fitzroy Basin to inform better land management practices
- provide high-resolution climate change projections for Queensland, an interactive climate change website, and regional workshops to facilitate the communication of climate change risks on a regional scale
- improve the understanding of the hydrodynamics and wave climate of Gold Coast waterways by installing, operating, monitoring and managing a series of tide gauges
- evaluate coastal and hydraulic structures for various clients, including the City of Gold Coast, using scale physical modelling
- work with James Cook University (JCU) to progress the opening of the Australian Institute of Tropical Health and Medicine at the JCU Townsville campus
- continue to provide science policy advice to ensure that the legislative framework supports innovation and high-quality science.



Fostering collaboration to protect the environment

The Sandy Creek Intensive Monitoring program is an example of innovation and collaboration in science that will deliver environmental benefits.

In 2013, the Reef Report identified the Plane catchment area of Queensland's Mackay Whitsunday region as posing a very high pesticide risk.

DSITI scientists joined forces with the Departments of Environment and Heritage Protection and Agriculture and Fisheries, and local stakeholders in the Mackay sugar cane industry, including Farmacist, Mackay Area Productivity Services, Sugar Research Australia and local canegrowers.

As part of this project, DSITI designed a sub-catchment scale water-monitoring program to improve the reef's water quality.

Workshops were held to engage and train local canegrowers in sample collection and monitoring. The canegrowers collected water quality samples from the 13 locations in Sandy Creek that receive runoff from cane and grazing land after rain.

Stage 1 of the project resulted in more than 300 samples collected at 13 sites for 51 pesticides. Analysis of the data is underway.

The project has fostered a genuine spirit of collaboration and trust. Crucially, it is empowering local landholders, farmers and the community to be at the heart of efforts to provide better solutions to managing the Great Barrier Reef. Through improved data and understanding of determinants of water quality, farmers and landholders are able to play a stronger role as stewards of the environment.



2 Our service performance

Strategic Policy and Innovation

The Strategic Policy and Innovation division is focused on driving economic growth and job creation in Queensland through innovation and entrepreneurship.

The division:

- leads the implementation of the department's Advance Queensland agenda responsibilities
- influences thinking and action by government agencies, businesses and citizens to foster long-term, systematic innovation in Queensland
- delivers highly effective programs that build Queensland's innovation ecosystem, encouraging entrepreneurship, startup formation and growth, innovation in existing businesses and industries, and the application of innovation to solve business and social problems across Queensland
- engages and partners with government agencies, industry bodies, business and the community to leverage improved economic outcomes for Queensland through innovation.

The division connects the innovation policy agenda, program design and delivery, and the coordination of Advance Queensland across the department and at a whole-of-government level.

The division has expanded its focus on innovation and entrepreneurship within government and on engagement with business and industry on innovation, reflecting the government's acceleration of Advance Queensland.

Our operating environment

Queensland's future prosperity depends on positioning the state for success in the face of unprecedented global disruption, which is transforming all parts of the economy.

As leader of the Queensland Government's innovation and high-growth entrepreneurship agenda, we have increased our focus on risks, opportunities and challenges in the following areas:

- establishing an evidence base and improved analysis and insight to better target and support the innovation and entrepreneurship agenda
- engaging with business, industry and government to encourage uptake of Advance Queensland programs and ensure a customer-centric approach to service delivery
- encouraging innovation within government through innovative procurement and open innovation models
- measuring and evaluating programs.

Achievements

In 2015–16, Strategic Policy and Innovation:

- launched 12 innovation-funding programs. More than 900 applications were assessed and 194 grants worth over \$15.5 million were approved
- granted funding to 19 recipients under the Startup Queensland Fund (renamed Queensland Startup Events and Activities Fund from 1 July 2016). The \$300,000 per annum fund aims to build capability within Queensland's startup community through funding of up to 50 per cent of total activity costs up to a maximum of \$25,000
- co-designed a \$24 million Startup Queensland package to increase startup formation and attraction in Queensland, and support growth of small to medium enterprises and startups
- progressed Queensland's Startup Precinct to facilitate collaboration and access to a range of services, including providers of accelerator or incubator programs
- held or participated in more than 50 events around the state to engage with Queenslanders about Advance Queensland and kick-start collaborations across sectoral boundaries

2 Our service performance

Performance review

The following service standards in the department's *Service Delivery Statements 2015–16* were used by the department and the government to assess the division's overall performance.

| Service standards | Notes | 2015–16 target/est. | 2015–16 actual |
|--|-------|---------------------|----------------|
| Proportion of stakeholders who are satisfied with innovation and commercialisation, consultative and engagement processes | 1,2 | 85% | 92% |
| Percentage of potential collaboration opportunities identified by participants of innovation and collaboration programs/events | 1,3 | 15% | 37% |
| Ratio of investment leveraged as a result of Queensland government funding invested | 1,4 | 2:1 | 2:2.32 |

Notes:

1. The end-of-year actual results are higher than those available at the time of the preparation of the Service Delivery Statements 2016–17, reflecting an increase in the number of satisfied participants and the delivery of diverse innovation and collaboration events in the final quarter reporting period to 30 June 2016.
2. Stakeholders include business, industry, startups, entrepreneurs, universities and research organisations, and may include Advance Queensland recipients and the third-party providers of Advance Queensland support programs.
3. This measure represents the opportunities identified for collaboration as a result of the funding invested in programs for partnering and collaboration. 2015–16 results highlighted increased potential collaboration opportunities identified at startup funding events throughout 2015–16. This data also relates to Advance Queensland support programs.
4. This measure is an indicator of the efficient use of government funding to leverage private/commercial/philanthropic/Australian Government sector investments. The 2:1 target was a new measure introduced in 2015–16, and indicates that \$1 of investment is leveraged for every \$2 of government funding invested. Customers include but are not limited to startups, entrepreneurs, business/industry, research centres, universities and government. Variation in leveraging opportunities is expected, dependent on the nature of specific funding programs therefore this target is suitable at an aggregated level.



