

Department of Science, Information Technology, Innovation and the Arts

2012–13 Annual Report



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Department of Science, Information Technology, Innovation and the Arts Annual Report 2012–13.

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Published by the Queensland Government, September 2012, 100 George Street, Brisbane.



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ISSN 2201-1684

Letter of Compliance

24 September 2013

The Honourable Ian Walker MP
Minister for Science, Information Technology, Innovation and the Arts
Executive Building
Level 5, 100 George Street
Brisbane Qld 4000

Dear Minister

I am pleased to present the Annual Report 2012–13 for the Department of Science, Information Technology, Innovation and the Arts.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies published by the Department of the Premier and Cabinet.

The report outlines the purpose, services, financial performance and achievements of the department during the 2012–13 financial year.

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

Yours sincerely

Andrew Garner
Director-General

Contents

PART A

About our annual report.....	6
From the Director-General – the year in review	7
Our achievements.....	8
1. About our department	10
Our role	10
Who we are.....	10
How we began	10
Our values 10	
Our structure	11
What we do.....	11
Our priorities	13
Operating environment.....	13
Our commitment to red-tape reduction	14
The year ahead	15
2. Our service performance	16
Science Delivery Services	16
Our operating environment	16
Achievements	16
Other whole-of-government plans/specific initiatives.....	17
The year ahead	17
Performance review	17
Innovation and Science Development Services	18
Our operating environment	18
Achievements	18
Other whole-of-government plans / specific initiatives	18
The year ahead	19
Performance review	19
Queensland Government Information and Communication Technology (ICT) Services	20
Our operating environment	20
Achievements	20
Other whole-of-government plans/specific initiatives.....	20
Performance review	21
The year ahead	22
Performance review	23
Arts and Culture Services	26
Our operating environment	26
Achievements	26
Other whole-of-government plans/specific initiatives.....	27
Performance review	27
The year ahead	29
Shared Services.....	30
Our operating environment	30
Achievements	30
Other whole-of-government plans/specific initiatives.....	30
Performance review	31
The year ahead	31
Queensland Government Chief Information Office	32
Our operating environment	32
Achievements	32
Other whole-of-government plans/specific initiatives.....	33
The year ahead	33

Queensland Chief Scientist	34
Our operating environment	34
Achievements.....	34
Other whole-of-government plans/specific initiatives.....	35
The year ahead	35
3. Our corporate governance	36
Our leaders.....	36
Governance framework	38
Governance committees and boards	38
Audit arrangements	42
Risk management	42
Ethics and code of conduct	43
Information systems and recordkeeping	43
4. Our people	44
Workforce profile	44
Staff numbers - Full time equivalent.....	44
Gender	44
Permanent retention rate	45
Permanent separation rate.....	45
Early retirement, redundancy and retrenchment.....	46
Voluntary Separation Program.....	46
Informing the community.....	46
Workforce planning, attraction and retention	46
Workforce planning framework and key strategies	46
Employee performance management	47
Industrial and employee relations framework	47
Work-life balance	47
Leadership and management development.....	48
Workplace health and safety.....	48
Carers (Recognition) Act 2008.....	49
Other whole-of-government plans/specific initiatives.....	49
5. Other reporting	5
Related Entries	50
Statutory bodies, authorities and instrumentalities.....	51
External Scrutiny	51
Legislation administered by the department	53
Boards and committees	55
6. Our locations	60
Our locations	60
Queensland Government Agent Program (QGAP) offices.....	61
7. Glossary of terms	62
Glossary of terms.....	62
8. Our financial performance	64
Statement by Chief Financial Officer.....	64
Summary of financial performance.....	64

PART B

DSITIA Financial Statements.....	71
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About our annual report

The Department of Science, Information Technology, Innovation and the Arts (DSITIA) Annual Report 2012–13 is an integral part of our corporate governance framework and is one of the main tools we use to ensure we are accountable to stakeholders, the Queensland Parliament and the community about our activities.

This report details our achievements, performance and financial position for the 2012–13 financial year. It aligns with the DSITIA Strategic Plan, Service Delivery Statement 2012–13, and the Queensland Government's objectives for the community. It also provides information on our future direction, people management and corporate governance processes.

[View our report online](#)

This report is available online:

<http://www.qld.gov.au/dsitia/annual-report>

For enquiries about this annual report, contact the Principal Consultant, Strategy, Planning and Performance, telephone 61 7 3008 8156 or webfeedback@dsitia.qld.gov.au .

[More information on the Queensland Government Open data website](#)

A number of annual reporting requirements for this year have been addressed through publication of information on the Queensland Government Open Data website. For further information on consultancies and overseas travel expenditure and our achievements for the Queensland Multicultural Action Plan 2011–14 please visit www.qld.gov.au/data .

From the Director-General – the year in review

I am pleased to present the 2012–13 annual report for the Department of Science, Information Technology, Innovation and the Arts (DSITIA).

This report reviews our performance and illustrates the effort, commitment and achievements of our staff throughout the year. This annual report outlines the service delivery achievements our department has already made in addressing the Queensland Government’s objectives for the community.

I would like to acknowledge and thank my predecessor Philip Reed for the significant contribution he made during his time as Director-General for the department.

Since being appointed Director-General for the department in April 2013, one of my priorities is to ensure DSITIA is acknowledged as being at the forefront of the Queensland Government and recognised as a flagship department which is creative, connected and clever.

Delivering efficient and effective services to government agencies and Queenslanders and at the same time delivering savings, benefits and achievements from whole-of-Government service reform, have been major priorities for the department and are highlighted further in Section 2 of this report.

As outlined in the following pages, the department has delivered significant achievements which assist to fulfil the Government’s five pledges it made to Queenslanders on entering office: to grow a four-pillar economy, lower the cost of living, deliver better infrastructure and planning, revitalise front-line services and restore accountability in Government.

The year ahead – a new direction

A new agenda of reform and a range of renewal activities are currently occurring across the Queensland Public Sector, including planning to implement the recommendations from the Commission of Audit into the State’s finances and the ICT Audit of Queensland Government ICT systems.

Most immediately, a significant body of work is required to reposition the department to give effect to the government’s contestability reform agenda and also to play a lead role in transforming ICT within the Queensland Government. This will involve clarifying and synchronising our role within government to be able to objectively articulate our value proposition and establishing a ‘contestability’ capability within DSITIA.

We have implemented a portfolio management structure which will ensure our reform programs deliver the required results and align under our purpose and strategic direction.

I am committed to engaging with our stakeholders about the new direction of the department, explaining why we are changing and discussing what genuine reform will look like and mean for our staff, our partners, our clients and customers.

In closing I thank all staff for their outstanding work throughout the year to ensure our department delivers quality services to our customers. I look forward to working with my department, my colleagues in other agencies and our many stakeholders to ensure that we transform our services and the public sector for all Queenslanders.

Andrew Garner
Director-General

Department of Science, Information Technology, Innovation and the Arts

Our achievements

DSITIA has continued its commitment throughout the year to support the delivery of the Queensland Government's priorities by advancing service reform and renewal agendas, supporting Queensland businesses and trade, and delivering new innovative service delivery to the community.

DSITIA's strategic objectives and reform agenda directly contribute to the Government's objectives for the community, the Commission of Audit's 'A Plan: Better Services for Queenslanders', and will contribute to the Queensland Plan – a 30 year vision for Queensland.

DSITIA strategic objective

Be recognised as a creative, connected and clever department by being ONE DSITIA

Our achievements

- The DSITIA Renewal Portfolio Board was established in June 2013 to govern the implementation of five renewal programs across the department at a strategic level.
- The ceremony of DSITIA's first Recognition of Excellence Awards, with 27 winner and high-commended awards being given out throughout the department. 112 people were also recognised for 25 years of continuous service in the Queensland Government.

Alignment to Queensland Government priorities

- ✓ To grow a four-pillar economy based on tourism, agriculture, resources and construction
- ✓ Lower the cost of living for families by cutting waste
- ✓ Revitalise front-line services for families
- ✓ Restore accountability in government
- ✓ *A Plan: Better Services for Queenslanders*

- The DSITIA *People strategy* has been developed to build and sustain the workforce and culture we require to deliver against the strategic plan and the PSC cultural renewal priorities.

DSITIA strategic objective

Establish the environment to strengthen industries in the knowledge and digital economy through science, technology and innovation

Our achievements

- We developed and updated innovative, environmental, information systems providing ready access to scientific information and maps to support decision-making within other state government departments and to inform industry, small business, educational facilities and the public.
- We supported the Minister at the international BIO 2013 convention to showcase the state's capabilities to attract new investment and establish strategic collaborations.
- The planning for the Australian Institute of Tropical Health and Medicine was progressed by finalising the business case and executing the funding agreement with James Cook University.
- The *Health of Queensland Science report* was delivered to government which reviewed Queensland's research and development sector and the current and future science capability contributing to the growth of the state's economy.
- The delivery of new innovative methods for mapping fire scars and the estimation of ground cover under canopies using Landsat satellite imagery as part of the Joint Remote Sensing Research Program, partnering with University of Queensland, NSW Office of Environment and Heritage, and the Victorian Department of Environment and Primary Industries.
- We partnered with the Commonwealth Scientific and Industrial Research Organisation (CSIRO),

Alignment to Queensland Government priorities

- ✓ To grow a four-pillar economy based on tourism, agriculture, resources and construction
- ✓ Lower the cost of living for families by cutting waste
- ✓ Deliver better infrastructure and better planning
- ✓ Restore accountability in government
- ✓ *A Plan: Better Services for Queenslanders*

Department of Natural Resources and Mines (DNRM), Department of Environment and Heritage Protection (DEHP), University of Queensland, Griffith University, local councils and other science providers to monitor the progress of aquatic ecosystem health in the waterways of South-East Queensland as part of the Healthy Waterways Program.

- DSITIA soil scientists contributed to the government's first agricultural land audit by contributing technical expertise and information about soils, land-use mapping, land suitability and spatial information. The audit is a key initiative underpinning the Queensland Government's goal to double food production by 2040.
- The DSITIA Innovation Improvement Group was established to source service and efficiency improvement ideas from departmental staff.
- DSITIA analysed and identified 70 datasets and released 42 to the government's Open Data initiative, providing the community and Queensland businesses with access to a range of government data.
- The Office of the Queensland Chief Scientist undertook a first series of science and research capability audits across government departments.

DSITIA strategic objective

Deliver efficient and responsive service delivery across and beyond government

Our achievements

- The implementation of a reporting capability for departments to monitor payment timeframes to ensure all bills from suppliers with contracts valued up to \$1 million are paid within 30 days.
- We delivered the most comprehensive ICT audit within government of all current government IT systems, applications and support services, to assess how efficiently and effectively they support government requirements, and commenced implementing the audit recommendations.
- We finalised the One-Stop Shop plan and business case for consideration by government to provide simpler and easier access to government services.
- We delivered the access portal as part of the government's Open Data initiative and expanded the range of datasets published providing the community and business with access to a range of government source data.

Alignment to Queensland Government priorities

- ✓ Revitalise front-line services for families
- ✓ Restore accountability in government
- ✓ *A Plan: Better Services for Queenslanders*

- The delivery of a revitalised whole-of-government *Recordkeeping policy framework* that supports more efficient, consistent and accurate recordkeeping practices across the Queensland public sector.
- Queensland State Archives provided leadership and support to 600 public authorities through the provision of the whole-of-government *Recordkeeping policy framework* to promote a consistent approach to the creation, management, disposal, storage, preservation and retrieval of government information.
- We finalised machinery-of-government system consolidations for finance systems and significantly advanced payroll system consolidations.
- The completion of the upgrade of AURION HR/payroll systems servicing 13 departments and the transition of Queensland Health HR/payroll and finance systems support from QSS to Queensland Health.
- We managed HR/payroll and finance system related whole-of-government contracts.

DSITIA strategic objective

Support a vibrant and creative arts and cultural sector to strengthen cultural and economic outcomes for Queensland

Our achievements

- Over 4.5 million visitors attended the state-owned arts and cultural facilities in 2012–13, including the Queensland Cultural Precinct and the Judith Wright Centre of Contemporary Arts.
- We launched the *Cultural Precinct Strategy 2013–2015*, to capitalise on the unique colocation of Queensland's cultural institutions on Brisbane's South Bank by creating a coordinated program of experiences and events and establishing an outstanding cultural tourism destination.
- We opened the four-year \$3 million Super Star Fund and launched the Playing Queensland Fund which includes a four-year \$3 million boost to touring across Queensland.

Alignment to Queensland Government priorities

- ✓ To grow a four-pillar economy based on tourism, agriculture, resources and construction
- ✓ Revitalise front-line services for families
- ✓ Restore accountability in government
- ✓ *A Plan: Better Services for Queenslanders*

- We supported the fourth Cairns Indigenous Art Fair which generated artwork sales of more than \$600,000 for Queensland Aboriginal and Torres Strait Islander artists, and contributed \$1.47 million to the local economy through tourism.
- The Minister established the Arts Investment Advisory Board. We delivered the new *Arts and Cultural Investment Framework*. These mechanisms deliver a new investment model for Queensland that is simpler, more transparent and cuts red tape and sets out clear priorities to achieve artistic, social, cultural and economic returns on government investment.

Our role

Our department's role focuses on building upon Queensland's local and international reputation for the arts and science sectors; delivering effective customer-centric services across the state; enabling innovation in government, industry and the community; and supporting efficient service delivery through the sourcing and contract management of information technology solutions.

DSITIA is also leading the reform and transformations in the use of ICT across the Queensland Government.

Who we are

The Department of Science, Information Technology, Innovation and the Arts (DSITIA) brings together science, innovation, information and technology and arts into one portfolio to enable a creative, connected and clever Queensland, and to deliver on the strategic priorities of the Queensland Government.

Within the broader portfolio there are several specific entities, statutory bodies and companies that contribute to our departmental objectives. The two entities are the Queensland Government Chief Information Office (QGCIIO) and the Office of the Queensland Chief Scientist. The Chief Information Office and Chief Scientist report directly to the Minister for Science, Information Technology, Innovation and the Arts.

We oversee and support the governance and performance of five arts statutory bodies; the Queensland Art Gallery/Gallery of Modern Art, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre Company and the State Library of Queensland, and four companies; the Aboriginal Centre for Performing Arts, Major Brisbane Festival, Screen Queensland and the Queensland Music Festival. These bodies and companies produce their own annual reports.

Under section 56 of the *Public Records Act 2002*, Queensland State Archives also produce their own annual report to provide a status on government recordkeeping. Financial statements for Queensland State Archives are consolidated into the DSITIA financial statements and are included in this report.

How we began

Following the Queensland state election in March 2012, the incoming government announced significant machinery-of-government changes and the consequent creation of DSITIA to revitalise front-line services to meet the growing needs of government and the community.

The four service areas within the department were created from portfolios and organisational units drawn from the Department of the Premier and Cabinet and the former:

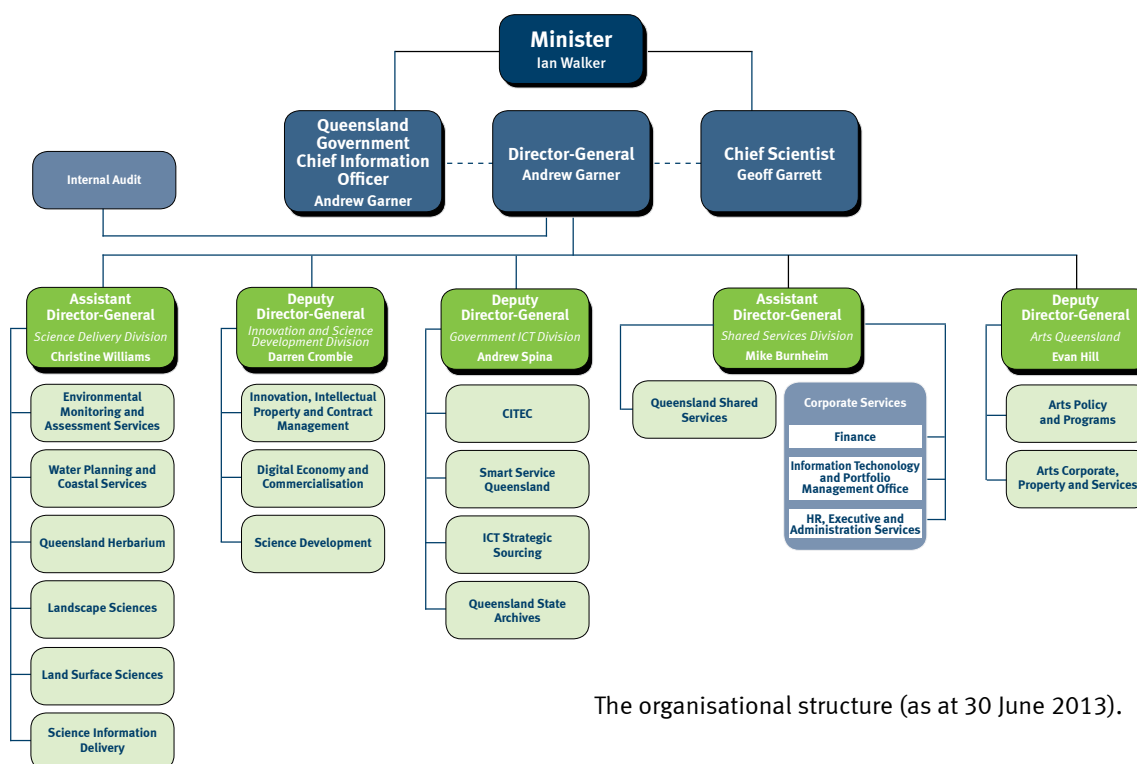
- Department of Employment, Economic Development and Innovation
- Department of Environment and Resource Management
- Department of Public Works.

DSITIA has no single legislative charter.

Our values

Our values reflect our commitment to:

- *customer focus*
- *innovation*
- *our people*
- *high performance*
- *accountability.*



The organisational structure (as at 30 June 2013).

