

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

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: 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 quarter 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

1. 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.
2. 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.
3. 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.
4. 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.
5. SSQ customers are defined as the Queensland public, whilst SSQ clients are defined as government agencies.
6. 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.
7. 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

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: 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

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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

2. Our service performance

- 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.