2 Our service performance

- delivered the \$2 million Young Starters' program to provide a pathway for young founders, researchers and social innovators to gain entrepreneurial and commercialisation experience and skills. The program is comprised of two key components:
 - Young Starters Fund provides up to \$20,000 to organisations to build capability within Queensland youth aged 15-24 years. \$247,412 (excluding GST) was granted this year to 17 successful recipients
 - Young Starters Pitching Competition aims to promote, reward and connect young Queensland entrepreneurs
- delivered the Knowledge Transfer Partnerships (KTP) program to support collaboration between small businesses and universities. Round 1 of the KTP program was delivered with a funding commitment of approximately \$1.1 million (excluding GST) across 21 small businesses and six universities
- opened the Ignite Ideas program to support the commercialisation of ideas into innovative products and services in Queensland. The program is comprised of two key components—Ignite Ideas Fund and Ignite Ideas Accelerator program
- delivered the Advance Queensland Innovation and Investment Summit in partnership with the Department of the Premier and Cabinet, attracting more than 1700 attendees from 17 countries and more than 150 Innovation Showcase exhibitors. Through a dedicated concierge service, the summit generated more than 170 business leads and connections for follow-up across seven agencies
- announced the opening of two Creator Originals awards programs, as part of the Create Queensland YouTube partnership, designed to acknowledge and enhance the creative talent of up-and-coming YouTube entrepreneurs
- launched the Global Partnership Awards to encourage innovation and entrepreneurship by supporting our best and brightest minds to collaborate, creating stronger international partnerships, and connecting the state's startup ecosystem with leading entrepreneurs from global innovation hot spots
- launched the Hot DesQ program, a startup attraction program to inject new talent, increase connectivity and skills, and improve access to global startup communities and international markets. Financial incentives of \$50,000 to \$100,000 encourage international and interstate startups to establish in Queensland for a minimum of six months
- led policy development of the Accelerating Advance Queensland agenda
- developed the Small Business Innovation Research program to generate new business opportunities for small and medium enterprises and improve public services
- initiated a pilot innovation audit process in partnership with Queensland State Archives
- delivered the Innovate Queensland program through Impact Innovation Pty Ltd, including information, skills development and collaboration events
- delivered the PhD Industry Experience program and observed benefits of involving PhD students in important projects.

2 Our service performance

Looking forward

During 2016–17, the Strategic Policy and Innovation division will contribute to advancing Queensland through innovation. The division will:

- accelerate Advance Queensland programs to drive innovation, broaden collaboration and support economic growth, including:
 - building a network of Regional Innovation Hubs to help strengthen innovation across Queensland
 - supporting accelerators to drive innovation in key Queensland industries by rapidly developing new ideas into products that can be commercialised
 - improving the rate of commercialisation of Queensland ideas into innovative products and services through the Ignite Ideas program.
- deepen partnerships across the business, industry and research sectors to foster innovation in Queensland, including:
 - working with the Advance Queensland Expert Panel to provide advice on key innovation and entrepreneurship issues
 - fostering collaboration between businesses and universities by delivering up to four rounds of the Knowledge Transfer Partnership program.
 - delivering more than 40 specialised innovation and commercialisation workshops, networking events and webinars to participants throughout Queensland through the Innovate Queensland program.
- encourage entrepreneurs to establish and scale high-tech, globally focused startups in Queensland, including:
 - announcing Queensland and Australia's first government Chief Entrepreneur
 - building startup capability and growing young entrepreneurial talent through delivery of the Young Starters program and the Queensland Startup Events and Activities Fund
 - opening the Startup Precinct to encourage connections, new ideas and opportunities for Queensland ventures
 - accelerating entrepreneurial skills development by engaging with world-leading companies, investors and startup communities through the Global Partnership Awards program.
- work across government to enable innovation in government services, including the rollout of the Small Business Innovation Research program, identifying innovative solutions for a number of complex challenges from across the Queensland Government.



2 Our service performance

Digital Productivity and Services

DSITI's Digital Productivity and Services division works together to revitalise Queensland Government services, increase Queensland's digital capability, preserve and improve access to Queensland's record-related information, and enhance the customer experience with the Queensland Government.

DSITI achieves this by:

- modernising the delivery of frontline services through customer-focused design and digital capability building
- driving a 'digital-first' approach to the delivery of government services to meet the changing expectations of Queenslanders
- fostering digital readiness in Queensland communities and businesses to increase participation in the digital economy
- driving the whole-of-government open data agenda to stimulate innovation, research and startups, and improve government service delivery
- providing leadership for records-related information management across Queensland public authorities to ensure Queensland public records are made, kept, managed and preserved in a useable form for the benefit of present and future generations.

Digital Economy and Productivity promotes and supports increased knowledge, confidence and

use of digital technologies, and content and innovative services to create better economic and social outcomes for Queenslanders.

The One-Stop Shop Strategy and Implementation Office is leading the transformation of Queensland Government service delivery by providing simpler, clearer and faster access to government services through online (qld.gov.au) and face-to-face single-access points.

Queensland State Archives (QSA) is the state's leading authority on records-related information management for over 500 public authorities, and is responsible for administering the *Public Records Act 2002*.