Our structure

We enable Queensland to be creative, connected and clever by:

- facilitating investment and collaboration in research, science capability and business innovation to expand the knowledge and digital economy in Queensland
- facilitating the development of a resilient and innovative arts and cultural sector in Queensland
- enabling high-quality, value-for-money services and capability so agencies can focus on delivering core business
- leading major reforms to the way Queensland Government information and communication technology (ICT) is delivered and managed which will mean improved, and more cost-effective services for Queenslanders.

What we do

In 2012–13 our diverse range of services:

- provided sound and accurate scientific evidence and services across government through **Science Delivery Services** (key achievements are available on page 16)

- encouraged government and business productivity through innovation and strategic insight offered by **Innovation and Science Development Services** (key achievements are available on page 18)
- maintained a centre of excellence for ICT services skills and technologies to government agencies and the general public through Smart Service Queensland, Queensland State Archives and CITEC administered by **Queensland Government ICT Services** (key achievements are available on page 20)
- strengthened cultural and economic outcomes for Queensland through a vibrant and creative arts and cultural sector driven by **Arts and Culture Services** (key achievements are available on page 26)
- delivered responsive corporate services and solutions to the majority of Queensland Government agencies through **Shared Services** (key achievements are available on page 30)
- provided independent quality advice on ICT issues through the **Queensland Government Chief Information Office** (key achievements are available on page 32), and science policy and strategic advice by the **Queensland Chief Scientist** (key achievements are available on page 34).

Activity within the department is focused on delivering four broad objectives as outlined in our strategic plan:

Objectives	Outcomes	Alignment with government priority
Be recognised as a creative, connected and clever department by being ONE DSITIA	<ul style="list-style-type: none"> • Workforce is skilled, engaged and accountable • A culture that values and encourages productivity and creativity • Organisation is financially sustainable • Governance and policies facilitate accountable decision making and promote organisational agility. 	<ul style="list-style-type: none"> • Grow a four-pillar economy • Lower the cost of living • Revitalise frontline services for families • Restore accountability in government • <i>A Plan: Better Services for Queenslanders</i>
Establish the environment to strengthen industries in the knowledge and digital economy through science, technology and innovation	<ul style="list-style-type: none"> • Information and knowledge applied to support government priorities • Best possible scientific information and advice provided to support ministers' and departments' decision making and policy development • Increased capacity to respond to tropical health threats • Research and development activity aligned to identified industry need • Improved access to innovation services and support for all businesses increased • Awareness of and access for all business to digital-economy opportunities increased. 	<ul style="list-style-type: none"> • Grow a four-pillar economy • Lower the cost of living • Restore accountability in government • Deliver better infrastructure and better planning • <i>A Plan: Better Services for Queenslanders</i>
Support a vibrant and creative arts and cultural sector to strengthen cultural and economic outcomes for Queensland	<ul style="list-style-type: none"> • Improved access to arts and culture facilities and services • Innovation within and resilience of the arts and cultural sector increased • Queensland's cultural reputation enhanced and cultural tourism opportunities maximised. 	<ul style="list-style-type: none"> • Grow a four-pillar economy • Revitalise frontline services for families • Restore accountability in government • <i>A Plan: Better Services for Queenslanders</i>
Deliver efficient and responsive service delivery across and beyond government	<ul style="list-style-type: none"> • Innovative models for service delivery developed • Streamlined, accessible, customer-centric government services delivered through optimal channels • Value for money demonstrated in contestable service areas • Productive engagement with stakeholders in the community. 	<ul style="list-style-type: none"> • Revitalise frontline services for families • Restore accountability on Government • <i>A Plan – Better Services for Queenslanders</i>

Our priorities

While our core focus continues on delivering efficient and effective services for our stakeholders, the department is also reviewing our operating model to ensure the government is getting the best value for money in service delivery.

These activities include:

- portfolio management of five new service renewal programs throughout DSITIA resulting from the *Queensland Commission of Audit report* recommendations and the Queensland Government ICT Audit. These programs include: service delivery through one department; contestability; ICT reform; One-Stop Shop and G20
- reforming the way ICT is delivered to Queensland Government through the development of a *Queensland Government ICT action plan*. This plan will outline a decisive roadmap for ICT in the Queensland Public Sector, and DSITIA will play the lead role in ensuring the Queensland Government delivers this vision
- continuing our efforts in achieving service reforms as part of the Public Sector Renewal Program.

Operating environment

The Queensland Government has embarked on a significant transformation of the Queensland Public Sector to enable better government services for Queenslanders by increasing productivity and enhancing service delivery. Participation in this reform agenda will provide opportunities for DSITIA, yet will also require DSITIA to operate in a service-delivery environment of significant organisational change and renewal.

The department is focussed on creating value for customers through collaboration and accountability.

Our operating model will provide rapid responses to stakeholders, including the development of new systems and processes to deliver cost-reducing initiatives for front-line service delivery, and more responsive, transparent administration and accountability for service provision and management.

The department is committed to supporting our people through empowering our workforce and engaging with staff. We will invest in our staff to build capability and re-skill staff where required.

Our challenges

Potential strategic challenges identified for the department are outlined in the DSITIA strategic plan and include the challenges of:

- managing the synchronisation of multiple-reform agendas to maximise outcomes for the department and government
- delivering high-quality services and policies which meet stakeholders' expectations and the demands of government-reform priorities within its environment of fiscal constraint
- realigning the departmental business operations and services to deliver the government reform agenda and inspire innovation and creativity
- developing the skills and capabilities of our workforce to deliver the government reform agenda, support staff through transformation, and inspire innovation and creativity.

To mitigate these potential challenges a DSITIA Renewal Portfolio Board was established in June 2013 to govern the implementation of the five renewal programs across the department at a strategic level. Board membership comprises of all divisional heads and an external expert who will provide recommendations to resolve program issues and help mitigate risks.

Our commitment to red-tape reduction

In support of the government's commitment to red-tape reduction, the department contributed to 20 red tape reduction initiatives in 2012–13.

Activities included:

- developing a plan to deliver the One-Stop Shop access to government services to allow Queenslanders easy and convenient access to a range of information and services across the phone, face-to-face and online channels
- providing the technological platform for the Open Data initiative that enables agencies to present datasets and gives the public and industry access to government data sets
- assisting the community and partnering with industry and other agencies to develop innovative information-and-service based systems. In 2012–13, the department developed several systems including the Wastewater Tracking and Electronic Reporting System (WaTERS) on behalf of the Department of Environment and Heritage Protection (due to go live in 2013–14); released the Magistrates Court and QCAT eFiling product in partnership with the Department of Justice and Attorney-General; and redeveloped and updated data in WildNet. These initiatives reduced red tape by streamlining regulatory burdens and providing automated or improved processes, such as bulk upload facilities

- streamlining and simplifying arts and cultural funding programs and administration. In 2012–13, Arts Queensland was restructured and the Arts Investment Advisory Board was established to deliver more transparent and streamlined grant services into the future. Savings of \$2.6 million annually are being made across arts administration, and the introduction of the new *Arts and Cultural Investment Framework* will simplify the provision of arts grants service delivery
- undertaking internal process improvements within the department around streamlining and/or standardising current processes, forms and reporting with a view to reducing red tape for the government, industry and the community
- simplifying procurement processes for ICT by revising procurement arrangements, and the processes and systems that support ICT procurement.

The year ahead

During 2013–14, the department will:

- give effect to the public service reforms accepted by government in the *Queensland Commission of Audit final report* which includes developing a framework to assess the contestability of DSITIA's services including corporate services, ICT and science delivery
- support the Centre for Ageing and Dementia Research via funding to achieve real impacts for dementia patients
- work with government agencies and industry to drive the ICT reform agenda including the delivery and implementation of the *Queensland Government ICT action plan*, including implementing the recommendations from the Queensland Government ICT Audit
- release the *Arts for all Queenslanders strategy* which aims to grow the arts sector, foster a community of the arts, and enhance Queensland's reputation as a cultural tourism destination
- finalise the Queensland Science and Innovation Action Plan, which aims to ensure the supply of demand-driven science and remove impediments to business driving innovation
- progress the One-Stop Shop vision to provide access to government services and information
- commence the implementation of Brisbane's *Cultural Precinct Strategy (South Bank)*
- develop and release the first phase of the government's ICT Dashboard to track progress of key ICT projects
- release a digital economy strategy for consultation
- complete seasonal fire-scar mapping of the state to assist with fire management
- plan the implementation of a whole-of-government approach to address the long-term management and preservation of Queensland Government digital information assets
- implement a new streamlined and flexible arts and cultural investment framework
- continue to enhance the user functionality of the Open Data portal and extend publishing departmental data sets including ICT program and project performance data
- launch the Wastewater Tracking and Electronic Reporting System (WaTERS), a data management system that receives, stores and provides timely reports on water monitoring data collected by licence holders under the *Environmental Protection Act 1994*
- complete the *Queensland Government R&D Expenditure Report 2012–13*, utilising the Government Statistician to collect data for the first time
- implement revised science and research priorities for government together with key 'Decision Rules' guiding longer-term investment decisions in R&D
- establish a long-term monitoring station to investigate the emissions profile of coal trains in South-East Queensland.

Science Delivery Services

The department provides scientific evidence through its Science Delivery division. This scientific evidence base underpins Queensland Government policy and planning related to relevant legislation, ensuring that government decision making is founded on sound, practical science.

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

Science Delivery aims to deliver efficient, cost-effective services through whole-of-government service provision and by acting as an informed purchaser and/or independent broker of scientific services for and in partnership with client agencies.

Science Delivery's capabilities also support the government's policy commitment – *Science and Innovation for Economic Success*.

Our operating environment

As part of the division's new business model Science Delivery Services has developed a science delivery framework which provides a mechanism for the agreed provision of scientific services and advice for its partner departments.

The Science Delivery Board was established under the framework to oversee the work program of Science Delivery through the formulation of service memorandums of understandings. The board is comprised of the directors-general of the key partner departments and establishes priority directions for the DSITIA science functions by providing guidance, recommendations and advice.

Achievements

During 2012–13, Science Delivery Services:

- provided the Department of Environment and Heritage Protection (DEHP) with advice, monitoring services and a cumulative impact model to assess the impact of flooding and mine water discharges in the Fitzroy Basin
- supported the recommendations of the Flood Commission of Inquiry by providing hydrological and hydraulic technical support, information and advice to:
 - Emergency Management Queensland to define the potential flood risk in towns of interest
 - assist in the quality assurance and management of consultancies for the Queensland Reconstruction Authority's flood assessment of approximately 100 towns
 - review hydrologic and hydraulic studies of various floodplain management plans for the Department of Natural Resources and Mines (DNRM)
- contributed to the government's first agricultural land audit-providing technical expertise and information about soils, land-use mapping, land suitability and spatial information; and the completion of a further 4.2 million hectares of regional ecosystem survey and mapping taking the state's coverage to 97%
- provided scientific input into the second Great Barrier Reef report card. The report card shows encouraging progress towards Reef Plan targets
- completed and published the 2009–10 Statewide Landcover and Tree Study (SLATS) used by DNRM and others for natural resource management and property planning
- undertook extensive hydrological and ecological modelling and assessments for DNRM to support the development of the Wet Tropics catchments water resource plan
- assessed the health of 389 estuarine, marine and freshwater sites across South-East Queensland to inform the *2012 Healthy Waterways Report Card*
- coordinated a network of wave-monitoring sites and storm-tide gauges to simultaneously gather wave, tide and atmospheric data associated with tropical cyclone Oswald to understand and inform responses to future extreme weather events

Performance review

The service standards in the following table are recorded in the department's *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department's overall performance.

Service Area: Science Delivery Services	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Average time taken to upload air quality monitoring data to the Department of Environment and Heritage Protection (EHP) website	1	1 hour	64 minutes
Other measures			
Annual increase of the number of hectares of vegetation communities and ecosystems mapped to support key policy programs	2	5,000,000	4,200,000

Notes

1. Power failures at the ESP Building in December 2012 resulted in uploads not occurring. This resulted in the average upload times increasing from 58 to 88 minutes for the 2nd Quarter, all other quarters came in under target. Standby power options at ESP have since been upgraded to mitigate future power supply issues.
2. In 2012–13 the vegetation mapping target was not achieved due to significant weather events that limited access to areas yet to be mapped and the reduced availability of staff resources.

- used Landsat satellite imagery to develop methods for mapping fire scars, removing cloud and cloud shadow from imagery and for estimating groundcover under low-density canopies
- conducted air monitoring of emissions from industrial sources at various sites across Queensland from Townsville in the far north to Tennyson in the south east.

Other whole-of-government plans/ specific initiatives

Land Surface Sciences, a business area within Science Delivery Services, supported the following ministerial standing committees:

- the National Committee for Land Use And Management Information
- the National Committee for Soils and Terrain
- the National Committee for Acid Sulphate Soils
- the Cross Sector Research, Development and Extension Strategy for Soils.

The year ahead

In 2013–14, Science Delivery Services will:

- launch and implement the newly-developed WaTERS across all level-1 coal mines and other industries, to enable the collection of reportable data on waste-water storage, treatment and discharge as part of their licence conditions
- develop a range of remote-sensing products to monitor, assess or manage Queensland's natural resources including koala habitat, fire scars and mine-related development
- finalise 15 reef protection research and development projects and continue coordination of the Paddock to Reef Program, finalising DSITIA's input to the *Great Barrier Reef Report Card 2011 (DPC)* and begin work on subsequent report cards
- complete and release updated land-use maps for priority South-East Queensland catchments
- finalise soil and land suitability work to inform decisions about the suitability of production systems, irrigation methods, yield expectations and crop reliability, and potential profitability in the Flinders and Gilbert catchments
- undertake the ecological health-monitoring program in South-East Queensland to inform the *2013 Healthy Waterways Report Card*.

Innovation and Science Development Services

Innovation and Science Development Services connects business, innovation, science and technology to improve Queensland's productivity growth and create jobs.

The division does this by removing barriers to innovation, commercialisation and business growth; profiling Queensland's science, research and innovation capability; creating networks; and leveraging existing investments and infrastructure.

Our operating environment

Innovation and Science Development Services is administering grants in accordance with the Commission of Audit recommendations released on 30 April 2013. A number of actions have commenced, such as the establishment of a Grants Review Committee, and reviewing current grants practices to reduce red tape and streamline processes.

Achievements

During 2012–13, Innovation and Science Development Services:

- advanced the election commitment for the Australian Institute of Tropical Health and Medicine by finalising the business case and funding agreement with James Cook University to establish key tropical health infrastructure in Townsville, Cairns and the Torres Strait
- supported the Minister to lead a delegation of more than 50 Queensland life sciences research and business interests to BIO 2013 in Chicago, USA to showcase the state's capabilities, attract new investment, and establish strategic collaborations
- delivered 10 Partners in Technology (PIT) sessions to over 1,300 attendees to inform industry of the ICT procurement plans of various large government and non-government organisations. PIT events assist Queensland ICT companies to understand and participate in major ICT purchasing processes occurring throughout the state
- assisted the Queensland Chief Scientist to undertake audits of science capability across the Queensland Government, including science delivery and science investment and funding programs of DSITIA, and the Department of Agriculture, Fisheries and Forestry

- contributed to the whole-of-government response to Open Data Initiative through coordinating the release of DSITIA datasets in early 2013, and developing the agency strategy regarding the plan for ongoing dataset releases
- effectively administered science and innovation funding agreements, established the Grants Management Review Committee and streamlined some science-reporting processes
- conducted a whole-of-government intellectual property (IP) audit to assess the extent of IP assets and the potential for future commercialisation
- consulted with the research sector, and industry and government agencies to inform the implementation of the *Science and Innovation for Economic Success* policy position to ensure supply of demand-driven science and remove barriers to innovation in Queensland
- successfully facilitated collaborations between industry, research and government through a number of focussed programs including the Queensland Wide Innovation Network, the Innovation Clinic Program, and Tech Fast.

Other whole-of-government plans / specific initiatives

During 2012–13, Innovation and Science Development Services was responsible for the following whole-of-government programs/plans/initiatives:

- Progressing the Intellectual Property Audit
- Managing the whole-of-government statutory obligations in relation to government use of third-party copyright material under the Copyright Act, not including educational use.

2. Our service performance

Performance review

The service standards in the following table are recorded in the department's *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department's overall performance.

Service Area: Innovation and Science Development Services	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Proportion of stakeholders who are satisfied with Innovation and Science Development Services, consultative and engagement processes	1	80%	91%

Notes

1. A number of events with a higher number of stakeholder participants who rated their satisfaction level very highly (for example the Partners in Technology briefings, in particular those occurring during the third and fourth quarter of the year) contributed to an increased 2012–13 actual.

Intergovernmental Gene Technology Agreement 2001

The Commonwealth, states and territories have established the Intergovernmental *Gene Technology Agreement 2001*. According to this agreement the *Gene Technology Act 2001 (Qld)* and the *Gene Technology Regulation 2002 (Qld)* form the Queensland legislative component of the national gene technology regulatory scheme.

The Queensland legislation very closely parallels the *Commonwealth Gene Technology Act 2000* and *Gene Technology Regulation 2001*. The Queensland legislation contains specific details of protocols for entities when dealing with technologies employing genetic modification.

An independent statutory review of the Commonwealth Act was undertaken in 2011. There is a statutory obligation to undertake a review of the Queensland Act whenever a review of the Commonwealth Act is undertaken. In April 2013, the Minister for Science, Information Technology, Innovation and the Arts initiated a review of the Queensland Act to be undertaken during 2013–14.

- implement actions to deliver the *Science and Innovation for Economic Success* policy agenda
- develop a digital economy strategy for consultation
- administer the Australian Institute of Tropical Health and Medicine funding agreement to support the construction of the Townsville facility
- review the *Queensland Gene Technology Act 2001* to ensure it is operating efficiently and effectively
- highlight opportunities and implement actions across government as identified through the whole-of-government Intellectual Property Audit
- work with Life Sciences Queensland to attract national and international delegates to the AusBiotech Conference in Brisbane in October 2013 to maximise economic opportunities for the state from hosting the conference
- effectively administer science and innovation funding agreements according to the Commission of Audit recommendations
- renew two strategic science-related alliances with Chinese agencies.

The year ahead

In 2013–14, Innovation and Science Development Services will continue to:

- finalise the business case and financial agreement for the Clem Jones Centre for Ageing Dementia Research

Queensland Government Information and Communication Technology (ICT) Services

Queensland Government ICT Services is a critical government service provider within DSITIA that consists of four business areas: CITEC, Smart Service Queensland (SSQ), Queensland State Archives (QSA), and ICT Strategic Sourcing.

The group maintains a centre of excellence for ICT skills and technologies with quality ICT services to assist the government to operate with efficiency. Services include solutions architecture and infrastructure engineering, archiving and information management, ICT procurement, multi-channel service delivery, disaster-recovery capability, and service management security.

In close cooperation with the Queensland Government Chief Information Office, Queensland Government ICT Services supports the department to meet the government's commitment of efficient, frontline services by ensuring a consistent approach to ICT systems and applications across government.

The division is also responsible for the core operations for the Queensland Government. It keeps all the government's technology services running securely 24/7/365, connects Queenslanders to key Queensland Government services 24/7/365, and securely manages Queensland's largest archival public records.

Our operating environment

The Commission of Audit's recommendations to deliver ICT as a service will present both opportunities and challenges for the division, as will implementing a reform agenda that supports the government's strategic direction.

Queensland Government ICT Services will continue to work with government agencies and industry to drive the ICT reform agenda including the development of the *Queensland Government ICT action plan*. Queensland Government ICT services will be undertaking the ICT category lead and procurement reform in partnership with the Queensland Government Procurement Transformation Office.

DSITIA will be responsible for the transition of the management and implementation of the Queensland Government's Public Sector Wireless Network (Government Wireless Network) Program.

The Parliamentary Crime and Misconduct Committee Inquiry into the Crime and Misconduct Commission's release and destruction of the Fitzgerald Inquiry tabled a report in parliament which included a number of recommendations specifically for QSA. QSA will continue to fully comply with, and support these recommendations.

Achievements

2012–13 achievements for Queensland Government ICT Services have been reported on in each of the service business areas.

Other whole-of-government plans/ specific initiatives

During 2012–13, Queensland Government ICT Services was responsible for the following strategies and initiatives:

- QSA commenced work to implement the *Digital Continuity Strategy* in line with the *Queensland Government ICT strategy 2013–17*. This work will include planning whole-of-government solutions for digital continuity and programs for the modernisation of QSA
- Developing the plan for the delivery of the One-Stop Shop access to government services - giving Queenslanders easy and convenient access to a range of information and services across the phone, face-to-face and online channels
- Simplifying procurement processes for ICT by revising procurement arrangements and the processes and systems that support ICT procurement
- The delivery of the technological platform for the Open Data Initiative, to enable departments to present datasets and for the public and industry access to government Open Data site.

2. Our service performance

Performance review

The service standards in the following table are recorded in the department's *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department's overall performance.

Service Area: Queensland Government Information and Communication Technology (ICT) Services	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Governance			
<i>Client satisfaction</i>			
Queensland State Archives	1	90%	N/A
Smart Service Queensland	2,3	65%	53%
ICT Strategic Procurement	4	65%	N/A
<i>Accessibility</i>			
Customer satisfaction with the services delivered by Smart Service Queensland	5	≥ 80%	83%
Customer satisfaction with Queensland State Archives' delivery of services to the public		93%	93%
<i>Capability</i>			
Agency alignment to whole-of-government ICT policies, positions and targets		85%	88%
Other measures			
<i>Accessibility</i>			
Volume of interactions with Smart Service Queensland service delivery channels:			
telephone		≥ 3,500,000	3,732,874
online		≥14,000,000	16,709,857
face-to-face	6	≥425,000	372,312
processing (including cards and concessions)	7	≥1,015,000	1,000,656
<i>Number of public customers accessing government records</i>			
online		380,000	380,000
walk-in		6,700	6,670

Notes

- This measure had a result attributed to it in error in the 2012–13 SDS and Queensland State Archives has never collected statistics in relation to client satisfaction. As part of a review of measures for the agency, this measure has been discontinued and replaced with QSA's customer satisfaction, which has been in place for some time. This is consistent with the current measures utilised by others such as the State Library of Queensland, which measures clients as the end user of the state library service. QSA defines 'customers' as the end user of its services to the public and 'clients' as the public authorities that are end users of its services to government.
- An error in the SDS production process last year resulted in the incorrect figure being published as the 2012–13 target/estimate for this measure. The SSQ client satisfaction target figure for 2012–13 should have been ≥80% and has been amended in 2013–14 for reporting.
- The client satisfaction result of 53% represents the satisfaction of internal government agencies with their relationship with Smart Service Queensland who deliver services on their behalf to the public. The overall result is below the set target, with those clients involved directly in service delivery having a satisfaction level as high as 78%. The results identify operational areas for improvement.
- This performance measure has been discontinued and replaced with the more relevant customer satisfaction measure. No actual result has been obtained for the 2012–13 financial year.
- SSQ customers are defined as the Queensland public, whilst SSQ clients are defined as government agencies.
- The counter volumes fell below target by almost 53,000 due to the decision by the Office of State Revenue (OSR) to discontinue counter service delivery of its services in November 2012.
- Energy retailers carry out continuous eligibility checks to ensure recipients still meet the concession criteria as a result fluctuations occur throughout the year. The end of year figure was a snapshot of the number of recipients who received a concession payment in the month of May (for electricity and gas concessions) and June for all other concessions.

Remote Indigenous Public Internet Access project (RIPIA)

The Remote Indigenous Public Internet Access Project (RIPIA) was established in 2009 to provide new or expanded public internet access and to deliver a digital literacy training program to 20 remote indigenous communities. The final round of this phase of RIPIA will end in June 2013.

The project has been jointly managed by staff from Queensland Government ICT Services and the State Library of Queensland (SLQ). Public internet facilities have been established at all 20 communities. During the period of the project over 870 community members have completed structured digital literacy programs.

In the 2013–14 national budget the Australian Government indicated an annual funding of \$400,000 will be available for RIPIA until 2015–16. SLQ will manage all aspects of future rounds of RIPIA.

The year ahead

In 2013–14, Queensland Government ICT Services will:

- work with government agencies and industry to drive the ICT agenda, including the implementation of the *Queensland Government ICT action plan* and the *Queensland Government ICT Strategy 2013–17*
- develop a governance and accountability framework for government consideration to ensure technologies employed support our digital economy
- develop and release the first phase of the government's ICT Dashboard to track progress of key ICT projects
- implement the accepted recommendations for ICT from the Commission of Audit and the ICT Audit of Queensland Government ICT systems.

CITEC

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

Achievements

During 2012–13, CITEC:

- commenced reform in its corporate and business areas, significantly improving CITEC's financial viability through reduced employee reductions and other cost savings measures
- maintained 99% availability of data centre services for Queensland Government agencies' ICT infrastructure. This level of service supported agencies' ability to provide high levels of front-line services to the community
- released, through CITEC Confirm, the Magistrates Court and QCAT eFiling product in partnership with the Department of Justice and Attorney-General. This release will enable legal firms to have seamless online lodgement of court documents without leaving the office
- successfully migrated Identity, Directory and Email Services (IDES) users to alternative services as a result of the closure of IDES in November 2012
- undertook the consolidation and management of whole-of-government ICT arrangements to maximise savings.

2. Our service performance

Performance review

The service standards in the following table are recorded in the department's *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department's overall performance.

Service Area: CITEC	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Client satisfaction	1	80%	N/A
EBITDA (EBIT less depreciation and amortisation (\$000))	2	New measure	10,734
Financial measures			
Current ratio	3	1:26:1	1:33:1
Earnings before interest and tax (EBIT) (\$'000)	4	643	-6,775
Return on net assets	5	1.2%	-12.30%
Gearing level	6	7.3%	27.20%
Other measures			
Service availability		≥ 99.9%	100%
Whole-of-government programs percentage complete	7	100%	N/A
Number of Information Technology graduates, trainees and cooperative students employed each year	8	12	4

Notes

- Due to the ongoing evaluation and analysis of CITEC's business model, a client satisfaction survey is not anticipated to take place until the 2013-14 year with the result available in the first half of 2014.
- EBITDA has been introduced as the new measure to align with CITEC's revised budget forecast. It measures the earnings before interest, tax, depreciation and amortisation which is a more accurate indicator of operational performance of the organisation.
- Current ratio is tracking well against target and has increased from last quarter as a result of the working capital facility now repaid following VR reimbursements from Treasury.
- The original budget for 2012-2013 contained \$4.39 million of employee expenses that were understated. The Government Revenues in 2012/13 have additionally been impacted due to agreed price reductions in the provision of storage services and internet services as well as winding up of the provision of software services. A further \$3.57M of the EBIT loss was as a result of the IDES decommissioning. The revised target for 2013-14 will be based on EBITDA as opposed to EBIT.
- This indicator is directly influenced by EBIT, therefore the same details on performance apply to the return on net assets end of year result.
- The gearing ratio has improved compared to the previous quarters. This position is expected to improve further as a result of reducing borrowing requirements including ICTC and ICT capital programs compared to the budget and the repayments of the current QTC.
- During 2012–13 no whole-of-Government programs commenced.
- Due to the ongoing evaluation and analysis of CITEC's business model, CITEC is unable to meet this target for this measure for the 2012-13 year.

The year ahead

In 2013–14, CITEC will:

- develop and implement a detailed implementation plan to respond to the Commission of Audit recommendation to divest CITEC services within two years
- work with agencies to continue to support their critical ICT needs that are housed in the CITEC data centres
- work with Smart Service Queensland to develop identity management services for a range of citizen and business online services.

Smart Service Queensland

Smart Service Queensland plays a pivotal role in the government's commitment to revitalise front-door services through delivering a One-Stop Shop for Queenslanders. The proposed One-Stop Shop aims to provide easy and convenient access to information and services – online, via the phone, or local counters or agents.

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

Achievements

During 2012–13, Smart Service Queensland:

- developed the One-Stop Shop plan and business case for consideration by government to provide simpler and easier access to government services
- delivered the access portal as part of the government's Open Data initiative and expanded the range of datasets published, providing the community and business with access to a range of government source data
- in partnership with other government agencies, launched 10 new web franchises finalising a three-year transformation of qld.gov.au covering 17 topic areas.

The year ahead

In 2013–14, Smart Service Queensland will:

- continue to be the front door to the Queensland Government providing access to a wide range of government services via phone (13QGOV), online (www.qld.gov.au) and counters (Queensland Government Agent Program Offices and Queensland Government Service Centres)
- progress the One-Stop Shop vision to provide improved customer access to government information and transaction services
- continue to enhance the user functionality of the Open Data portal and extend publishing departmental data sets including ICT program and project performance data.

Queensland State Archives (QSA)

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

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

Achievements

During 2012–13, QSA:

- supported the 17th International Congress on Archives in Brisbane in August 2012 – the first to be held in the southern hemisphere, with over 1000 delegates in attendance from 92 countries. QSA staff delivered seminars, chaired sessions and answered queries about recordkeeping policies and practices within the Queensland Government. The congress generated an estimated \$3 million towards Queensland's economy

2. Our service performance

- supported the 150th anniversary celebrations of Queensland's South Sea Islander communities and contributed to multiculturalism by successfully nominating archival records relating to Australian South Sea Islanders for inclusion in the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Australian Memory of the World register
- provided copies of archival public records to the Queensland Health Payroll System Commission of Inquiry and over 20,500 pages of records to the Queensland Child Protection Commission of Inquiry
- won the prestigious Mander Jones Award for the most outstanding publication in the field of archives and recordkeeping by the Australian Society of Archivists in August 2012 for *Guideline for managing digital photographic images*
- recorded a 93.4% overall satisfaction rating in its biennial customer satisfaction survey in April for its delivery of services to public
- actively grew the state's archival public record collection by 1.5 linear kilometres with incoming transfers of documents, files, registers, photographs, maps, plans, and a number of architectural scale models.

The year ahead

In 2013–14, QSA will continue to:

- plan the implementation of a whole-of-government approach to address the long-term management and preservation of Queensland Government digital information assets
- lead the whole-of-government approach to digital archiving through implementing the *Queensland Government digital continuity strategy* aimed at future proofing the critical digital information assets of government
- release a detailed report of the 2013 recordkeeping survey of Queensland public authorities, which assesses compliance against the *Public Records Act 2002* and the minimum requirements of the recordkeeping information standards
- implement strategies to support a move towards an online-service delivery model with improved access to the archival collection and increased community engagement through social media

- help agencies build capability in the management of records created in business systems, including ensuring recordkeeping requirements are embedded into new ICT systems.

ICT Strategic Sourcing

ICT Strategic Sourcing has been established as the Queensland Government Centre of Excellence in ICT sourcing matters. The group is responsible for the preparation and management of contracts and other arrangements that support the implementation of ICT strategies.

Achievements

In 2012–13, ICT Strategic Sourcing:

- consolidated multiple individual-agency agreements into a whole-of-government Microsoft Premier Support Services agreement, realising \$1.2 million of value in proactive support for agencies. Further negotiations of the one-year extension realised \$0.71 million of additional value in the form of extra support services
- extended the Microsoft enterprise enrolment for one-year saving Queensland Government \$1.65 million.

The year ahead

In 2013–14, ICT Strategic Sourcing will:

- drive procurement reform for ICT through the review of processes and systems that support ICT procurement
- continue to work to deliver the consolidation and management of whole-of-government ICT arrangements to maximise savings
- transition the management and implementation of the Queensland Government's Public Sector Wireless Network (Government Wireless Network) program into ICT Strategic Sourcing
- establish cloud email services in DSITIA.

Arts and Culture Services

A key objective for DSITIA is to strengthen cultural and economic outcomes for Queensland through a vibrant and creative arts and cultural sector. Arts and Culture Services, through Arts Queensland will increase access to arts and culture, create an innovative and resilient arts and culture sector, grow Queensland's cultural reputation and maximise cultural tourism.

Arts Queensland is delivering the government's vision for sector growth and fostering a community of the arts by developing the *Arts for all Queenslanders Strategy*. The realisation of key funding initiatives in 2012–13, the Super Star Fund and Playing Queensland – Boost to Touring Fund, has provided local companies with an opportunity to attract and deliver world-class performances and to take quality arts experiences to audiences across Queensland.

Arts Queensland is also uniting Queensland's major cultural institutions on Brisbane's South Bank under the *Cultural Precinct Strategy*, which provides an exciting opportunity to maximise cultural tourism opportunities and to build on visitation.

Arts Queensland supports the delivery of effective corporate services to the arts statutory bodies, companies and other government departments. The Corporate Administration Agency provides corporate services, including HR consultancy, payroll and recruitment, financial management, procurement and information management for Arts and Culture Services and its statutory bodies and other small to medium agencies.

Our operating environment

In 2012–13, Arts Queensland contributed to the government's commitment to red-tape reduction by streamlining and simplifying arts and cultural funding programs and administration.

Arts Queensland was restructured and the Arts Investment Advisory Board was established to deliver more transparent and streamlined grant services into the future. Savings of \$2.6 million annually are being made across arts administration and the introduction of the new arts and cultural investment framework will simplify the provision of arts grants service delivery in the future.

Achievements

In 2012–13, Arts and Culture Services:

- established the Arts Investment Advisory Board and delivered a new *Arts and Cultural Investment Framework* to provide advice on policy, grants

- processes and administration and priorities for the State Government's investment in arts and culture
- opened the four-year \$3 million Super Star Fund to support local performing arts companies to engage internationally-renowned artists and build local capacity. The first recipient of the fund was announced in May 2013, with \$300,000 allocated to the Queensland Ballet for their 2014 production of Sir Kenneth Macmillan's *Romeo and Juliet*
- launched the \$10.6 million Playing Queensland Fund which includes the government's four-year \$3 million Boost to Touring commitments. Since the Playing Queensland fund opened in December 2012, 21 new touring arts productions have been approved to tour across Queensland
- commenced consultation with the arts and cultural sector and Queensland communities about the *Arts for All Queenslanders Strategy*. The strategy will be released in late 2013 and will outline actions to deliver a strong community of arts, sector growth, and build on Queensland's reputation as a cultural hub
- completed a major study into performing arts space in Brisbane in recognition of the need to ensure Brisbane's growing reputation as a destination to experience innovative and inspiring arts experiences
- launched the *Cultural Precinct Strategy 2013–2015* which will maximise the public investment to Queensland's cultural institutions at Brisbane's South Bank by creating a coordinated program of events to further build the precinct's reputation as a cultural tourism destination
- supported the Cairns Indigenous Art Fair in August 2012, which attracted 16,500 people, generated \$600,000 in sales and injected \$1.47 million in tourism expenditure into the Cairns economy
- supported the 2012 Brisbane Festival, which celebrated a record 90 plus sell-out performances and box office takings in excess of \$1.1 million
- improved accessibility to grant information through establishing a One-Stop Shop for Arts Queensland grants and single point of contact through the creation of a Grants Support Officer position

Performance review

The service standards in the following table are recorded in the department’s *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department’s overall performance.