Smart Service Queensland (SSQ) is an award-winning service provider that delivers more than 260 services on behalf of government through two call centre sites (13 QGOV), 80 Queensland Government Agent Program offices and three Queensland Government Service Centres. SSQ is also the point of contact for government information and services in times of disaster recovery through the 13 2500 SES flood and storm lines.

Our operating environment

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

- the rapid growth of digital technologies and digitally driven services

- finding new opportunities for economic growth led by knowledge innovation
- meeting the increasing public demand for access to digitally driven services and information from anywhere at any time
- meeting citizen demand for access to digitally driven, innovative and joined-up government services from anywhere at any time.

In conjunction with the growth of digital technologies there is an increased focus on cyber security and the protection of information.

Achievements

During 2015–16, Digital Productivity and Services:

- delivered the Pivotal Youth Symposium and careers expo involving more than 200 students and teachers and gave them an opportunity to hear from global experts in science, technology, sustainability and spatial information
- delivered quarterly Partners in Technology forums to keep Queensland ICT businesses informed about the strategic environment, ICT architecture and future procurement needs of governments, universities and large non-government organisations

2 Our service performance

Performance review

The following service standards in the department's *Service Delivery Statements 2015–16* were used by the department and the government to assess the division's overall performance.

| Service standard | Notes | 2015–16 target/est. | 2015–16 actual |
|--|-------|---------------------|----------------|
| Overall customer satisfaction with Queensland State Archives' (QSA) delivery of services to the public | 1 | N/A | N/A |
| Percentage of initiatives in the digital economy strategy action plan completed on time and on budget | 2 | 90% | 93% |
| Percentage of projects/initiatives involving partners in the digital economy strategy action plan completed on time and on budget. | 2 | 90% | 100% |
| Percentage of One-Stop Shop projects being managed or delivered that meet committed time-frames and budget | 3 | 90% | 91% |
| Percentage of clients satisfied with the One-Stop Shop Program | 4 | 70% | 89% |
| Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies | 4,5 | ≥85% | 91% |
| Percentage of clients satisfied with the services provided by Smart Service Queensland on their behalf | 4,6 | 80% | 67% |
| Cost per customer-service interaction (all interaction) | 7 | \$3.24 | \$1.19 |

Notes

1. This is a biennial customer satisfaction survey last conducted for QSA in March 2015, the results of which can be found at <http://www.budget.qld.gov.au/budget-papers/documents/bp5-dsiti-2015-16.pdf>. The next survey will be conducted in 2017.
2. This measure has been discontinued for future Service Delivery Statements and annual reports. The measure related specifically to the Digital Economy Strategy and Action Plan. Progression of digital economy activities have now been incorporated into the Advance Queensland initiative.
3. The One-Stop Shop program is revitalising government services to make it simpler and easier for customers to access government services and information. The 2015–16 result indicates that the program has achieved successful delivery through the integrated use of Prince2 and agile/iterative methodologies. One-Stop Shop projects include, but are not limited to, increasing online services, expanding social media services, customer identity management, service outlets pilot and tell us once pilot—change of address, joined up services, and customer experience framework.
4. The term 'client' is used to identify other government departments or agencies, while the term 'customer' identifies members of the public or community.
5. The survey results revealed that customers feel that Smart Service Queensland's strongest service attributes remain the fairness it shows in treatment of its customers; staff knowledge and competency; staff going the 'extra mile'; and keeping customers informed. Satisfaction with the phone channel was 94 per cent, a 1 per cent increase from 2014–15, and with counters 99 per cent, a 7 per cent increase.
6. The 2015–16 survey received high results for ease of access, client relationship management and issue management. It also highlighted opportunities for improvement in the areas of invoicing, reporting, and new service on-boarding. A strategy and action plan will be developed in response to the survey results.
7. Large take-up of new online services contributed to the better than expected results. This target has been amended for next year and will be reviewed in subsequent years to establish a robust target for this measure based on several years of data. Customer service interactions include online sessions (qld.gov.au), in-person (Queensland Government Agency Program and Queensland Government Service Centre), telephone (13QGOV), counter, card and concessions.



2 Our service performance

- hosted international digital thought leader Helen Milner OBE, Chief Executive of the Tinder Foundation in the United Kingdom, to share the foundation's learnings on increasing digital inclusion through a series of events spread across Queensland
- launched the Advance Queensland Community Digital Champions program to improve digital literacy, digital adoption and digital innovation across the state through the stories and activities of more than 60 inspirational champions. Presented an inaugural Advance Queensland Community Digital Champions Roundtable event attended by more than 200 Queenslanders from across the state
- delivered eight 'Building a Business with Code' workshops for small businesses, startups and budding entrepreneurs across regional Queensland in Cairns, Townsville, Mackay, Yeppoon, Bundaberg, Noosa, Caboolture and Toowoomba
- promoted the Proclamation of Queensland to a broader Queensland audience by linking with State of Origin celebrations in the Queen Street Mall, gaining news coverage and a special appearance on Channel 9's Maroon Zone program
- broadened audience reach through the targeted use of Flickr, gaining over 269,000 views of archival records in the first two months
- supported the development of a web-based 'Manufacturing Toolbox' to improve capability and productivity within Queensland's manufacturing industry
- provided financial and in-kind support to National ICT Australia to deliver the Digital Careers program to more than 43,000 participants across Queensland and to appoint a dedicated regional officer in North Queensland
- published the *Digital Economy Fast Forward Report* with CSIRO/ Data61 which identifies key technology trends and plausible marketplace scenarios that may shape future demand for, and delivery of, Queensland Government services to 2025
- continued to improve government transparency and efficiency and assumed responsibility for the Queensland Government's Open Data initiative and management of the Open Data Portal with more than 2000 datasets and 7700 resources published
- led Queensland Government work to identify options for developing a digital archiving capability
- increased the efficiency of the Smart Service call centre environment, exceeding service-level targets in customer service advisor hours by 10 per cent and improving the response to customer enquiries within existing resources
- redesigned the Smart Service quality assurance program, which resulted in higher customer satisfaction results and being awarded the Best Improvement Project in a Contact Centre 2016 at the recent Contact Centre Excellence Awards
- continued to grow SSQ's service delivery channel options by integrating digital technologies across the contact centre and Queensland Government service centres. This includes further development of AskQGov, and Webchat
- through the One-Stop Shop Strategy and Implementation Office:
 - worked closely with customers and Queensland Government departments to join up services around customer needs.
 - led policy and directions for the digital transformation of Queensland Government customer services.
- expanded the implementation of the single customer log in, including online evidence of identity and piloted the 'My account' concept; operated and evaluated service outlet pilots; and piloted a new proactive approach to seniors' concession services