Service Area: Arts and Culture Services	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Level of client satisfaction with Arts Queensland’s funding programs and services	1	85%	80%
Other measures			
Level of attendance and participation in subsidised arts sector events		4,100,000	4,243,103
Percentage of grant funding informed by industry peer assessment		95%	96%
Percentage of grant approvals processed within required timeframes		95%	100%
Percentage of grant acquittals processed within required timeframes		90%	92%
Percentage of funding provided to people from target groups		40%	41%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations	2	76%	70%
Utilisation of state-owned arts and cultural facilities	3	4,425,000	4,936,841

Notes

1. Client satisfaction tracked slightly lower than the anticipated target and will be monitored by Arts Queensland to ensure services provided meet client expectations.
2. The 2012–13 Estimated Actual is lower due to the end of the art+place – Queensland Public Art Fund, other limited life grant funding and the deferral of some grants expense to 2013–14.
3. the 2012–13 Target Estimate was exceeded due to higher than expected attendances at popular programs delivered at the cultural precinct.

- supported the arts statutory bodies to grow their reputation for staging blockbuster arts events that attract record numbers, with the Queensland Museum and Queensland Art Gallery achieving record visitation for the *Mummy: Secrets of the Tomb* exhibition and the *7th Asia Pacific Triennial of Contemporary Art* respectively
- allocated \$11.3 million to support arts and culture in regional Queensland and \$600,000 for the Creative Recovery Building Resilience Initiative – an ongoing program of arts-led community activities for flood-affected regions.
- The Commonwealth provided financial assistance of \$9 million for co-location of the Queensland Symphony Orchestra (QSO) within the new headquarters of the ABC at South Bank in Brisbane
- The co-location of the QSO was completed, with the orchestra occupying the new world-class facility on 19 December 2012. The new facility includes multi-purpose recording, performing and rehearsal studio.

Closing the Gap: The Indigenous Reform Agenda

The cultural, social and economic benefits of individual and community participation in arts and cultural activities are well recognised.

Arts Queensland has a number of initiatives aimed at strengthening Indigenous communities by recognising, supporting and maintaining Aboriginal and Torres Strait Island arts and cultures. The initiatives align with the Council of Australian Governments’ (COAG) commitment to close the gap in life outcomes between Indigenous and non-Indigenous people and link in with COAG’s building blocks or seven action areas.

Other whole-of-government plans/ specific initiatives

During 2012–13, Arts and Culture Services was responsible for the following whole-of-government plans and initiatives:

- *Implementation Plan for the Queensland Symphony Orchestra Co-location Project* (National Partnership Agreement on Local Government and Regional Development)

Arts Queensland's programs focus on:

- increasing employment and training opportunities in the Indigenous arts and culture sector
- building a viable Indigenous arts industry
- promoting Indigenous artists and growing new commercial markets for their work
- maintaining, supporting and strengthening cultures.

Meeting of the Cultural Ministers

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

In 2012–13, the ministers:

- welcomed the release of the Australian Government's new national cultural policy, *Creative Australia*
- signed the National Arts and Culture Accord between the Australian, state and local governments which articulates respective and shared roles and responsibilities
- agreed to work closely with education ministers on implementing the agreed *Australian Curriculum: The Arts*
- considered work to develop a national approach to Arts and Health collaboration
- approved new national framework for cross-government support for the major performing arts sector
- commissioned the Australian Bureau of Statistics to conduct a cultural and creative activities satellite account feasibility study through the Statistics Working Group.

Visual arts and craft strategy

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

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

Queensland Multicultural Action Plan 2011–14

The *Queensland Multicultural Action Plan 2011–14* aims to develop and support a culturally-diverse Queensland. Arts Queensland:

- supports artists from culturally and linguistically-diverse backgrounds through funding programs for professional development and creative project development
- provides funding support to arts and cultural organisations that deliver programs and services for people from culturally and linguistically-diverse backgrounds.

In 2012–13, Arts Queensland provided total funding of \$1,032,848 to support artists from culturally and linguistically-diverse backgrounds, as well as projects and organisations delivering programs and services to culturally and linguistically-diverse communities.

In addition, Arts Queensland contributed \$162,169 towards projects that expose Queensland artists to diverse cultural influences through cultural exchanges and collaborations.

Tourism

Cultural tourism has been identified as a key niche market to contribute to the government's target of increasing visitor expenditure to \$30 billion by 2020.

Arts Queensland is committed to enhancing Queensland's reputation as a cultural tourism destination. Arts Queensland supports a wide range of events and programs that contribute to these cultural tourism opportunities including support to the Cultural Precinct institutions and a range of festivals across Queensland.

In 2012–13, Arts Queensland, through consultation with the four arts statutory bodies at the Cultural Precinct on Brisbane's South Bank (Queensland Performing Arts Centre, Queensland Museum, State Library of Queensland and Queensland Art Gallery | Gallery of Modern Art), led the development of the first integrated cross-precinct strategy. Delivered in collaboration with strategic and industry partners, including events, tourism and marketing bodies, the *Cultural Precinct Strategy* will promote, position

2. Our service performance

and activate the Cultural Precinct as an outstanding cultural tourism destination within a competitive domestic and international market.

Arts Queensland is working to build effective working relationships to progress the cultural tourism agenda through cross-government mechanisms including representation on the Tourism Interdepartmental Committee and providing input into the *Queensland tourism 20 year plan*.

The year ahead

During 2013–14, Arts and Culture Services will:

- release the *Arts for all Queenslanders Strategy* in December 2013. The strategy will enact the government's policy vision to ensure that all Queenslanders have access to great arts and culture, and Queensland's reputation as a destination to experience innovative, exciting and inspiring arts and culture continues to grow
- implement the new streamlined and flexible *Arts and Cultural Investment Framework*. The framework delivers a new investment model for Queensland that is simpler, more transparent and cuts red tape by significantly reducing the number of funding categories while setting out clear principles to achieve artistic, social, cultural and economic returns on government investment
- support the Arts Investment Advisory Board to provide the Minister with expert advice on arts and cultural policy and investment, including recommendations on Super Star Fund applications, implementation of the *Arts and Cultural Investment Framework* and development of the *Arts for all Queenslanders strategy*
- increase the number and reach of performing arts touring productions through regional Queensland, with the aim to double the touring arts experiences in regional communities through the *Playing Queensland – Boost to Touring Fund*
- implement a *Cultural Precinct Strategy 2013–15*, in partnership with arts statutory bodies and tourism bodies, to maximise opportunities resulting from the unique co-location of Queensland's major cultural institutions at South Bank and demonstrate the return to Queenslanders on their investment. This requires significant levels of coordination and collaboration to develop a long-term plan that ensures the precinct is an outstanding cultural

tourism destination. The immediate focus will be on the creation of a governance and coordination mechanism and consideration of current and future infrastructure needs at the precinct

- support 'CIAF Presents' in August 2013 and assist with the transition of the Cairns Indigenous Art Fair 2014 to a new governance model
- support the Queensland Regional Arts and Culture Conference: Articulate 2013 in Rockhampton
- continue investing in high-quality arts education programs in partnership with Education Queensland and the Australia Council for the Arts through the Artist in Residence Program (2013–15). The Artist in Residence Program will invest in projects that create dynamic, innovative and collaborative creative practice between students, educators, artists and arts and cultural organisations
- support the arts and cultural sector to exchange ideas, experience new Australian and New Zealand work, build partnerships and network with national and international peers through the Australian Performing Arts Market held in Brisbane in February 2014
- continue implementation of the Backing Indigenous Arts initiative with support for Indigenous Arts Centres, Indigenous performance, international partnerships and building skills and opportunities.

Shared Services

Queensland Shared Services (QSS) is one of DSITIA's shared services providers and delivers a range of corporate services to 18 government departments. Services include finance, procurement, human resource (HR) management, facilities management, and mail support.

QSS also provides core finance and HR systems application services to its clients and supports the Department of Education, Training and Employment finance and training HR system solutions. QSS has a responsibility to deliver payroll to around 99,000 public servants each fortnight, representing approximately 41.35 per cent of the sector.

QSS key objectives are to:

- operate a business model that provides value-for-money services to its clients that are quantifiable and measurable
- consolidate, standardise and improve its business processes.

Our operating environment

Key factors impacting the operating environment for QSS include adjusting resource levels in accordance with variations in demand for services from rest-of-government departments; maintaining systems performance to support HR, payroll and financial management services including managing risks associated with legacy systems no longer covered by mainstream vendor support; and implementing a reform agenda that supports the government's strategic direction for service contestability.

The recommendations of the Queensland Commission of Audit that specifically relate to corporate services and information and communication technology represent a change of strategic direction for QSS. These include discontinuation of the mandated use of QSS as the rest-of-government shared service provider; the introduction of contestability for corporate and shared service delivery; the empowerment of QSS to deliver services on a contestable basis while it remains viable to do so; and transition to an ICT-as-a-service environment. A detailed implementation plan will be developed to ensure transition to any new arrangements is achieved without service disruption.

Achievements

In 2012–13, QSS:

- processed 5,164 voluntary redundancy payments, provided 1,664 voluntary redundancy estimates and responded to approximately 18,000 voluntary redundancy queries for departments serviced by QSS up to 28 June 2013
- developed and published on GovNet the self-assessment voluntary redundancy payment estimate calculators for use by employees across the sector. As at 26 June 2013 these calculators were accessed a total of 58,441 times and the associated Frequency Asked Questions 3,516 times
- transferred the Queensland Health finance system solution and HR rostering and payroll technology solution to Queensland Health in a machinery-of-government change effective 17 December 2012
- finalised machinery-of-government changes in financial management systems ensuring that each department has its own finance system
- advanced significantly the machinery-of-government payroll management system changes transferring staff across payroll systems, where upon completion will ensure that the each rest-of-government department's system accurately reflects its workforce and their associated awards and allowances.

Other whole-of-government plans/ specific initiatives

During 2012–13, QSS was responsible for implementing a vendor payment monitoring capability for departments in support of the government's election commitment to ensure that all bills from suppliers involving contracts up to \$1 million are paid within 30 days.

2. Our service performance

Performance review

The service standards in the following table are recorded in the department's *Service Delivery Statement 2013–14* and are used by the department and the government to assess the department's overall performance.

Service Area: Queensland Shared Services	Notes	2012–13 Target/est.	2012–13 Actual
Service standards			
Client satisfaction	1	≥ 65%	74%
Labour as a percentage of total costs		52%	52%
Overheads as a percentage of total costs	2	≤ 10%	18%
Successful completion of priority projects as a percentage:			
• on time	3	100%	82%
• on budget	4	100%	82%
Other measures			
Delivery of services within agreed standards		≥95%	99%
Percentage of priority one incidences resolved within agreed timeframes	5	≥90%	83%
Percentage of system availability of finance and human resource systems		≥98%	100%

Notes

1. A client satisfaction survey was conducted in February 2013. The results indicated that the overall level of client satisfaction with QSS services increased from 63.5% in the 2011–12 survey to 74.2%.
2. Overheads include a \$23.7 million system impairment charge to the Finance System (with the transfer of DETE) and HR System (with the transfer of Housing). Excluding the system impairment charge resulting from the change in client utilisation of systems the overheads would have returned a result of 8.6%.
3. Nine of eleven projects were completed on time. The CIIP CSANET Migration and IRM Procedures and Processes projects closed outside of tolerance due to the Project Closure being delivered outside of the agreed timeframe. As the projects are closed there is no residual risk.
4. Nine of eleven projects were completed within budget. The Fusion Satellite Farm Refresh and IRM Procedures and Processes projects closed outside of tolerance due to the project Closure Reports for the being delivered outside of the agreed timeframe. As the projects are closed there is no residual risk.
5. Five out of six Priority One Incidents were resolved within the agreed timeframes. One Priority One Incident which did not meet the agreed timeframes was caused by a hardware fault on the Lattice production server. The provider implemented a workaround by utilising the non-production server until replacement parts could be provided with the system available by 8am the following day.

The year ahead

In 2013–14, QSS will:

- work closely with the newly established contestability unit within DSITIA to implement the recommendations of the Queensland Commission of Audit including the introduction of service contestability to improve efficiency, reduce cost and enhance the value-for-money of services provided
- continue to standardise finance and HR processes and services across all client departments to achieve sustainable cost reductions and avoid waste
- finalise the upgrades of the Aurion version 9 HR/payroll systems to a fully vendor supported Aurion version 10 edition
- finalise the HR/payroll system machinery-of-government changes for all rest-of-government departments.

Queensland Government Chief Information Office

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

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

The QGCIO provides:

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

Our operating environment

The Queensland Commission of Audit, and the ICT Audit, have both recommended that Queensland Government adopts an ICT-as-a-service strategy and source ICT services from private providers where this is feasible and represents value for money. Cloud computing services are also recommended as an approach to achieve this transformation. Further recommendations are made to adopt best-practice governance for sourcing ICT-as-a-service and cloud computing, and specifically for the QGCIO to assist agencies with refocussing their skills and resources to make the transformation.

The QGCIO is well placed to assist agencies with this work, utilising industry research and the analysis of strategic plans and ICT landscape information collected from the sector. The QGCIO can provide policy and architectural advice to agencies and central government to aid decision-making on the implementation of these recommendations. QGCIO has developed the *Queensland Government Cloud Computing Strategy*, completed the business case for cloud email adoption as the first significant tranche of work, and completed a successful trial of cloud-based email comprising the QGCIO business unit.

The future for ICT is firmly headed toward consumption of commodity ICT-as-a-service in a pay-for-what-you-use utility model. The Queensland Commission of Audit supported the government's intention to take advantage of modern ICT initiatives such as Cloud Computing. This will have a significant impact on the delivery of ICT within government and the internal-to-government shared service providers. The proposed approach will transform ICT delivery within agencies. Agencies will transition away from owning, operating or managing commodity ICT. Assisting agencies and central government with the implementation of these ICT reforms, and the implementation of the *ICT Strategy Action Plan*, will be a priority for QGCIO in collaboration with Queensland Government ICT Services in DSITIA.

Achievements

In 2012–13, QGCIO:

- completed an audit of all current government IT systems, applications, governance, workforce, and support services, and commenced the foundation work in preparation for implementing the audit recommendations
- developed a *Cloud Computing Strategy* to guide agencies in the transformation and modernisation of their ICT services, and deliver more efficient, agile, and innovative service delivery to the public
- piloted the implementation of cloud email in government

- developed the Queensland Government Client Identity Management system as a whole-of-government client identity solution to provide a single sign on account for citizens that can be used across all online services for all departments.

Other whole-of-government plans/ specific initiatives

During 2012–13, QGCIO was responsible for the following whole-of-government programs/plans/initiatives:

- The COAG Connectivity Gateway Project under the National Occupation Licensing System initiative is a whole-of-government data portal being designed to integrate with the National Licensing Register (NLR) and Queensland regulator systems. This initiative is focused on transferring licensee data to and from the NLR in real time utilising web services. The gateway provides a single point of interaction between Queensland regulators and the NLR. This project will continue in to 2013–14
- QGCIO was the architectural lead in the development of the specification for the System Integration Stream of the Queensland Government Wireless Network Program used in the procurement by tender process. The role included the development of architectural content for the integration stream as well as the coordination of participation from representatives of the public safety agencies.

Business Online Services

The Business Online Services project has delivered a nationally-coordinated system for businesses to access information and services online to assist them to manage their regulatory responsibilities. The Australia Business Licensing Information Service (ABLIS) became operational in the 2012–13 financial year.

In addition to the ABLIS, this initiative has also provisioned a business-operator portal where business operators or business intenders can centrally locate all their key information, receive notifications of updates to their licensing requirements, regulatory changes effecting them and process updates including payments for their licences across all tiers of government. The Business and Industry Portal is fully integrated with the BOS initiatives above and is looking to expand their use of the BOS Form Centre into next financial year.

The year ahead

During 2013–14, QGCIO will:

- work with agencies and industry to drive the ICT agenda in accordance with the endorsed ICT Audit and Queensland Commission of Audit recommendations, including the adoption of ICT-as-a-service and cloud computing strategies
- 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 agency-to-agency collaboration
- continue to populate and maintain the Queensland Government Enterprise Architecture (QGEA) – the policy framework that underlies ICT investments and business decision-making
- apply a portfolio approach to improve the visibility and decision-making around strategic ICT investments on behalf of the Queensland Government.

Queensland Chief Scientist

In accordance with the government's commitment, the Chief Scientist is in charge of science policy for the state. The Chief Scientist provides leadership in science policy development and implementation, supported by the department, and provides high-level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting Queensland's economic challenges. The Chief Scientist also provides advice on maximising opportunities from the government's investment in research and development.

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

Our operating environment

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

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

Achievements

In 2012–13, the Queensland Chief Scientist:

- prepared preliminary Queensland Government R&D plans for 2012–13 in collaboration with departments that perform R&D
- compiled a report on the *Health of Queensland science* which summarises the state's current science capability and provides some key observations and recommendations for the future
- oversighted a series of science capability audits across key government agencies with the first audits being of the departments of Science, Information Technology, Innovation and the Arts, and Agriculture, Fisheries and Forestry. Results from the audits will enable the state's applied science efforts to be directed towards meeting our economic challenges and help place the Queensland Chief Scientist properly in charge of science policy
- facilitated the Innovation in Government senior leaders forum, 8 April 2013
- hosted a successful Science in Parliament: Science and Innovation Celebration, for approximately 250 high profile members of Queensland's science, research, innovation and business communities which incorporated the presentation of the Queensland Young Tall Poppy Science Awards, and the Queensland-Smithsonian Fellowships
- promoted Queensland science through speaking engagements at more than 50 science events, and relevant media engagements
- worked with other government departments to progress key state-wide challenges and opportunities (e.g. engineering futures; coal seam gas; underground coal gasification; uranium mining implementation; flood mitigation; open data reform; integrated catchment management).

Other whole-of-government plans/ specific initiatives

During 2012–13, the Queensland Chief Scientist:

- published the *Queensland Government's research and development (R&D) expenditure report 2011–12*, approved by the R&D Queensland committee
- partnered with DSITIA in the development of a draft *Science and Innovation Action Plan*, which outlines key actions across government needed to support the delivery of science to meet government needs, and to remove impediments to business driving innovation
- developed key Decision Rules to guide longer-term investment decisions in R&D across government
- facilitated the review and re-development of the Government's science and research priorities.