2 Our service performance

- continued working closely with local governments to encourage greater participation in the digital economy in regional areas and to assist regional councils to develop appropriate digital economy strategies
 - increased access to archival collections by increasing the number of indexes of records with the assistance of an expanded volunteer program, released additional open datasets and collaborated with University of Queensland software design students on innovative projects to increase access through visualisations
 - maintained an accelerated transfer program to assist the agencies moving into 1 William Street and others to move their permanent paper records into our custody to ensure optimum preservation of, and access to, those records
 - commenced a review of the *Public Records Act 2000*
 - completed the first stage of an innovative procurement process to identify, test and prove the market's capability to provide digital archiving services to the Queensland Government
 - partnered with the PwC Chair in Digital Economy at the Queensland University of Technology to prototype new ways of engaging and interacting with the Queensland community and businesses with the latest digital technologies.
- ### Looking forward
- In 2016–17, DSITI will:
- continue to drive online services and enable customers to track their interactions with government and to select the information and services they need, with a personalised online experience
 - release a new dynamic version of qld.gov.au and an easy pay capability to support customer payments
 - provide service excellence to the community, and expand SSQ's catalogue of services via phone 13QGOV and in person at Queensland Government Agent Program locations and Queensland Government Service Centres and social media
 - progress the implementation of SSQ's replacement telephony infrastructure and content management system to provide an improved customer experience for the community
 - continue to improve digital literacy, digital adoption and digital innovation across Queensland through the ongoing implementation of the Advance Queensland Community Digital Champions program, continued support for Digital Careers, and coordination of National Year of Digital Inclusion activities
 - continue to work with government agencies to release open datasets, with a focus on increasing quality and high-value datasets
 - work with industry, government and education groups to promote digital capability, investment and growth in Queensland's digital industry sector
 - review and enhance service offerings for public and agency clients to maximise the preservation, understanding and use of the state's archival collection
 - progress the review of the *Public Records Act 2002*, including considering the extent to which the Act achieves its objectives for digital records
 - implement outcomes from a review of QSA's strategic direction in the context of digital readiness.



One-Stop Shop

Next generation service delivery for government

The One-Stop Shop program is focused on making customers' experience with government services easier, faster and more intuitive. Examples of next-generation service concepts we are currently designing with customers include:

Supporting delivery of the One-Stop Shop for seniors

Many seniors are not aware of the concessions they may be entitled to from state, federal and local governments. To address this, we are piloting a new proactive service to alert seniors about concessions they may be eligible for when they turn 65 years old. We are also advising them that they can apply for multiple concessions through one online application process. This approach is already reducing processing time from 20 days to within one day. Customer feedback from the trial has been overwhelmingly positive, with customers commenting it was 'extremely easy' and the website and application is self-explanatory.

Supporting young people at risk of homelessness

For some young people, the transition to adulthood can be challenging. Often, they don't know what services are available, and fragmented approaches mean services and support are difficult to find and complex to navigate. We are testing a concept that supports young people facing homelessness to get interactive and personalised help delivered straight to their mobile phone via Google, based on their location and circumstance. By getting young people on a positive life path at the right time, this service also has the potential to prevent ongoing disadvantage or vulnerability.

Reducing red tape through proactive assistance for new business

DSITI, in collaboration with the Department of Tourism, Major Events, Small Business and the Commonwealth Games and other partners, has been working to make the process of interacting with government easier for people wanting to open a café. Our small business customers told us that starting a business is often a confusing, costly and time-consuming process, with masses of inconsistent and irrelevant information to wade through.

We are testing a new, intuitive online interface with café owners that provides them with business licensing and compliance information, costs and timeframes for approvals that are specific to the location and service offering of their café. Customer feedback shows this new approach could save them time and thousands of dollars when setting up their business.

2 Our service performance

Strategic Information and Communication Technology

DSITI's Strategic Information and Communication Technology (ICT) division supports, delivers, guides and advises on whole-of-government ICT initiatives that enable modern, responsive and integrated frontline services for Queenslanders.

The division uses specialist knowledge and expertise to:

- provide strategic procurement services, including the preparation, negotiation and management of whole-of-government contracts that make buying and selling ICT products and services easier and more efficient
- help the ICT industry, including small and medium-sized enterprises access the Queensland Government market
- lead the whole-of-government ICT procurement category
- provide data centre, infrastructure server management, network, data storage management, solutions architecture, solutions integration and solutions implementation services to government agencies through CITEC, the Queensland Government's primary ICT service provider
- deliver leading information brokerage services on a commercial basis through CITEC Information Brokerage

- manage whole-of-government projects and programs, which in 2015-16 included:
 - implementing the Government Wireless Network to improve communications, safety and security for public safety agencies and emergency workers in South East Queensland
 - delivering the ICT modernisation agenda to support a connected, integrated government that uses modern, innovative and cost-effective ICT
 - establishing ICT infrastructure at the new 1 William Street government building to enable a productive and innovative workplace.