The year ahead

During 2013–14, the Queensland Chief Scientist will:

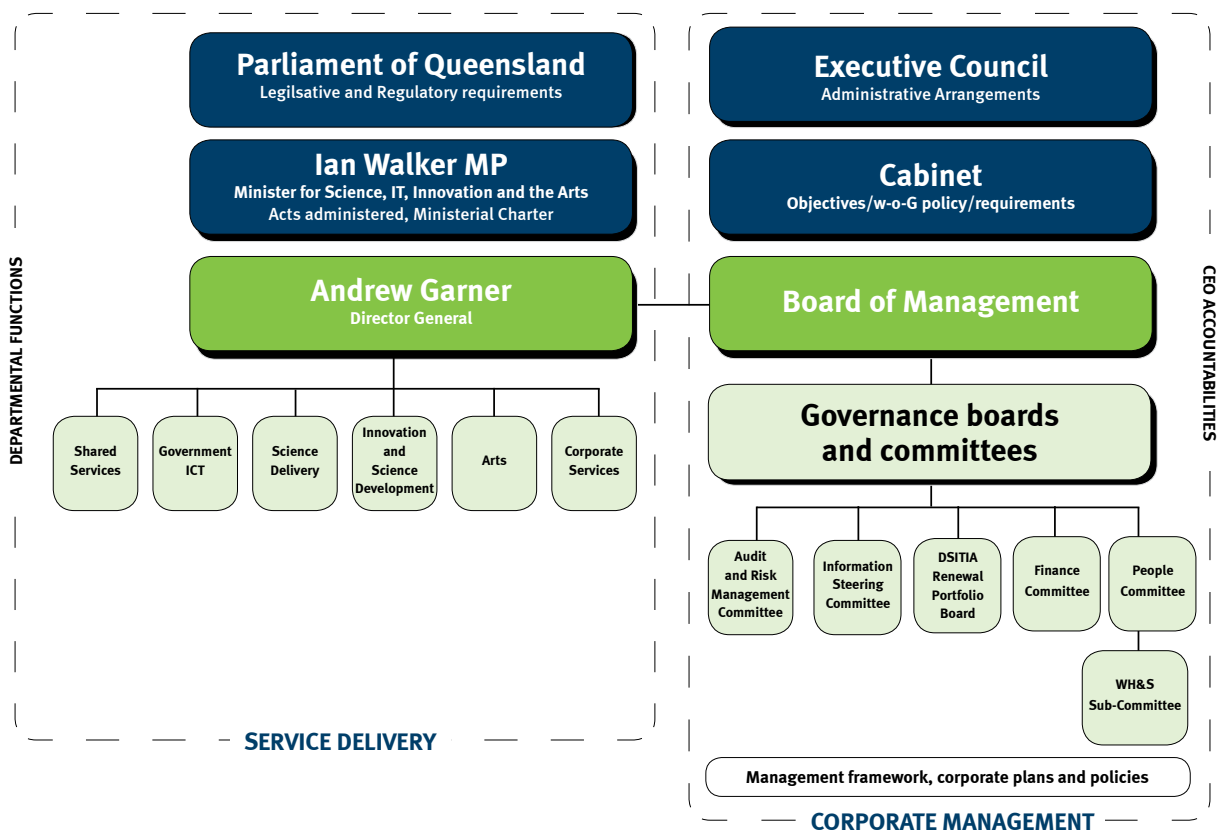
- support the department in the effective implementation of the *Science and Innovation Action Plan*
- complete the *Queensland Government R&D expenditure report 2012–13*, utilising for the first time the Government Statistician for the collection of data
- implement decision rules for R&D investment (REDS). In addition, the Queensland Science and Research priorities will be revised to better reflect the benefits of science and research to the economy and to Queensland
- work with remaining relevant departments to finalise the science capability audits
- host two Science in Parliament events – a hot topic briefing on Queensland Science (August 2013) and a Science and Innovation Celebration (November 2013), for members of Queensland's science, research, innovation and business communities.

Our leaders

<p>Andrew Garner Director-General and acting Queensland Government Chief Information Officer (12 April 2013 – present)</p>	<p>Andrew Garner was appointed Director-General of the Department of Science, Information Technology, Innovation and the Arts in April 2013.</p> <p>Andrew has more than 24 years' professional advisory experience in assisting and leading major reform programs within the public and private sector. He has a Bachelor of Business from the University of Southern Queensland and is a Member of the Institute of Chartered Accountants and the Institute of Internal Auditors. Andrew most recently worked at Ernst & Young as their Lead Queensland Government Partner, as well as leading the Queensland Advisory Practice.</p> <p>Andrew is currently also acting Queensland Government Chief Information Officer and is responsible for ICT governance, investment assurance, information systems and information technology strategy, policy and standards and the Queensland Government Enterprise Architecture.</p>
<p>Philip Reed Director-General (1 July 2012–12 April 2013)</p>	<p>Philip Reed was appointed Director-General of the Department of Science, Information Technology, Innovation and the Arts in April 2012 and concluded this role on the 12 April 2013.</p> <p>Prior to this role Philip was the Director-General of the Department of Justice and Attorney-General from October 2010.</p> <p>Throughout his 30-year career as a public servant, Philip held senior leadership roles within a number of industry sectors and worked for the Queensland, New South Wales and Victorian governments.</p> <p>Philip is also a marine biologist and zoologist and has worked extensively in natural resource management both as a scientist and policy maker.</p>
<p>Peter Grant Queensland Government Chief Information Officer (3 April 2012–20 May 2013)</p>	<p>Peter Grant was appointed Queensland Chief Information Officer in April 2012 and concluded this role on 20 May 2013.</p> <p>With extensive experience spanning public and private sector roles, Peter's 35-year IT career highlights include:</p> <ul style="list-style-type: none"> • being a founding Director of Consulting for Gartner Asia Pacific • co-founding technology start up OZONE Systems • consulting to federal government • working as Queensland State Director for Microsoft. <p>Peter is an adjunct professor of information systems with the University of Queensland and Queensland University of Technology, and a Fellow of the Australian Computer Society.</p>
<p>Dr Geoff Garrett AO Queensland Chief Scientist FTSE PrEng</p>	<p>Dr Geoff Garrett was appointed Queensland Chief Scientist in January 2011 to provide high-level, strategic advice to the Queensland Government on the role of science, research and innovation in achieving the government's priorities.</p> <p>A Cambridge graduate in metallurgy and an academic for 13 years, Geoff led two of the world's major national research institutions – CSIR in South Africa (1995–2000) and CSIRO in Australia (2001–2008). A former South African 'Engineer of the Year' (1999), he is a recipient of the Centenary Medal for service to Australian society through science. In June 2008 he was appointed as an Officer of the Order of Australia (AO) in the Queen's Birthday Honours List.</p>
<p>Dr Christine Williams Assistant Director- General, Science Delivery Division</p>	<p>Dr Christine Williams is the Assistant Director-General of the Science Delivery Division in the Department of Science, Information Technology, Innovation and the Arts (DSITIA). Christine has led the Science Delivery Division, in DSITIA and the former Department of Environment and Resource Management and Environment Protection Agency, since March 2007. In this role, Christine's focus has been on improving the use of science to inform policy and decision-making both within DSITIA and elsewhere in government and the community.</p> <p>Prior to her current position, Christine held a number of senior positions in Queensland Treasury, including Director of Economic Policy and Assistant Government Statistician (Economics). In these positions, again a focus of her work was to improve the use of information in policy and decision-making.</p>

3. Our corporate governance

<p>Darren Crombie Deputy Director-General, Innovation and Science Development Division</p>	<p>Darren Crombie is Deputy Director-General, where he is responsible for a group that connects business, innovation, science and technology to improve Queensland's productivity growth and create jobs. The group focuses on removing barriers to innovation, commercialisation and business growth, profiling Queensland's science, research and innovation capability, creating networks, and leveraging existing investments and infrastructure.</p> <p>Prior to this Darren held senior positions in the former Department of Employment, Economic Development and Innovation and the Department of Local Government and Planning where he was responsible for business innovation, infrastructure and strategic planning and regionalisation work.</p> <p>He was formerly a senior executive with the federal government and represented Australia on UN and APEC bodies, and was the Australian Capital Territory president of his professional association. Darren holds degrees in regional and town planning and public administration. He is a member of the Australian Institute of Company Directors.</p>
<p>Andrew Spina Deputy Director-General, Government ICT Division BSc (Comp.)</p>	<p>Andrew Spina transitioned to the role of Deputy Director-General of the Government ICT Division of the Department of Science, Information Technology, Innovation and the Arts in April 2012. He performed a similar role from April 2011 in the former Department of Public Works.</p> <p>In his current role, Andrew has responsibility for information and communication technology (ICT) service delivery and ICT reform within the Queensland Government. Andrew provides strategic leadership to CITEC, Smart Service Queensland, Queensland State Archives and ICT Strategic Sourcing Office.</p> <p>Andrew previously led the delivery of ICT services for various government departments, most recently, as Chief Information Officer, Department of Communities.</p> <p>Andrew has had extensive experience in forming and leading ICT service organisations for multiple agencies and directing significant business and technology transformation programs in addition to over 29 years of experience in information and communication technology service delivery.</p>
<p>Mike Burnheim Assistant Director-General, Shared Services Division BA, MSocSC (Australian Government)</p>	<p>Mike Burnheim is Assistant Director-General of the Shared Services Division in DSITIA. Since 2003, Mike has played a leading role in the whole-of-government Shared Service Initiative that transformed corporate service delivery in the Queensland Government. In March 2003, Mike was appointed to lead the Shared Service Implementation Office and in 2006, was appointed as the Managing Director of the Shared Service Agency.</p> <p>Mike has five years private sector experience and 30 years experience in the public sector (with 22 of these in a corporate services environment). Previously heading the successful Corporate Administration Agency within Arts Queensland, he has also worked for Queensland Treasury, the Public Sector Management Commission and the Office of the Cabinet within the Department of the Premier and Cabinet. Mike is a member of the Institute of Public Administration.</p>
<p>Evan Hill Acting Deputy Director-General, Arts Queensland (21 January 2013 to present)</p>	<p>As acting Deputy Director-General, Evan Hill is responsible for providing advice to the Director-General and Minister on arts and cultural policy, managing arts funding and capital programs. He works collaboratively with statutory bodies and companies in the arts portfolio and the wider arts community to support quality arts and culture.</p> <p>Throughout his 24 year career as a public servant, Evan has undertaken a number of senior leadership roles with his most recent career highlight being the development and release of the Cultural Precinct Strategy. Evan also completed his Executive Masters of Public Administration in June 2013.</p>



Governance framework

The Board of Management (BOM) is the department’s principal policy-setting and decision-making authority and supports the Director-General in his role as the department’s accountable officer for ensuring the department implements an appropriate governance framework. The Assistant Director-General, Shared Services Division, is the custodian and champion of the *Corporate Governance Framework*.

The *Corporate Governance Framework* for the Department of Science, Information Technology, Innovation and the Arts is based on principles of best practice public sector governance as outlined in the *Public Sector Governance Better Practice Guide*, Australian Audit Office and the Australian Public Service Commission *Building Better Governance Guide*.

The framework outlines the principles, elements and mechanism used by the department to support a focus on effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.

Governance committees and boards

The leadership and accountability model for the department forms part of the DSITIA Corporate governance framework and illustrates the accountability mechanisms in place to effectively control business activities.

BOM supports decision-making to:

- oversee the implementation of programs and policies
- monitor performance and reporting requirements
- review risk mitigation strategies
- review the implementation of recommendations from management and audit reports to improve business processes and work practices.

BOM is supported by four governance committees and one sub-committee established to support the Director-General in the effective discharge of legislative accountabilities. The governance committees also support opportunities for developing leaders to promote a performance culture and facilitate relationship-building and communication.

3. Our corporate governance

Committee name
Board of Management (BOM)
Members and purpose statement
<ul style="list-style-type: none"> Executive team <p>Additional members</p> <ul style="list-style-type: none"> Chief Information Officer (CIO) Chief Finance Officer (CFO) Executive Director, Human Resources, Executive and Administrative Services <p>BOM meets monthly and is the primary governance body of the Department of Science, Information Technology, Innovation and the Arts. It is led by the Director-General who is the accountable officer. As well as the decision-making responsibilities, BOM is informed about sub-committee outcomes in order to facilitate effective corporate governance.</p>

The DSITIA Renewal Portfolio Board was established in June 2013 to govern the implementation of the five renewal programs across the department at a strategic level. Board membership comprises of all divisional heads and an external expert who will provide recommendations to resolve program issues and help mitigate risks.

Committee name
Audit and Risk Management Committee
(Independent of Board of Management)
Members and purpose statement
<ul style="list-style-type: none"> Kathy Dunning, Deputy Director-General, Corporate Services, Department of Communities Child Safety and Disability Services Andrew Garner, Director-General, DSITIA Andrew Spina, Deputy Director-General, Government ICT Division, DSITIA Mike Burnheim, Assistant Director-General, Shared Services Division, DSITIA <p><i>External members</i></p> <ul style="list-style-type: none"> Marita Corbett, Partner, Risk Advisory Services, BDO (Qld) Pty Ltd, External Member (Chair) – paid as per agreed rates <p>The Audit and Risk Management Committee is directly responsible to, and supports the Director-General in the effective discharge of legislative accountabilities.</p> <p>The role of the committee is to provide independent assurance and assistance to the Director-General on:</p> <ul style="list-style-type: none"> the risk, control and compliance frameworks the agency’s external accountability responsibilities as prescribed in the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2009</i>. <p>The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups within DSITIA, or the reporting lines and responsibilities of either internal audit or external audit functions.</p> <p>The committee meets a minimum of four times a year to provide advice about audit and risk management matters.</p>

Committee name

People Committee

Members and purpose statement

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

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

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

Committee name

Finance Committee

Members and purpose statement

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

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

Board name

DSITIA Renewal Portfolio Board

Members and purpose statement

- Director-General (Chair)
- Assistant Director-General, Shared Services Division
- Deputy Director-General, Innovation and Science Development Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Science Delivery Division
- A/Deputy Director General, Arts and Culture Services Queensland
- Queensland Government Chief Technology Officer
- Chief Finance Officer
- 1 x external expert

The primary role of the DSITIA Renewal Portfolio Board is to identify and provide recommendations to resolve interdependent program issues, and govern the running of the programs and projects at a strategic level.

3. Our corporate governance

Committee name
Workplace Health and Safety (WHS) Sub-Committee
Members and purpose statement
<ul style="list-style-type: none"> • Assistant Director-General, Shared Services Division (Chair) • Assistant Director-General, Science Delivery Division • Deputy Director-General, Arts Queensland • General Manager, Smart Service Queensland • General Manager, Queensland Shared Services • General Manager, Centre for Information Technology and Communication (CITEC) • Director, Human Resources <p>The WHS Sub-Committee meets on a quarterly basis. The committee advises the People Committee and the Director-General about workplace health and safety plans, policies, strategies, and work practices and ensures a strategic focus in relation to workplace health and safety management as well as ensuring compliance with legislation, directives, and policies and effective operation of the department's Safety Management System (SMS).</p> <p>The committee also monitors performance and risk management and proposes improvements for workplace health and safety issues.</p>

Committee name
Information Steering Committee
Members and purpose statement
<ul style="list-style-type: none"> • Assistant Director-General, Shared Services Division (Chair) • Director-General (Ex officio member) • Assistant Director-General Science Delivery • General Manager, Smart Service Queensland • General Manager, Queensland Shared Services • Executive Director, Arts Queensland • General Manager, Science Capability, Innovation and Science Development • Chief Information Officer • Queensland Government Chief Information Officer representative <p>The committee meets monthly as a sub-committee of the Board of Management. The committee governs ICT investments for DSITIA and the performance of the departmental ICT portfolio. The ISC provides strategic leadership and direction for the ICT portfolio, makes decisions and prioritises ICT investments and provides ongoing governance and management of the portfolio.</p>

Audit arrangements

Internal Audit is an integral part of the *Corporate Governance Framework* by which the department maintains effective systems of accountability and control.

The focus of Internal Audit is to continually assist the department in accomplishing its objectives. Internal Audit brings a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes and to ascertain whether operations provide reasonable assurance that business requirements will be effectively achieved in an efficient and economical manner.

Internal Audit has independent status and to ensure this independence the Head of Internal Audit is responsible to and has direct access to the Director-General and the Audit and Risk Management Committee. The Audit and Risk Management Committee meets on a quarterly basis and operates with due regard to Queensland Treasury and Trade's best practice Audit committee guidelines.

Internal Audit operates in accordance with its charter, under the powers pursuant to Section 61 of the *Financial Accountability Act 2009* and Part 2 Division 5 of the *Financial and Performance Management Standard 2009* with regard to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Internal Audit works in accordance with a strategic and annual plan approved by the Director-General. The annual plan is developed with regard to the risk assessment for each area of operations and provides an effective and regular risk-based review of all facets of the operations of the department having regard to the functions and duties imposed upon the Director-General.

During 2012–13, Internal Audit:

- prepared a comprehensive, risk-based annual audit plan and strategic audit plan
- delivered risk-based assurance audits and advisory reviews in accordance with the 2012–13 annual audit plan
- assisted the Queensland Audit Office (QAO) with the audit of the department's financial statements
- monitored the implementation of internal audit and QAO audit recommendations made to ensure they had been actioned by management
- provided professional and timely advice to management.

Risk management

Since its formation in April 2012 the department has successfully established a risk management system that recognises risk management as a key component of effective corporate governance. The newly established system provides a consistent approach to managing strategic and operational risk across the department, which closely aligns with the *Corporate Governance Framework* to enhance decision making and strengthen reporting capabilities.

To manage risk effectively and conform with legislative obligations prescribed in the *Financial Accountability Act 2009* the system aligns with the international standard AS/NZS ISO 31000:2009: *Risk management – principles and guidelines and the Queensland Treasury and Trade's A guide to risk management*.

The DSITIA Audit and Risk Management Committee acts as a forum for risk management and oversees its planning, monitoring and reporting processes.

The committee met five times and paid \$3,201 remuneration to external board members in the 2012–13 financial year. Achievements for the committee include:

- establishment of the *Audit and Risk Management Committee charter*
- endorsement of the *2012–15 Strategic and Annual Internal Audit Plan*
- the continuation of a stringent approach to the follow-up of audit recommendations

3. Our corporate governance

- consideration of all audit recommendations by the QAO, including performance audit recommendations
- the review of the 2011–12 financial statements and recommended signing by the Chief Finance Officer and Director-General
- endorsement of the *DSITIA Risk management policy and framework* prior to seeking the Director-General's approval
- noting of the DSITIA risk management reports for 2012–13 and development of a DSITIA assurance map.

Ethics and code of conduct

The *Code of Conduct for the Queensland Public Service* (the code) is approved under the *Public Sector Ethics Act 1994* and came into effect on 1 January 2011.

The code sets out the standards of behaviour and expressly applies to all departmental employees and any volunteers, students, contractors, or consultants who perform work in any capacity for the department.

In 2013, the department implemented a *Code of conduct and ethics* intranet section providing information on ethical decision making and links to an online Code of Conduct training package and relevant legislation. Further information includes:

- recording contact with lobbyists
- prevention and reporting of fraud and corruption
- complaints management.

A series of training programs are available online to educate managers and staff on how they can implement the code of conduct into their everyday practices. The programs provide education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters.

The programs are delivered as:

- management training – cultivating positive workplaces
- employee training – supporting positive workplaces.

The positive workplaces training, provides managers and employees with skills and confidence to ensure workplace negativity is eliminated and promote a positive, healthy, safe and productive workplace for their staff.

Administrative procedures and management practices within the department are consistent with the Act, the ethics principles, values, and the standards of conduct expected of employees as set out in the code.

Information systems and recordkeeping

DSITIA has established a recordkeeping business area to oversee the recordkeeping program for the department. The unit assists business areas in managing information more effectively to enable better information sharing practices and the sourcing of information to support legislative requirements of the *Right to Information Act 2009*.

The recordkeeping program includes the implementation of policies, procedures and tools to enable compliance with the *Public Records Act 2002*. Where recordkeeping is supported internally, the department utilises TRIM as its recordkeeping system.

Recordkeeping-related policies highlight the responsibilities of the department and assign responsibilities to specific positions in order to ensure that records are managed throughout their lifecycle. The department has an existing disposal program in place for records disposed of under the General Retention and Disposal Schedule (GRDS), with a view to developing a core business Retention and Disposal Schedule (RDS) in the near future.

Currently the department's records are predominantly paper based.

Workforce profile

Staff numbers – Full time equivalent

Division	Permanent	Temporary	Casual	SO	Section 122	SES	Total	%
Office of DG	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.07%
Arts Queensland	132.57	34.55	0.00	12.00	0.00	3.00	182.12	5.94%
Science Delivery	289.57	59.33	8.76	9.00	0.00	1.00	367.66	12.00%
Government ICT	830.37	103.81	0.94	18.00	34.84	2.00	989.96	32.30%
Innovation and Science Development	54.14	3.00	0.00	7.00	1.00	5.00	70.14	2.29%
Shared Services	1209.32	140.68	2.36	21.60	5.00	4.60	1383.56	45.14%
Office of the Chief Information Officer	30.05	3.00	0.00	5.00	13.00	0.00	51.05	1.67%
Internal audit	8.80	0.00	0.00	2.00	0.00	0.00	10.80	0.35%
Office of Chief Scientist	6.00	0.80	0.00	0.00	0.66	0.00	7.46	0.24%
DSITIA	2560.82	346.17	12.06	74.60	54.50	16.60	3064.75	

Paid actuals FTE count as at 28 June 2013.

Gender

Division	Totals				Total
	Female	%	Male	%	
Office of DG	1.00	0.06%	1.00	0.08%	2.00
Arts Queensland	107.62	6.14%	74.50	5.68%	182.12
Science Delivery	138.41	7.90%	229.25	17.47%	367.66
Government ICT	500.23	28.54%	489.73	37.33%	989.96
Innovation and Science Development	46.14	2.63%	24.00	1.83%	70.14
Shared Services	927.22	52.90%	456.34	34.78%	1383.56
Office of the Chief Information Officer	19.59	1.12%	31.46	2.40%	51.05
Internal audit	7.80	0.44%	3.00	0.23%	10.80
Office of Chief Scientist	4.80	0.27%	2.66	0.20%	7.46
DSITIA	1752.81	57.19%	1311.94	42.81%	3064.75

Gender data as at 28 June 2013.

Permanent retention rate

Division	Permanent (13/07/12)	Permanent retained (28/06/13)	Total
Office of DG	0	0	0.00%
Arts Queensland	152	156	102.63%
Science Delivery	347	314	90.49%
Government ICT	1120	896	80.00%
Innovation and Science Development	118	65	55.08%
Shared Services	1419	1310	92.32%
Office of the Chief Information Officer	23	36	156.52%
Internal audit	11	11	100.00%
Office of the Chief Scientist	2	6	300.00%
DSITIA	3192	2794	87.53%

Permanent head count as at 28 June 2013.

Permanent separation rate

Division	Permanent (28/06/13)	Permanent separated	% (1)
Office of DG	0	0	0.00%
Arts Queensland	156	14	8.97%
Science Delivery	314	36	11.46%
Government ICT	896	163	18.19%
Innovation and Science Development	65	51	78.46%
Shared Services	1310	274	20.92%
Office of the Chief Information Officer	36	7	19.44%
Internal audit	11	0	0.00%
Office of the Chief Scientist	6	1	16.67%
DSITIA	2794	547	19.58%

Permanent head count as at 28 June 2013.

Early retirement, redundancy and retrenchment

A program of redundancies was implemented during 2012–13. During the period, 250 employees received redundancy packages and one employee a retrenchment package, at a total cost of \$17,575,538. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

Voluntary Separation Program

In 2012–13 DSITIA did not provide packages to employees under this program.

Informing the community

Communication of government services is essential to keep the community informed on matters such as research, science, innovation, information and technology and arts. The department also produces communications to facilitate access to government services.

As at 30 June 2013, the department employed 34.36 full-time equivalent staff whose functions relate to media, public affairs or communications.

Workforce planning, attraction and retention

With a workforce reduction of 18.75% and a turnover of 22.04% the focus for DSITIA has been the retention of staff where required.

The People Committee endorsed the *DSITIA People Strategy 2013–2017*.

In 2012–13, parts of the department implemented strategies to ensure they possessed the required capability and workforce capacity to deliver expected business outcomes and services to the Queensland community and other government agencies.

Some strategies included:

- formal and informal recognition programs
- DSITIA performance and development planning
- mobility of staff to manage the changing workloads in business areas
- investing in capability development.

Workforce planning framework and key strategies

In line with the Public Sector Renewal Agenda and the recommendations of the *Queensland Commission of Audit report* the *Workforce planning framework* is being prepared by Government to give guidance to specific agency plans.

DSITIA is regularly collecting data on workforce size and composition and the capability requirements to delivery on business outcomes.

A workforce planning audit was undertaken across DSITIA in preparation for the development of a five-year strategic workforce plan.

During the past 12 months DSITIA's workforce reduced by 18.75%. To ensure delivery of the recommendations in the *Queensland Commission of Audit report* capability needs will significantly change in the business areas where divestment is occurring.

Employee performance management

In 2012–13, DSITIA launched a new *Employee Performance Management Framework*, which aligns with the Queensland Public Service Commission's (PSC) *Directive 21/10: Employee performance management*. The framework outlines six key components of employee performance management, including employee induction/onboarding, probation, performance and development planning, rewards and recognition, management of unsatisfactory performance and discipline.

Supporting this framework is the DSITIA *Performance and Development Planning (PDP) Policy* which articulates the responsibility of managers and their employees to ensure that annual performance and development agreements (PDA) are conducted.

The PDP approach reflects the whole-of-government requirement to include the balanced scorecard approach to senior officers (SO) and staff at A08/PO6 classification levels to ensure there is alignment with the SES and CEO performance and development frameworks.

The balanced scorecard approach analyses performance across four different perspectives:

- financial
- stakeholder and outcomes
- internal business
- learning and growth.

All permanent staff, new starters, staff on probation and temporary staff (excluding agency staff and contractors) who are employed with DSITIA for six months or greater participate in performance and development planning processes.

Industrial and employee relations framework

DSITIA's *Industrial and Employee Relations Framework* is based on the framework established by the PSC.

The department maintains effective relationships with key stakeholders through a proactive approach to consultation and conflict management at both industrial and workplace levels. This has resulted in minimal disputation and no days lost to industrial action.

The department, in consultation with the PSC, successfully negotiated the new CITEC Certified Agreement 2012. DSITIA representatives continue to support the PSC in their work to progress the negotiations for the new Core Certified Agreement.

Work-life balance

The implementation of DSITIA HR policies has included a number of policies that promote work-life balance and offer a variety of flexible working arrangements.

Arrangements that are available to DSITIA staff to assist in improving their work-life include telecommuting, part-time work, job-share, compressed hours, cultural leave, staggered start and finish times, purchased leave, parental leave, accumulated time, aggregated/averaging ordinary hours of week, time off in lieu and leave for caring purposes.

The department continues to offer employees and their immediate families with access to confidential, professional counselling to assist with the resolution of issues that may impact on their work or quality of life.

Staff also have access to a variety of informative resources around maintaining good health and wellbeing.

Leadership and management development

DSITIA is committed to supporting leadership development at whole-of-government and whole-of-agency level and will continue to participate in the PSC's endorsed programs, which include:

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

To reinforce a committed and coherent approach across our leaders DSITIA has instituted senior leaders forums. The leaders forum will enable DSITIA to ensure leaders have clarity on the business direction, discuss and provide input on a range of strategic issues and collaborate and share ideas in the interest of improving our business and practices.

DSITIA will also continue to develop its managers using a management development approach that incorporates whole-of-government benchmarks as provided through the PSC's Practical People Management Program. This program has been recently revamped to focus more strongly on building a performance culture across the sector and within DSITIA.

During 2012–13, a number of programs have been and will continue to be provided to managers both face-to-face and through e-learning that help to refresh and/or to build capability in:

- implementing the DSITIA performance management approach
- leading and managing change
- fundamentals for positive workplaces
- conversations for high performance
- managing stress and building resilience.

Workplace health and safety

Workplace health and safety is a high priority for the department.

In 2012–13, DSITIA:

- developed and published the *Workplace Health and Safety Plan 2013–2015*
- conducted an internal self-assessment audit to assist officers to determine their level of compliance with the relevant workplace health and safety legislation
- implemented a range of health and wellbeing initiatives including:
 - ✓ Live Well program
 - ✓ Flu Vaccination program
 - ✓ Walking Challenge program
 - ✓ Skin Cancer Prevention sessions
 - ✓ Weight Watchers at Work
 - ✓ Healthy Heart program delivered by the Heart Foundation
 - ✓ Men's Health sessions
 - ✓ information to support World No Tobacco Day – World Health Organisation
 - ✓ corporate private health insurance memberships
 - ✓ participation in the 2013 Corporate Games

- implemented the Safety Health and Environment (SHE) software program which provides an online reporting system for injuries and hazards across the department
- facilitated the Early Intervention Centre (EIC) to provide early assistance and support to workers who are ill or injured, and to managers in dealing with such workers
- continued to offer an employee assistance service (EAS), a confidential and professional service available to all employees and their families to help them deal with work and life issues
- developed the DSITIA Influenza Pandemic Plan in partnership with the DSITIA Disaster Preparedness team
- published a range of information to support the department and its employees during flood recovery.

Carers (Recognition) Act 2008

All new employees undertake the department's induction which includes information on the department's Disability Services Plan and the relevant legislation including the *Carers (Recognition) Act 2008*. The department recognises the importance of carers.

Within the department, Smart Service Queensland administers the Carer Business Discount Card scheme and the Companion Card program on behalf of the Department of Communities, Child Safety and Disability Services. The Carer Business Discount Card provides eligible carers with discounts from participating businesses in recognition of their contribution to the people they care for and the community.

Carers were consulted in the development of this scheme and Smart Service Queensland continues to actively recruit businesses across Queensland to support carers through voluntary participation in the scheme.

The Companion Card program supports people with a disability to have the same opportunities for participation and recreation as other community members. It promotes fair ticketing for people with a disability who need the significant assistance of a companion to attend activities and venues in their communities.

Supporting initiatives include the following:

- a Child Care Referral Service is available to assist employees to locate and secure child care anywhere in Australia
- an Aged Care Referral Service is available to assist employees who have the responsibility of caring for their elderly relatives. The referral service provides staff with advice, information and appropriate referrals
- a range of flexible work options are available in the department, including telecommuting
- the department also participated in a whole-of-government flexible work practices program
- employees have the option to request extra leave through the Purchased Leave Policy.

Other whole-of-government plans/ specific initiatives

DSITIA has developed a three-year people strategy that provides a vision of how the department will ensure effective delivery of the department's and government's goals through the capability, professionalism and performance of our people.

The DSITIA People strategy is aligned to the DSITIA *Strategic plan*, PSC cultural renewal priorities and the recommendations from the Queensland Commission of Audit report.

Related Entries

Type of board or committee	Functions and responsibilities	Achievements during 2012–13	Cost	Membership
Board of Directors of BioPharmaceuticals Australia (Network) Pty Ltd	<ul style="list-style-type: none"> Plan, facilitate and oversee the design and construction of a new biopharmaceutical manufacturing facility (BPA facility) to be co-located with the Translational Research Institute Provide strategic advice, input into and assist with obtaining additional investment in the BPA facility Maintain effective stakeholder engagement in order to bring the operational facility online in accord with expectations regarding time and budget Assist with maintaining a network of local complementary service providers to support the BPA facility and oversee business development activities to secure a pipeline of potential clients for the facility in the future. 	<ul style="list-style-type: none"> Completion of the building shell and successful integration of process equipment procurement, delivery, installation, commissioning and qualification with the completion of the building and fit-out contract (facility achieved practical completion on 13 May 2013) Effective management of key stakeholder relationships with partners Support DSM Biologics facility-start-up phase (continuing into 2013–14) 	\$700,000	3 Members

Position	Meeting Fee		Special Assignment fee	
	More than 4 hours in a day	4 hours or less a day	More than 4 hours in a day	4 hours or less a day
Chair	\$406	\$203	\$338	\$169
Members	\$334	\$167	\$278	\$139

The remuneration and on-costs for the Board of Directors are met from the operational funds of BioPharmaceuticals Australia (Network) Pty Ltd. The remuneration is made on the basis of a D1 board which is shown above.

In addition, members are entitled to be reimbursed for motor vehicle and domestic travel expenses in accordance with ministerial directives on motor vehicle allowances and domestic travelling and relieving expenses current at the time of the claim. The department is not directly involved in any payments made to the board members.

Statutory bodies	
Name of body as described in the Constituting Act	Constituting Act
Board of the Queensland Museum	<i>Queensland Museum Act 1970</i>
Library Board of Queensland	<i>Libraries Act 1988</i>
Queensland Art Gallery Board of Trustees	<i>Queensland Art Gallery Act 1987</i>
Queensland Performing Arts Trust	<i>Queensland Performing Arts Trust Act 1977</i>
Queensland Theatre Company	<i>Queensland Theatre Company Act 1970</i>

Statutory bodies, authorities and instrumentalities

List of legislation

Libraries Act 1988

Queensland Art Gallery Act 1987

Queensland Museum Act 1970

Queensland Performing Arts Trust Act 1977

Queensland Theatre Company Act 1970

Schools of Arts (Winding Up and Transfer) Act 1960

Schools of Arts (Winding Up and Transfer) Act

Amendment Act 1981

Statutory bodies

The statutory bodies listed above prepare separate annual reports. These are provided to the Queensland Premier or the Speaker of the Legislative Assembly of Queensland.

External Scrutiny

Audits

In 2012–13, the department responded to the recommendations of three cross-sector audits reported to Queensland Parliament in relation to:

- *Auditor-General Report No 5 for 2012–13: Results of audit: State public sector entities for 2011–12* – No issues were raised for the department. Eleven unqualified audit opinions were issued; all financial statements were certified within their legislated timeframe and the department's financial statement process was found to be satisfactory

- *Auditor-General Report No 8 for 2012–13: Online service delivery* – Smart Service Queensland are addressing the recommendations regarding the central channel strategy for the Queensland Government under the One-Stop Shop plan
- *Auditor-General Report No 9 for 2012–13: Fraud risk management by departments* – The department is addressing the fraud risk management recommendations raised for all departments.

Auditor-General reports to Queensland Parliament are available at www.qao.qld.gov.au.

During 2012–13, the department responded to the recommendations of four area-of-emphasis reviews conducted across the sector: Statement of assurance – Chief Finance Officer, Benchmarking of the Internal Audit functions, Review of the Audit and Risk Management Committee and the corporate card control environment.

The department is also addressing the *2012–13 interim audit report* recommendations.

Queensland Audit Office (QAO) has conducted routine audits of the financial statements and CITEC's ICT-Managed Services to the Queensland Public Sector. The ICT-Managed Services audit this year focused on the Infrastructure Consolidation Environment (ICE) Operating System Security.

QAO also undertook a performance review of the government's online services (www.qld.gov.au). This included SSQ. These findings:

- proposed a centralised strategy at the state level to guide departments to align their channel capabilities with services and customer expectations

- recommended improvements in technology capability and security
- recommended a review of the supporting business models to ensure the benefits of online services are realised.

These recommendations have been included in the implementation of the One-Stop Shop plan.