Our operating environment

We work in a complex and fluid operating environment driven by changing technology and customer needs.

Over the next 12 months, our focus will be on delivering whole-of-government ICT initiatives that support the implementation of the government's digital transformation agenda.

The recent Interdepartmental Committee Review of Queensland Government Procurement Practices provides an opportunity for us to:

- further embed ICT category management across government

- strengthen governance and performance management of ICT procurement activities
- support a flexible, agency-led approach to procurement
- continue to lead ICT industry engagement, including delivery of the ICT Industry Engagement Action Plan and implementation of a new, co-designed ICT contracting framework.

Our success rolling out the Government Wireless Network (GWN) to public safety agencies across South East Queensland in 2015-16 creates an opportunity for us to support other entities that decide to transition to the network.

We will continue working with key stakeholders to develop a new ICT service delivery business model that better supports the information management, cyber security and digital transformation needs of government agencies.

Achievements

During 2015-16, Strategic ICT:

- established ongoing management of the Queensland Government's arrangement with Telstra to deliver the Mobile Black Spots program. There are already 15 new sites in place, improving telecommunications coverage for businesses and communities across the state

2 Our service performance

Performance review

The following service standards in the department's *Service Delivery Statements 2015–16* were used by the department and the government to assess the division's overall performance.

| Service standards | Notes | 2015–16 target/est. | 2015–16 actual |
|---|-------|---------------------|----------------|
| Percentage of whole-of-government spend awarded to small to medium-sized enterprises (transactions over \$10,000) | 1 | >11% | 17.75% |
| CITEC ICT customer satisfaction | 2 | 65% | 43% |
| CITEC ICT earnings before interest and tax, less depreciation and amortisation (EBITDA) | 3 | (\$6.199m) | \$1.208m |
| CITEC Information Brokerage customer satisfaction | | >80% | 88% |
| CITEC Information Brokerage earnings before interest and tax, less depreciation and amortisation (EBITDA) | 4 | (\$0.778m) | \$1.813m |

Notes:

1. This measure assesses the ongoing effectiveness of the ICT SME 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. ICT SME participation scheme policy ensures effective engagement with the ICT industry and specifically with SMEs by ensuring departments adopt a consistent procurement process.
2. This measure shows the percentage of customers satisfied with CITEC ICT's overall service provision. The 2015–16 result is lower than the target due to the high percentage of neutral responses received. The percentage of customers who responded with extremely satisfied, satisfied or neutral was 71.4 per cent.
3. CITEC ICT's 2015–16 result is better than the target primarily due to efficient management of costs and revenue streams.
4. CITEC Information Brokerage's 2015–16 result is better than the target primarily due to efficient management of costs and revenue streams and the successful implementation of new client-retention strategies.

2 Our service performance

- refreshed the whole-of-government ICT services panel, enabling 84 new suppliers or existing suppliers with new service offerings (including 70 SMEs) to become prequalified to provide current and innovative services to the Queensland Government, bringing the total to 288 suppliers on the ICT services panel
- provided more than 17,500 emergency services personnel (police, fire and ambulance) with a common, modern and secure radio communications platform through the successful implementation of the GWN across South East Queensland
- achieved cost savings of \$3.482 million through completion of contract re-negotiation and rationalisation activities within CITEC ICT
- delivered CITEC ICT's Data Storage and Protection project, enabling significant performance improvements and more than \$2.13 million in savings to the department
- achieved cost avoidance savings of \$15.3 million from the original GWN Program forecasted budget of \$457.3 million, realised from vendor negotiations and unutilised costs for the tunnels, network testing, additional sites, site condition upgrades and battery backup requirements
- developed an ICT category management framework that will guide whole-of-government strategies to reduce costs, increase service levels and drive continuous improvement through the entire sourcing and procurement life cycle
- managed the Queensland Government's arrangement with SAP, ensuring a financial benefit to government of more than \$1 million in avoided costs
- managed the whole-of-government Print and Imaging as-a-Service arrangement, enabling more than \$1.145 million in cost savings to participating agencies
- based on a major audit recommendation, established a cross-government cloud computing community of practice to raise agencies' awareness of cloud services and help them create their own cloud adoption and procurement guidelines
- enabled more than 65 per cent of Queensland Magistrates Court claims documents to be filed electronically
- received international recognition with the achievement of several high-profile awards, including the AIIA Queensland iAward for outstanding ICT innovation (in partnership with Telstra); and the Australian Institute of Project Management State, National and Asia Pacific awards for excellence in project management, and the Queensland Premier's iAward for Public Sector Innovation for the Government Wireless Network (GWN) Implementation Program's outstanding work
- commenced implementation of the ICT shared services connectivity to the 1 William Street building in collaboration with industry partner Dimension Data. Services include wired and wireless networking, federated identity management, follow-you printing, video conferencing and team collaboration facilities
- provided guidance to agencies for vetting supplier security assurance levels when evaluating cloud or as-a-service services
- delivered enhancements to the Queensland Government's Client Identity Management system, significantly improving the online identity authentication functionality for citizens, businesses and Queensland Government counter staff
- developed an online Contract Administration Manual for several large-scale ICT contracts, improving access and usage of associated customer and supplier information