Reviews

- An independent Commission of Audit was established in March 2012 to provide advice on Queensland's current and forecast financial position and recommend strategies to strengthen the economy, restore the State's financials position and to ensure value for money in service delivery. Several key recommendations directly impacting on DSITIA and the provision of corporate services within government have been accepted by government. One significant recommendation of the Queensland Commission of Audit was the removal of the mandate previously applicable to the services provided by QSS. A detailed implementation plan is being progressed to ensure an orderly process to manage the implications of these recommendations.
- Science Delivery Service's Chemistry Centre has maintained certification of competency to perform soil and plant chemical analyses with the Australasian Soil and Plant Analysis Council (ASPAC) by meeting performance targets in inter-laboratory proficiency trials.

- An audit was undertaken of the science investment and funding programs managed by Innovation and Science Development. Key recommendations of the audit included the necessity for maintaining momentum and building on Queensland's world-class research infrastructure, capabilities and attracted and retained talent. The audit was lead by the Queensland Chief Scientist with support from an external consultant.

- Smart Service Queensland engaged Shearwater Solutions to review its payment card industry (PCI) compliance against the industry standards in May 2013. A subsequent remediation strategy was undertaken by Dimension Data in June 2013. This analysis, coupled with findings from the QAO review of operational practices in June 2013, will be incorporated in the Smart Service PCI implementation plan that will be finalised by September 2013. This plan will address short, medium and long-term actions that Smart Service Queensland will undertake to deliver PCI compliance.

Legislation administered by the department

The following extract from the ADMINISTRATIVE ARRANGEMENTS ORDER (No. 4) 2012 shows the legislation administered by the department. (Made by the Governor in Council on 24 May 2012 and published in the Government Gazette on 25 May 2012)

Minister	Principal ministerial responsibilities	Acts administered	Administrative units	Responsible heads
Minister for Science, Information Technology, Innovation and the Arts	<p>Administration of Crown Copyright and intellectual Property</p> <p>CITEC</p> <p>Coastal management relating to the Tweed River Entrance Sand Bypassing Project</p> <p>Digital economy</p> <p>Environment, climate and natural resource sciences – research, development and advice</p> <p>Government ICT services and delivery including:</p> <ul style="list-style-type: none"> • portfolio, program and project assurance services • public sector development • capability development • government-industry liaison • telecommunications, broadband and digital economy <p>Innovation policy, strategy and programs</p> <p>International collaborations</p> <p>Research and development coordination and planning</p> <p>Science policy, strategy and investment</p> <p>Shared services provision (other than Queensland Health and the Department of Education, Training and Employment)</p> <p>Shared services systems</p> <p>Smart Service Queensland</p>	<p><i>Biodiscovery Act 2004</i></p> <p><i>Gene Technology Act 2001</i></p> <p><i>Tweed River Entrance Sand Bypassing Project Agreement Act 1998</i></p>	Department of Science, Information Technology, Innovation and the Arts	Director-General

Legislation administered by the department

Continued

Minister	Principal ministerial responsibilities	Acts administered	Administrative units	Responsible heads
	Queensland State Archives Arts	<i>Libraries Act 1988</i> <i>Public Records Act 2002</i> <i>Queensland Art Gallery Act 1987</i> <i>Queensland Museum Act 1970</i> <i>Queensland Performing Arts Trust Act 1977</i> <i>Queensland Theatre Company Act 1970</i> <i>Schools of Arts (Winding Up and Transfer) Act 1960</i> <i>Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981</i>		
	Lead the development of science and innovation strategy across government Promote Queensland science Science and innovation stakeholder engagement		Department of Science, Information Technology, Innovation and the Arts	Chief Scientist
	Government ICT policy and planning including: <ul style="list-style-type: none"> • ICT governance • ICT investment assurance • Information systems and information technology strategy ICT policy and standards (including shared services) Queensland Government Enterprise Architecture		Department of Science, Information Technology, Innovation and the Arts	Queensland Government Chief Information Officer

Boards and committees

Government boards and committees that the department administers.

Name and type of board or committee	Functions and responsibilities	Achievements during 2012–13	Costs	Membership
<p>Public Records Review Committee is a statutory body established in March 2003 under <i>the Public Records Act 2002</i>.</p>	<p>The aim of the committee is to further strengthen the management of public records in Queensland. The nine-member committee was established to ensure a consistent approach to administering and enforcing the Act across some 600 public authorities.</p> <p>The statutory functions of the Public Records Review Committee include:</p> <ul style="list-style-type: none"> • advising both the Minister for Science, Information Technology, Innovation and the Arts and the State Archivist on the administration and enforcement of the Act • reviewing the decisions of the State Archivist not to authorise the disposal of particular public records • resolving disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record. 	<p>The committee held three meetings in 2012–13, and considered advice on a range of issues, including:</p> <ul style="list-style-type: none"> • The development of an appraisal statement designed to guide appraisal decisions and assist in the identification of public records with permanent retention value • The work associated with Commissions of Inquiry, and the implementation of the Decommissioning of ICT business systems toolkit • The Queensland State Archives' initiative on a whole-of-government approach to the long-term management and preservation of the government's digital information assets, and its plans for the development of a future digital archive to ensure the continued accessibility of Queensland's public records in digital formats • The inscription of the Australian South Sea Islander indentured labour records 1863–1908 on the United Nations Educational Scientific and Cultural Organisation's (UNESCO) Australian Memory of the World Register. 	<p>\$4,074 (excluding GST).</p>	<p>9 members (3 men, 6 women).</p>

Name and type of board or committee	Functions and responsibilities	Achievements during 2012–13	Costs	Membership
Tweed River Entrance Sand Bypassing Project (TRESBP) Advisory Committee	<p>TRESBP is a joint agreement with NSW government and is also coordinated by the NSW government. The advisory committee provides advice to the ministers relating to this project about:</p> <ul style="list-style-type: none"> • preparation of environmental impact assessment and tender documents for the bypass • calling tenders • acceptance of tenders • preparation of a plan of management • management and implementation of works • issues of relevance to the local community • other matters referred to it by the Ministers. <p>The advisory committee is comprised of:</p> <ul style="list-style-type: none"> • four state representatives (two from each state) • one member from the Tweed Shire Council • one member from the Gold Coast City Council • four community representatives (two from each state). 	<p>The advisory committee held three formal meetings in 2012–13 on 13 July 2012; 18 February 2013; and 15 May 2013 at Tweed Heads NSW. Regular agenda item briefings were provided on:</p> <ul style="list-style-type: none"> • sand bypassing operations • beach and entrance conditions • sand delivery and placement strategies • environmental monitoring results. <p>The briefings were followed by discussions and feedback from advisory committee members and community stakeholder group observers.</p> <p>Advisory committee members also provided valuable feedback and input into an operational feasibility options study to enhance the bypass system operations in order to better manage the highly variable natural sand supply.</p>	<p>\$200 (approx.) for travel costs to attend meetings at Tweed Heads.</p>	<p>10 members – (Qld: 1 female, 4 men; NSW: 1 female, 4 men).</p>

5. Other reporting

Name and type of board or committee	Functions and responsibilities	Achievements during 2012–13	Costs	Membership
Arts Investment Advisory Board	<p>The board provides the Minister for Science, Information Technology, Innovation and the Arts with expert advice in relation to arts and cultural policy and investment in Queensland.</p> <p>Key functions of the board include:</p> <ul style="list-style-type: none"> • providing expert strategic policy advice on arts priorities to enable the <i>Arts for all Queenslanders policy framework</i> to be implemented • advising on funding and grants administration processes to achieve efficiencies • advising on development and implementation of the <i>Arts and cultural investment framework</i> and making recommendations on allocation of funding. 	<p>The board:</p> <ul style="list-style-type: none"> • was established and held its inaugural meeting in February 2013 • advised on development and implementation of a new <i>Arts and cultural investment framework for 2013–14</i>, including funding categories, assessment processes, guidelines and application forms • considered and made recommendations on Super Star Fund applications • contributed to the <i>Arts for all Queenslanders Strategy</i> development and consultation 	<p>The board had expenses totalling \$6,993 in 2012–13 (excluding GST).</p>	<p>7 members (5 men, 2 women).</p>

Name and type of board or committee	Functions and responsibilities	Achievements during 2012–13	Costs	Membership
art+place Curatorial Panel	<p>The art+place Curatorial Panel provided strategic and independent advice regarding the state’s investment in major public art commissions.</p> <p>Its key function was to assess applications to the art+place Queensland Public Art Fund and advise on public art policy and program delivery. Arts Queensland provided secretariat support to the panel.</p> <p>In the 2012–2013 Budget it was announced that the art+place Queensland Public Art Fund would cease, and the art+place Curatorial Panel was disbanded in October 2012.</p>	<p>The panel:</p> <ul style="list-style-type: none"> met once in the 2012–13 financial year, in August 2012 provided expert advice in response to applications which had been received and changes and modifications to existing projects decisions resulted in the recommendation of \$420,835 for six projects, including: Marinus Navigare by James Watts, which will be a highlight of the new Gladstone Coal Exporters Marine Precinct, additional funding of \$50,050 for Healthy Arts at the Indigenous Health Centre in Inala, and \$82,500 for Freedom Through Learning at the Helensvale Library Community Centre. 	<p>The panel had expenses totalling \$2,567.61 paid (excluding GST).</p>	<p>7 members (3 women, 4 men).</p>

5. Other reporting

Name and type of board or committee	Functions and responsibilities	Achievements during 2012–13	Costs	Membership
<p>Queensland Design Council</p>	<p>The Queensland Design Council (the council) advocated and promoted the value and role of design as a driver of innovation and growth across the State. The council provided strategic and independent advice about design issues and design-led solutions in response to economic, social and environmental challenges facing Queensland.</p> <p>The council was appointed as an advisory body set up to support the implementation of the Designing Queensland 2008–12 program; a program established under the Queensland design 2020 strategy.</p> <p>Its members come from design, business, innovation, research and related fields.</p> <p>Due to the limited life of inaugural member appointments, the panel will no longer operate. Members have been invited to transition to the role of Queensland Design Ambassadors.</p>	<p>The council:</p> <ul style="list-style-type: none"> endorsed key design events and initiatives including TEDx Brisbane, Brisbane Indesign and Design Minds online design learning initiative (www.designminds.org.au) championing the Queensland Smart Design Awards hosted key national design policy and industry forums to connect industry and state and federal government, including hosting the National Design Policy Forum and the Council Chair chairing the Federal Government’s National Cultural Policy Reference Group activated QUEENSLANDERSIGN™, the council’s best-practice quality endorsement initiative, and encouraging online communities of interest to get involved www.queenslandersign.com.au 	<p>The council had expenses totalling \$3,715.06 paid (excluding GST).</p>	<p>10 members (5 women, 5 men).</p>

Our locations

Division	Address
Brisbane	
Arts Queensland	Brisbane, 111 George Street Fortitude Valley, 381 Brunswick Street
Arts Queensland (Judith Wright Centre of Contemporary Arts)	Fortitude Valley, 420 Brunswick Street
Corporate Administration Agency (Arts Queensland)	Brisbane 111 George Street
CITEC	Brisbane, Edward Street Railway 1C Brisbane, Edward Street Railway 1D Brisbane, Cnr Ann and Edward Streets (Mincom Building) Ipswich, Springfield DATA Centre I (Polaris)
Queensland State Archives	Runcorn, 435 Compton Road
Queensland Shared Services	Brisbane 160 Mary Street Brisbane 61 Mary Street Woolloongabba 411 Vulture Street Woolloongabba 897 Main Street Milton, 67 Castlemaine Street
Smart Service Queensland (Call Centres)	Mt Gravatt, Garden Square Block B Kessels Road Zillmere, Pineapple Street
Smart Service Queensland	Brisbane, 127 Creek Street
Science Delivery Division	Dutton Park, Ecosciences Precinct, 41 Boggo Road Queensland Herbarium, Mount Coot-tha Road, Toowong, 4066 Coastal Services, 27 Quinlan Street, Deagon, 4017 111 George Street, Brisbane 4001
Office of Queensland Chief Scientist	Brisbane, 111 George Street
Science and Research Division	Brisbane, 111 George Street
Innovation and Science Development	Brisbane, 111 George Street
Queensland Government Chief Information Office	Brisbane 111 George Street
Director-General's Office	Brisbane, 100 George Street
Regions	
Queensland Shared Services	Cairns, 65-67 Spence Street Gympie, corner Louisa Street and Cartwright Street Maroochydore, 12 First Avenue Robina, corner Christine Avenue and Scottsdale Drive Rockhampton, 80 Denham Street Toowoomba, 145 Herries Street Townsville, 143 Walker Street
Arts Queensland	Cairns, 15 Lake Street Cairns, 20 Lake Street
Cairns Centre of Contemporary Arts	Cairns, 94-96 Abbots Street
Smart Services Queensland	Cairns, William McCormack Building 5B Sheridan Street Maroochydore, Mike Ahern Centre 12 First Avenue
Science Delivery Division	Tor Street Centre, 203 Tor Street, Toowoomba Australian Tropical Herbarium, Sir Robert Norman Building, James Cook University, McGregor Road Smithfield, 4878
Interstate	
CITEC	Melbourne, 256 Queen Street Sydney, 60 Margaret Street

Queensland Government Agent Program (QGAP) offices

Smart Service QGAP offices are located in regional centres:

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

Glossary of terms

AIC	Australian Institute for Commercialisation	Consolidation Program	
AMIS	Asset Management Inspection Services	IDES	Identity, Directory and Email Services
ANZSOG	Australia and New Zealand School of Government	ISO	International Standard Organisation
APEC	Asia-Pacific Economic Corporation	IT	Information technology
AS/NZS	Australia/New Zealand Standard	kWh	kilowatt hours
ATSIP	Australian Tropical Science and Innovation Precinct	LPG	Liquefied petroleum gas
BOM	Board of Management	MOHRI FTE	Minimum Obligatory Human Resources Information Full Time Equivalent
BOS	Business Online Services	MP	Member of Parliament
CBD	Central business district	NAIDOC	National Aborigines and Islanders Day Observance Committee
CEO	Chief Executive Officer	NATA	National Association of Testing Authorities
CFO	Chief Finance Officer	NLOS	National Occupational Licensing System
CIO	Chief Information Officer	QAO	Queensland Audit Office
CITEC	Centre for Information Technology and Communication	QAS	Queensland Academy of Sport
CLF	Capability leadership framework	QGAP	Queensland Government Agency Program
COAG	Council of Australian Governments	QGCI	Queensland Government Chief Information Office
CO2	Carbon dioxide	QGCN	Queensland Government Consolidated Network
CO2-e	Carbon dioxide equivalent	QGCP	Queensland Government Chief Procurement Office
CPA	Certified practicing accountant	QGCTO	Queensland Government Chief Technology Office
CSIRO	Commonwealth Science and Industrial Research Organisation	QGICT	Queensland Government Information and Communication Technology
DCCSDS	Department of Communities, Child Safety and Disability Services	QGOV	Queensland Government
DEEDI	Department of Employment, Economic Development and Innovation	QGSC	Queensland Government Service Centre
DEHP	Department of Environment and Heritage Protection	QH	Queensland Health
DERM	Department of Environment and Resource Management	QIF	Queensland International Fellowships
DETE	Department of Education, Training and Employment	QM	Queensland Museum
DFAT	Department of Foreign Affairs and Trade	QMI	Queensland Manufacturing Institute
DHPW	Department of Housing and Public Works	QSA	Queensland State Archives
DNRM	Department of Natural Resources and Mines	QSS	Queensland Shared Services
DPC	Department of the Premier and Cabinet	QUT	Queensland University of Technology
DPW	Department of Public Works	QWIN	Queensland Wide Innovation Network
DSITIA	Department of Science, Information Technology, Innovation and the Arts	R&D	Research and development
EBIT	Earnings Before Interest and Tax	REVS	Register of Encumbered Vehicles
EHMP	Ecosystem Health Monitoring Program	SDS	Service delivery statement
ECQ	Electoral Commission Queensland	SES	Senior executive service
FMPM	Financial Management Practice Manual	SET	Science, Engineering and Technology
FTE	Full time equivalent	SFIA	Skills Framework for the Information Age
GPO	General Post Office	SME	Small to medium enterprise
GST	Goods and services tax	SMS	Safety Management System
HR	Human resources	SMS	Short message service
ICAA	Institute of Chartered Accountants Australia	SO	Senior officer
ICT	Information and communication technology	SSQ	Smart Service Queensland
ICTC	Information and Communication Technology	STEM	Science, Technology, Engineering, Mathematics
		USA	United States of America
		VSP	Voluntary Separation Program

7. Glossary of terms

Annual report 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	ARRs – section 8	3
Accessibility	Table of contents	ARRs – section 10.1	4
	Glossary		
	Public availability	ARRs – section 10.2	6
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 10.3	2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 10.4	2
Information licensing		Queensland Government Enterprise Architecture – Information licensing ARRs – section 10.5	2
General information	Introductory information	ARRs – section 11.1	10
	Agency role and main functions	ARRs – section 11.2	10
	Operating environment	ARRs – section 11.3	13
	Machinery-of-government changes	ARRs – section 11.4	10
Non-financial performance	Government objectives for the community	ARRs – section 12.1	8
	Other whole-of-government plans/specific initiatives	ARRs – section 12.2	17, 18, 20, 27, 30, 33, 35, 49
	Agency objectives and performance indicators	ARRs – section 12.3	8, 12
	Agency service areas, service standards and other measures	ARRs – section 12.4	17, 19, 21, 23, 27, 31, 32, 34
Financial performance	Summary of financial performance	ARRs – section 13.1	64
	Chief Finance Officer (CFO) statement	ARRs – section 13.2	64
Governance – management and structure	Organisational structure	ARRs – section 14.1	38
	Executive management	ARRs – section 14.2	36
	Related entities	ARRs – section 14.3	50
	Boards and committees	ARRs – section 14.4	55
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.5	43
Governance – risk management and accountability	Risk management	ARRs – section 15.1	42
	External Scrutiny	ARRs – section 15.2	51
	Audit committee	ARRs – section 15.3	42
	Internal Audit	ARRs – section 15.4	42
	Public Sector Renewal Program	ARRs – section 15.5	7, 8
	Information systems and recordkeeping	ARRs – section 15.7	43
Governance – human resources	Workforce planning, attraction and retention and performance	ARRs – section 16.1	46
	Early retirement, redundancy and retrenchment	Directive No. 11/12 Early Retirement, Redundancy and Retrenchment ARRs – section 16.2	46
	Voluntary Separation Program	ARRs – section 16.3	46
Open Data	Open Data	ARRs – section 17	6
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	PART B - 71
	Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	PART B - 72
	Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARR – section 18.3	PART B - 36

Statement by 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 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*.