2 Our service performance

- developed a blueprint and preliminary benefits case for shared regional connectivity, and progressed trial planning with several agencies in a multi-tenanted building, to deliver strategic and operational business benefits to agencies
- delivered a new property settlement service that seamlessly connects CITEC Confirm clients to the Property Exchange Australia platform, enabling quicker and easier settlement transactions
- moved the Corporate Administration Agency Disaster Recovery site to CITEC ICT's data centre, significantly reducing the agency's business continuity risks.
- actively engage with the ICT industry and support SMEs to access the Queensland Government market, including implementation of the ICT Industry Engagement Action Plan and delivering Advance Queensland's Testing within Government (TWiG) Program
- assist departments to develop business cases for provisioning additional entities and regions with access to the GWN
- support the delivery of the government's digital transformation agenda
- complete implementation of the 1 William Street ICT Program including final stage fit-out, testing and transition, and on-site support

Looking forward

In 2016–17, DSITI through the Strategic ICT function will:

- lead and embed ICT category management across the Queensland Government to ensure whole-of-government needs are met
- manage large-scale contracts on behalf of government agencies to ensure the ongoing success of the GWN, Mobile Black Spots Program and ICT in the 1 William Street building
- begin to implement a new business model for ICT service delivery that better supports the information management, cyber security and digital transformation needs of government agencies.

Government Wireless Network

More than 17,500 officers from the Queensland Police Service, Queensland Ambulance Service and Queensland Fire and Emergency Services are now using the Government Wireless Network (GWN) to support their day-to-day operations.

The GWN is a fully integrated, digital radio communications platform that enables emergency services personnel across multiple agencies to quickly and securely exchange information when responding to public safety incidents.

The network's new technology includes end-to-end encryption to protect against intercepted transmissions, as well as portable radios equipped with GPS-enabled duress alarms to improve the safety of officers in the field.

The modern, innovative network was designed and delivered in partnership with Telstra and Motorola and was rolled out across South East Queensland under DSITI's award-winning GWN Implementation Program. The network was designed to enable the GWN to be extended to other parts of Queensland.

Adding to a host of local awards, the program was recognised internationally in November 2015 when it took out the ICT/Telecommunications category at the Asia Pacific Federation of Project Management (APFPM) Project Management Achievement Awards in Kuala Lumpur.

Implementation of the GWN was completed on time and under budget in June 2016 and included:

- establishment of 181 radio sites
- installation of equipment in 3163 police, fire and ambulance vehicles, aircraft and watercraft
- deployment of 7543 portable radios to frontline personnel.

Transition to the new digital environment occurred with public safety agencies experiencing minimal disruption, and users of the GWN immediately noticing improvements in coverage, voice clarity and audio quality.

Officers responding to incidents have commented that the 'radios performed without a glitch and the signals were clear and un-interrupted', and that the 'voice quality is so good people have asked whether we were pulling their leg and someone was talking from a neighbouring room.'

2 Our service performance

Queensland Shared Services

Queensland Shared Services (QSS) is a shared service provider of corporate transactional and advisory services to more than 70,000 public servants across 24 Queensland Government departments and agencies.

It helps customer-facing agencies by providing modern services and trusted advice, including: comprehensive finance processing and advisory, procurement, payroll processing, workforce advisory and mail support services.

QSS is also responsible for effectively managing the key financial and human resource

management and payroll technology solutions that support agencies and underpin their service delivery.

QSS is continuing to collaborate with agencies to improve business processes and progress major consolidation and modernisation initiatives for its core financial management and payroll services and systems.

Our operating environment

Key impacts include the growth in different service models for corporate services, extending the use of business process automation

technologies, as well as expanding business advisory and other value-add services for customer agencies.

Over the coming year we will work closely with customer agencies to refine the shared service model to best meet the changing needs of the sector.

In 2016–17, we will upgrade shared finance and payroll solutions, and introduce new self-service and business process automation capabilities for core functions.

Successful delivery of these initiatives will provide a higher quality service for our customers at

Performance review

The following service standards in the department's *Service Delivery Statements 2015–16* were used by the department and the government to assess the division's overall performance.

| Service standards | Notes | 2015–16 target/est. | 2015–16 actual |
|---|-------|---------------------|----------------|
| Percentage of HR Services delivered within Service Level Agreement standards | 1 | 95% | 99.74% |
| Number of pays processed per FTE per fortnight | 2 | 350 | 328 |
| Percentage of Finance Services delivered within Service Level Agreement standards | 1 | 95% | 95.5% |
| Number of accounts payable transactions processed per FTE per annum | 2 | 7500 | 7318 |

Notes:

1. QSS Service Agreements contain performance standards on which QSS delivers agreed HR services to customer agencies.
2. These measures were introduced in 2015–16 as an indicator of productivity. While the results are slightly below the initial target there has been steady improvement in productivity through 2015–16. The targets are maintained for 2016–17 to reflect the estimated impacts of improvements from business process automation being rolled out to agencies.

2 Our service performance

reduced cost, enabling agencies to focus on frontline service delivery priorities.

Achievements

In 2015–16, Queensland Shared Services:

- continued to deliver high-quality services, with an accuracy rate of over 99 per cent for core finance and payroll processing activities
- transitioned another five agencies from legacy finance system arrangements to a modern consolidated finance solution
- upgraded core payroll solutions (Aurion) to deliver payroll and human resource management services, ensuring ongoing vendor support for more than 60,000 employees
- consolidated and upgraded core finance and payroll solutions to facilitate new self-service and business process automation capabilities for employees and managers

- extended e-Form capability for finance processing by agencies, providing greater self-service and reduced transaction costs
- implemented service and business improvements designed to better manage workflow of incoming requests and task allocations
- developed future business roadmaps for finance and HR services
- updated the Queensland Shared Services customer relationship model, with increased forums and engagement with agency stakeholders.

Looking forward

In 2016–17, Queensland Shared Services will continue to collaborate with customer agencies and contribute to improving services to government. The division will:

- transition core payroll and finance solutions to contemporary, vendor-supported environments.

- This work will include:
 - the transition of another three agencies from legacy finance system arrangements to a current, consolidated finance solution—two to business go-live and one to technical go-live
 - introduction of new self-service and business process automation capabilities for employees and managers
 - accounts payable, corporate card administration and payroll processing enhancements.
- enhance our online presence and workflow capabilities to make it easier for customers to find information and to lodge and track work requests
- provide a higher quality service for customers at reduced cost, developing analytics capabilities to provide better business insights and enabling agencies to focus on frontline service delivery priorities.



2 Our service performance

Queensland Government Chief Information Office

The Queensland Government Chief Information Office provides independent, expert advice to Directors-General and the Minister for Science, Innovation and the Digital Economy and Minister for Small Business on ICT issues from a whole-of-government perspective.

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

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

The Queensland Government Chief Information Office provides:

- governance processes to support investment review and assurance of ICT-enabled initiatives
- architectures and long-term strategy for information technology and information systems in transformation activities
- advice, analysis and intervention on emerging day-to-day issues
- cross-government program support through project assurance and supporting agency initiatives, for example, use of cloud computing

platforms to support cross-government collaboration and cooperation

- ICT profiling to provide evidence for future initiatives and to assist in monitoring of the government's ICT, including at-risk systems
- whole-of-government cyber security strategy, standards and advice
- enhanced workforce capability through the Queensland Government IT Graduate program, a conduit for positive relationships with other jurisdictions, industry and academic institutions.

The Queensland Government Chief Information Office's business is driven by government's key objective of delivering quality frontline services for the community.

Our operating environment

Queensland Government's management of its ICT resources is based on consistency, transparency and careful monitoring. Tools are now available that support improved and informed decision-making to provide better and more-efficient services. We strive to support agencies by providing considered advice to aid decisions.

Specific actions underway include:

- improving the safety of information held by government, and supporting agencies processes to protect their data
- strengthening collaboration within government by facilitating multi-agency approaches to initiatives focused on improved services for customers and better value for money
- providing strategic advice that informs key initiatives such as identity management and telecommunications.

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

Achievements

In 2015–16, the Queensland Government Chief Information Office:

- leveraged the Queensland Government's \$10 million contribution to the Australian Government's Mobile Black Spot Program to negotiate a total funding package of \$53.85 million for the state. 68 new or upgraded mobile towers, across 45 different councils will be installed in Queensland under Round 1 of the program.

2 Our service performance

It is estimated that the 68 towers will provide an overall increase in coverage of more than 50,000 square kilometres—12,000 dwellings, more than 900 kilometres of major transport routes and hundreds of kilometres of local roads. As part of a co-funding arrangement with Telstra, Queensland will also get fifty 4G small cells that will be installed at suitable locations throughout Queensland (locations to be determined)

- oversaw the management of all government ICT investment projects through a central gated review process. High-impact ICT-enabled initiatives totalling more than \$250 million were reviewed through this process and by the Directors-General ICT Council
- implemented a dedicated cyber security support program for the Queensland Government
- developed a proof of concept for a Microsoft 365 security classification tool for the Queensland Government Chief Information Office, as a pilot for a whole-of-government implementation
- supported government to progress further federal initiatives for telecommunications improvements of mobile black spots in Queensland
- successfully delivered a cross-government development program for CIO and ICT executives
- launched Release 3 of the Queensland Government ICT Dashboard, making it easier for industry to see the status of ICT tenders across government (powered from the Queensland Government QTenders website)
- reviewed and refreshed the Queensland Government IT Graduate Program and coordinated an intake of 53 graduates for 2016
- engaged extensively with government, industry and academia to inform a new digital strategy. This collaboration will deliver major improvements to the role of ICT in supporting government, businesses, and industry and the community.

Looking forward

During 2016–17, the Queensland Government Chief Information Office will:

- further improve cyber security support across government
- commit resources to research, investigate and trial emerging technology
- expand our commitment to improving information management to enable better service delivery
- continue to analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, reduce complexity and risk, and drive efficiency and productivity gains, through improved levels of inter-agency collaboration
- lead work to strengthen ICT governance across the sector and refresh the Queensland Government Enterprise Architecture (QGEA), the policy framework that underlies ICT investments and business decision making.



Transparency and the ICT dashboard

With an annual spend of over \$1 billion on ICT within government, the Queensland Government Chief Information Office (QGClO) seized an opportunity to provide improved information about Queensland Government ICT-enabled projects—to improve accountability, transparency and management of major ICT initiatives .

The refresh has simplified the design of the dashboard to enable customers to see the status of projects at a glance.

Release 2 of the ICT Dashboard has been acknowledged by all departments as a major success and importantly, by various peak industry research bodies, including Intermedium and FutureGov Asia Pacific.

Release 2 provided unprecedented transparency through its simplicity and elegant design, and has been acknowledged as a market leading. In 2015, FutureGov Asia Pacific cited the Queensland Government ICT Dashboard as being a good example of transparency and open government.

The ICT project data that agencies publish to the Open Data Portal is the same data that drives the ICT Dashboard.

In May 2016, the QGClO launched Release 3 of the ICT Dashboard providing improved access to a broader range of information focusing on ICT tenders and the various stages of the tender life cycle.