As Chief Finance Officer, I have therefore fulfilled the minimum responsibilities as required by section 77(1)(b) of the Act.

Summary of financial performance

This financial summary provides an overview of the department's financial performance for the period 1 July 2012 to 30 June 2013. 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 2013, the economic entity consists of seven major departmental services, a commercialised business unit and two shared service providers. Refer to Note 1 (b) within the Financial Statements for further information in relation to the department's economic entity.

The department was formed through machinery of Government changes on 3 April 2012 with financial effect from 1 May 2012 therefore any comparison to the prior financial year's statement of comprehensive income will not be on a like for like comparison.

The financial amounts summarised below include the operations of the department (excluding administered activities).

Financial Overview	2013	2012
Revenue	\$783 million	\$193 million
Expenses	\$812 million	\$217 million
Operating surplus/(deficit)	(\$28 million)	(\$24 million)
Total assets	\$1.041 billion	\$1.193 billion
Total liabilities	\$134 million	\$157 million
Equity	\$907 million	\$1.036 billion

The department has reported an operating deficit of \$28 million for the year ended 30 June 2013. This deficit is mainly due to the impairment of finance and payroll system assets of \$23.7 million and a \$9.5 million write down of tax assets.

Total appropriated services revenue received for the period was \$322.4 million and the department operated within its appropriated budget during this period. Total user charges received for the period was \$416.9 million, primarily derived through Information, Communication and Technology services by CITEC, services by Smart Service Queensland and Corporate Services (including Finance and Payroll support) by the department's two shared services providers, Queensland Shared Services and the Corporate Administration agency.

The department maintained a sound position as at 30 June 2013 with net assets of \$907.2 million. As at 30 June 2013, the department controlled property, plant and equipment of \$771.6 million with the majority relating to the land and building holdings of Arts Queensland.

All liabilities recognised by the department are funded and no significant contingent liabilities exist as at 30 June 2013 in respect to the department's activities.

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

The department's statement of comprehensive income and statement of financial position for the 2012–13 financial year are provided with explanations of significant variances from the original published budget and previous year's results.

8. Our financial performance

The recommendations within and the Queensland Government's response to the Commission of Audit's report has implications to the future operations of the department.

While the government has accepted these recommendations it has noted that detailed implementation plans which first and foremost establish an orderly process to manage the implications of these recommendations are needed.

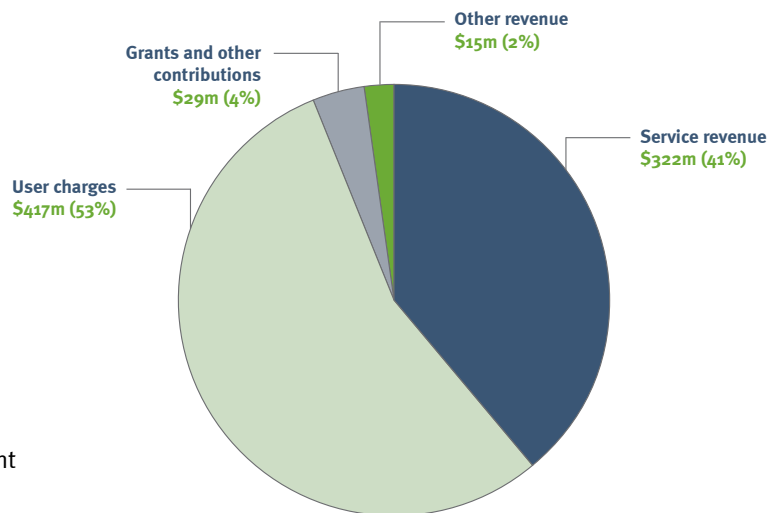
The department is currently developing detailed implementation plans to deliver upon the government's response. At the time of issuing the financial statements, the department has not yet completed all detailed implementation plans and therefore it is not possible to provide detailed information with respect to the financial impacts on the department.

Our revenue – where the funds come from

2013 Income (\$783 million)

Revenue for the department totalled \$783 million for 2012–13, an increase of \$590 million on the prior financial year which only reflected revenue for the 2 months from 1 May 2012.

User charges are the main revenue source for the department at 55% of total revenue and are generated from a variety of activities with the main clients being other Queensland Government departments.



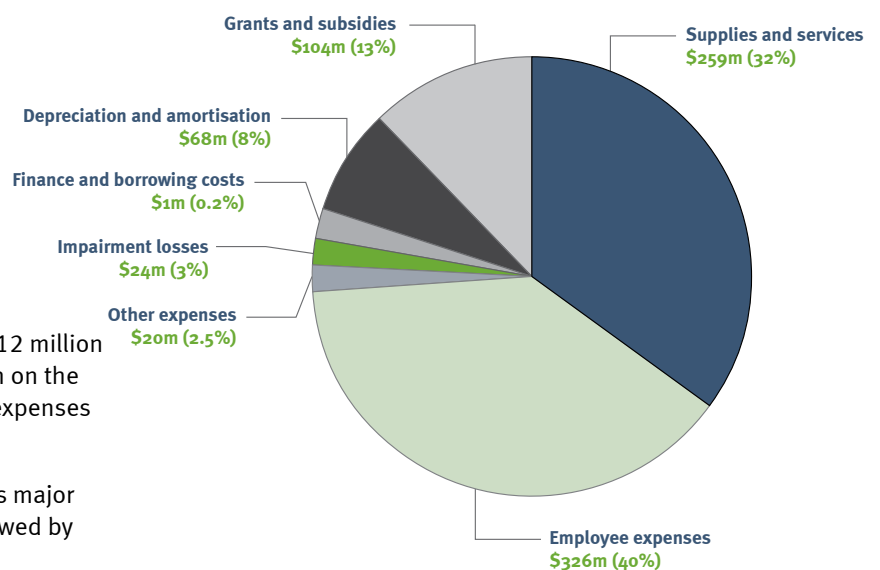
Our expenses – how the funds are spent

2013 Expenditure (\$812 million)

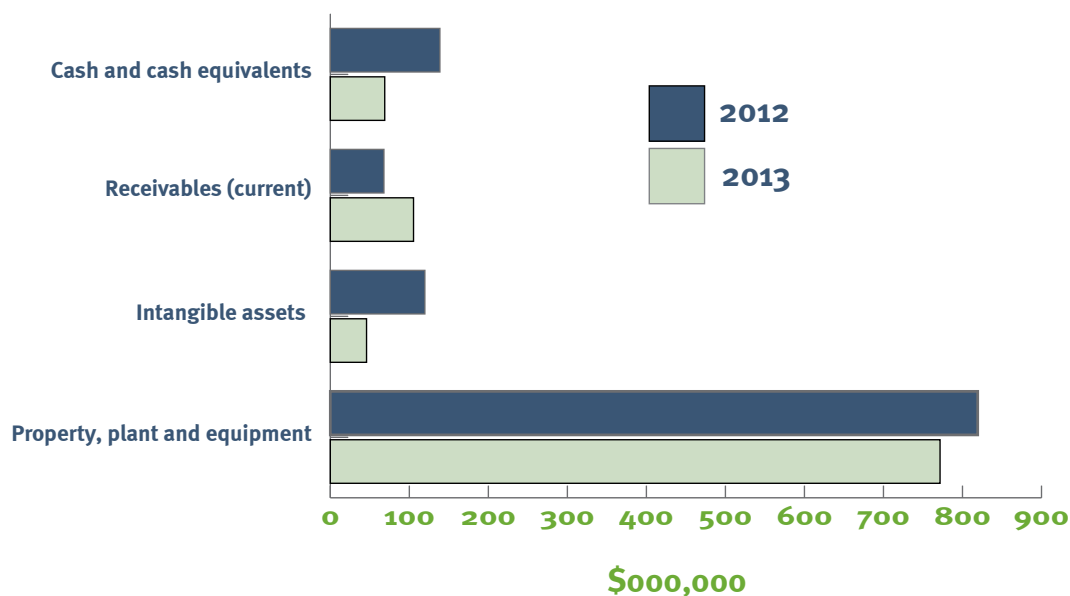
Expenses for the department totalled \$812 million for 2012–13, an increase of \$595 million on the prior financial year which only reflected expenses for the 2 months from 1 May 2012.

Employee expenses are the department's major expense component at 40% closely followed by supplies and services at 32%.

Supplies and services include service delivery expenses relating to ICT, shared service providers and Arts and Culture Services.



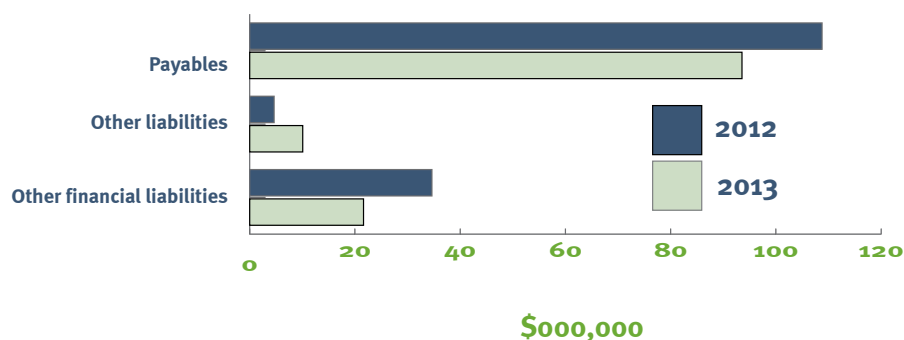
Our assets – what we own



As at 30 June 2013, the department held assets totalling \$1.041 billion with \$817 million relating to property, plant and equipment and intangible assets.

Intangible assets reduced by \$73.8 million or 62% in comparison with last financial year mainly due to the Queensland Health Services machinery-of-government payroll system transfer and impairment of finance and payroll system assets within Queensland Shared Services.

Our liabilities – what we owe



As at 30 June 2013, the department held liabilities totalling \$134 million with \$94 million relating to payables. Payables includes the reimbursements of costs to other agencies for costs incurred on behalf of the department.

The figure has reduced by \$15 million or 14% in comparison to last financial year partly as a result of consolidating a number of finance systems.

Statement of Comprehensive Income

for the year ended 30 June 2013

	Notes	Audited Actual	Original Published Budget	Audited Actual
		2013	2013	2012
Income from continuing operations				
Departmental services revenue	1,6	322,385	371,999	95,649
User charges	1,7	416,878	500,945	84,987
Grants and other contributions	1	29,115	28,789	10,914
Other revenue	1,8	15,013	4,778	1,290
Total income from continuing operations		783,391	906,511	192,840
Expenses from continuing operations				
Employee expenses	1	326,369	335,753	60,591
Supplies and services	1,9	258,835	337,638	60,387
Grants and subsidies	1,10	104,153	129,074	49,236
Depreciation and amortisation	1,	67,851	77,751	12,989
Impairment losses	2,11	23,631	0	19,643
Revaluation decrement	3	0	0	13,214
Finance/borrowing costs	1,12	1,527	22,843	297
Other expenses	1,12	19,907	3,067	10,332
Total expenses from continuing operations		802,274	906,126	226,689
Operating result from continuing operations before income tax		-18,883	385	-38,849
Income tax benefit/(expense)	4,13	-9,526	-115	0
Operating result from continuing operations after income tax		-28,409	270	-33,849
Other comprehensive income/(loss)				
Increase in asset revaluation surplus	5	0	0	10,150
Total other comprehensive income/(loss)		0	0	10,150
Total comprehensive income/(loss)		-28,409	270	-23,699

Statement of Financial Position

for the year ended 30 June 2013

	Notes	Audited Actual	Original Published Budget	Audited Actual
		2013	2013	2012
Current assets				
Cash and cash equivalents	14	68,877	83,323	138,668
Receivables	15,23	105,308	70,964	67,843
Inventories		40	0	9
Other assets		12,646	7,464	15,159
Total current assets		186,871	161,751	221,679
Non-current assets				
Receivables	16	34,643	34,952	20,722
Deferred tax assets	17,24	683	16,286	10,209
Intangible assets	18,25	45,853	120,358	119,659
Property, plant and equipment		771,623	778,848	819,260
Other assets		1,123	2,551	1,851
Total non-current assets		853,926	952,995	971,701
Total assets		1,040,796	1,114,746	1,193,380
Current liabilities				
Payables		93,555	74,802	108,777
Other financial liabilities	19	12,274	9,615	19,166
Accrued employee benefits		8,247	9,864	8,695
Other liabilities	20,26	10,079	3,772	4,675
Total current liabilities		124,155	98,053	141,313
Non-current liabilities				
Other financial liabilities	21	9,357	10,293	15,467
Deferred tax liabilities		73	15	73
Total non-current liabilities		9,430	10,308	15,540
Total liabilities		133,585	108,361	156,853
Net assets		907,212	1,006,385	1,036,527
Equity				
Contributed equity		959,320	1,095,416	1,060,226
Accumulated surplus		-62,259	-107,424	-33,849
Asset revaluation surplus	22,27	10,150	18,393	10,150
Total equity		907,211	1,006,385	1,036,527

The Original Published Budget figures are a summation of the figures of the Department of Science, Information Technology, Innovation and the Arts, business units and shared service providers as per the Service Delivery Statement and thus do not include elimination entries for transactions occurring within the department and the various machinery of government changes.

Statement of Comprehensive Income

Major variations between 2011–12 Audited Actuals and 2012–13 Audited Actuals include:

1. The increase in audited actuals mainly due to 2 months of actuals incurred in 2011–12 versus 12 months of actuals incurred in 2012–13.
2. The 2011–12 actuals was due to the discontinuation of Identity, Directory and Email Services (IDES) and impairment of the associated IDES related capital asset base within CITEC and the 2012–13 actuals is due to the impairment of finance and payroll system assets within QSS.
3. The 2011–12 actuals included a revaluation decrement on Arts Queensland's buildings.
4. The 2012–13 actual includes the write off of CITEC's tax assets.
5. The 2011–12 actual includes an adjustment to asset revaluation reserve on Arts Queensland's land.

Major variations between 2012–13 Published Budget and 2012–13 Audited Actuals include:

6. The decrease in 2012–13 actuals is mainly due to the deferral of departmental service revenue to meet contract commitments and expenses in 2013–14 and applicable out years.
7. The decrease in 2012–13 actuals in mainly due to the machinery-of-government payroll system transfer from QSS to Queensland Health Services, a reduction in the demand for services from clients due to budget measures across the public sector in QSS and the decline of government ICT expenditure with CITEC whilst awaiting the outcomes of the ICT Audit.
8. The increase in 2012–13 actuals is mainly related to the funding received for Voluntary Redundancy (VR) payments. At the time of the 2012–13 Budget, the cost of redundancies was held centrally within government.

9. The decrease in 2012–13 actuals in mainly due to the machinery-of-government payroll system transfer from QSS to Queensland Health Services, a reduction in the demand for services from clients due to budget measures across the public sector in QSS and the decline of government ICT expenditure with CITEC whilst awaiting the outcomes of the ICT Audit.
10. The decrease in 2012–13 actuals is mainly due to the deferral of grants to meet contract commitments.
11. The 2012–13 actuals includes the impairment of finance and payroll system assets within QSS.
12. The variation in finance/borrowing costs and Other expenses is mainly due to the different classification of expenditure within the Service Delivery Statements and the Financial Statements in relation to the accounting adjustments for Innovation Building Fund.
13. The increase in income tax expense against budget is due to the write off of CITEC's tax asset.

Statement of Financial Position

Major variations between 2011–12 Audited Actuals and 2012–13 Audited Actuals include:

14. The reduction in cash is due to a reduction in payables as a result of consolidating finance systems and an increase to receivables as a result of only drawing down on cash for appropriation in line with operational requirements.
15. Receivables (current) have increased mainly due to the increase in appropriation receivable.
16. Receivables (non-current) have increase mainly due to loans provided under Innovation Building Fund.
17. Deferred tax assets have reduced in line with CITEC's write down of this asset.
18. Intangible assets have reduced mainly due to the machinery-of-hovernment payroll system transfer from QSS to Queensland Health Services and the impairment of finance and payroll system assets within QSS.
19. Other financial liabilities (current) have reduced due to a reduction in CITEC's QTC borrowings.
20. Other liabilities have increased mainly due to unearned revenue within QSS and Innovation and Science Delivery relating to services.

21. Other financial liabilities (non-current) have reduced due to a reduction in CITEC's QTC borrowings.
22. Accumulated surplus has decreased as a result of to the impairment of finance and payroll system assets within QSS and CITEC's operating performance including the write off of their tax assets.

Major variations between 2012–13 Published Budget and 2012–13 Audited Actuals include:

23. Receivables (current) have increased mainly due to the increase in appropriation receivable.
24. Deferred tax assets have reduced in line with CITEC's write down of this asset.
25. Intangible assets have reduced mainly due to the machinery-of-government payroll system transfer from QSS to Queensland Health Services and the impairment of finance and payroll system assets within QSS.
26. Other liabilities have increased mainly due to unearned revenue within QSS and Innovation and Science Delivery relating to services.
27. Accumulated surplus has decreased as a result of to the impairment of finance and payroll system assets within QSS and CITEC's operating performance including the write off of their tax assets.

Part B

Annual Report 2012–13 Financial Statements

Department of Science, Information Technology, Innovation and the Arts

For the period 1 July 2012 to 30 June 2013