We are now making it easier for small businesses to find, plan and tender for government ICT work.

To further support improved ICT management, an internal-to-government ICT ‘console’ has been developed by the QGClO. This console allows agencies to better manage their ICT through views of ICT-profiling data that provide greater insights via interactive data visualisations.

The ICT console supports improved governance and decision-making through easy access to ICT-profiling information across all agencies.

2 Our service performance

Queensland Chief Scientist

The Queensland Chief Scientist provides strategic advice to government on harnessing science and innovation to support the government's objectives and activities. The Office of the Queensland Chief Scientist's services include:

- providing strategic, evidence-based advice and governance input around science, research and innovation in Queensland
- ensuring Queensland Government investment in research and development is strategic and effective, leverages additional funding sources, and is effectively translated for impact
- helping develop and implement on a vision to create a Queensland population that recognises, supports and advocates for science
- supporting and helping facilitate positive organisational transformation across government

Our operating environment

In 2016, the Chief Scientist, as Chair of the Great Barrier Reef Water Science Taskforce, consulted extensively with stakeholder groups on the taskforce's Final Report, with the objective of building understanding of and support for the final recommendations.

The Office of the Queensland Chief Scientist also:

- co-designed the Advance Queensland Innovation Challenges Program, partnering with other Queensland Government departments in a novel approach to solving some of the government's strategic challenges
- partnered with the Queensland Museum and Science Division to host the inaugural World Science Festival Brisbane, which is one activity in the outward-facing *Advance Queensland Communication and Engagement Strategy*.

Achievements

In 2015–16, the Queensland Chief Scientist:

- submitted the Final Report of the Great Barrier Reef Water Science Taskforce to the Minister for National Parks and the Great Barrier Reef for a formal government response. The Final Report includes 10 recommendations, with a focus on enhanced water-quality monitoring of catchments and finer-scale monitoring at the farm level
- published the *Queensland Government research and development expenditure report 2014–15*

- published reports on two of Queensland's Science and Research priorities: *Knowledge Intensive Services—Growing Queensland's knowledge intensive services sector through science*, and Research and Innovation, *Advanced Manufacturing—Implications and opportunities for Queensland*
- led the *Advance Queensland Science Engagement and Communication Strategy* with a vision to create a Queensland population that increasingly engages in and recognises, supports and advocates for science
- acted as Deputy Chair of the Queensland Government's Advance Queensland Expert Panel, which provides broad independent strategic advice to the government on science and innovation matters
- partnered with the Queensland Museum to host the inaugural World Science Festival Brisbane, with more than 120,000 people taking part in the five-day festival, and delivered other leading events as part of National Science Week
- continued to promote the recognition and celebration of Queenslanders' scientific achievements and impact



2 Our service performance

- continued to encourage and facilitate collaboration across government, academia and industry, including through his role with the Advance Queensland Expert Panel and with the Partner-Up Queensland Program
- as chair of the Great Barrier Reef Water Science Taskforce, helped to ensure strategic investment of the government's \$90 million commitment to improving the health of the reef through improved water quality (nutrient and sediment targets)
- maintained strong informal links with leading scientists in Queensland, nationally and internationally to tap into knowledge expertise networks, and maintain his trusted advisor role.

Looking forward

During 2016–17, the Queensland Chief Scientist will:

- organise a Guinness World Record attempt for the largest practical science lesson, with approximately 3000 students from all sectors and all over Queensland
- in partnership with the Wonder of Science's Young Science Ambassador initiative, rollout the Flying Scientists program, in which scientists will fly to regional and remote Queensland to participate in school visits, and community events and deliver public seminars
- continue to perform the role of Deputy Chair of the government's Advance Queensland Expert Panel, which provides broad independent strategic advice to the government on science, innovation and entrepreneurship matters
- chair the Deputy Vice-Chancellors of Research Roundtable
- collect and analyse research and development data across the whole of government
- publish the *Health of Queensland Science and Innovation 2016 Report*, a summary of the current position of the state's science sector.

2 Our service performance

Other whole-of-government plans and specific initiatives

During 2015–16, DSITI was responsible for the following whole-of-government programs, plans and initiatives:

- leading the implementation of the Advance Queensland initiative
- implementing the Government Wireless Network across South East Queensland
- implementing the *One-Stop Shop Plan 2013–18*
- implementing the *Queensland Digital Economy Strategy and Action Plan*
- increasing the whole-of-government cyber security capability
- managing the Queensland Government ICT Dashboard
- managing whole-of-government statutory obligations in relation to government use of third-party copyright material under the *Copyright Act 1968* (not including educational use)
- implementing the recommendations of the 2013 Intellectual Property Audit for Queensland Government agencies, and preparing for the 2015 audit of all state government agencies

- providing capability development to Queensland Government staff about Crown intellectual property, through the provision of online training modules and face-to-face workshops
- delivering the first stage of the Digital Archiving 2020 Program—the Design, Test and Prove Project
- supporting the Queensland Government’s First World War centenary commemorations
- continuing to manage the Queensland Government’s arrangement with Telstra to deliver the Mobile Black Spots Program and supporting improvements of mobile black spots in Queensland
- implementing ICT infrastructure in the new 1 William Street building
- delivering the refreshed ICT action plan
- delivering the *ICT Industry Engagement Action Plan* to improve the Queensland Government’s communication and engagement with industry, including SMEs
- publishing the *Queensland Government research and development expenditure report 2014–15*.

During 2015–16, the department 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*
- Biofuels Mandate
- Life Sciences
- *State of the Environment Report*
- *Climate Transition Strategy*
- *Queensland Climate Adaptation Strategy*.