

1. About the department

Who we are

DSITI brings together science, information technology and innovation into one portfolio to deliver on the community objectives of the Queensland Government.

Within this portfolio, the department is supported by the following bodies to deliver our objectives:

- entities:
 - Queensland Government Chief Information Office
 - Office of the Queensland Chief Scientist
- statutory body:
 - State Library of Queensland (SLQ).

Under section 56 of the *Public Records Act 2002* (the Act), Queensland State Archives

(QSA) produces a separate annual report on the administration of the Act. Financial statements for QSA are consolidated into the DSITI financial statements and are included in this report.

SLQ also produces a separate annual report and financial statements on the administration of the *Libraries Act 1988*.

Machinery-of-government changes

In February 2015, following the Queensland state election, the incoming government announced changes to the structure of portfolios and organisational units within the department. As a result of these changes, Arts Queensland and the Corporate Administration Agency (CAA) were transferred into the Department of the Premier and Cabinet.

Our structure (as at 30 June 2015)

Office of the Queensland Chief Scientist <i>Queensland Chief Scientist</i>		Minister <i>The Honourable Leeanne Enoch MP</i>		State Library of Queensland <i>Chief Executive Officer and State Librarian</i>	
Queensland Government Chief Information Office <i>Queensland Government Chief Information Officer</i>		Director-General		Office of the Director-General <i>Director</i>	Internal Audit <i>Director</i>
Strategic Policy and Innovation <i>Chief Strategic Policy and Innovation Officer</i>	Science <i>Assistant Director-General</i>	Digital Productivity and Services <i>Assistant Director-General</i>	Change and Operations <i>Chief Change and Operations Officer</i>	Shared Corporate Services <i>Assistant Director-General</i>	Strategic ICT <i>Assistant Director-General</i>
<ul style="list-style-type: none"> • Commercialisation <i>Director</i> • Innovation Policy and Programs <i>Director</i> • Customer and Market Insights <i>Director</i> • Strategic Policy <i>Director</i> 	<ul style="list-style-type: none"> • Science Delivery <i>Executive Director</i> • Science Development <i>Executive Director</i> 	<ul style="list-style-type: none"> • Smart Service Queensland <i>Executive Director</i> • One-Stop Shop Strategy and Implementation Office <i>General Manager</i> • Digital Economy and Productivity <i>Executive Director</i> • Queensland State Archives <i>Executive Director and State Archivist</i> 	<ul style="list-style-type: none"> • Chief Information Office <i>Chief Information Officer</i> • Communications and Engagement <i>Director(s)</i> • Strategic Transformation and Performance <i>Executive Director</i> • Executive, Legal and Integrity Services <i>Manager</i> • Finance, Procurement and Business Services <i>Chief Financial Officer</i> • Human Resources <i>Chief Human Resources Officer</i> • Service Delivery Renewal <i>Executive Director</i> • DSITI Portfolio Office <i>Director</i> 	<ul style="list-style-type: none"> • Queensland Shared Services Client Services (Finance) <i>Executive Director</i> • Queensland Shared Services Client Services (HR and Mail) <i>Executive Director</i> • Queensland Shared Services Shared Systems <i>Executive Director</i> • Queensland Shared Services Business Transformation <i>Executive Director</i> 	<ul style="list-style-type: none"> • CITEC ICT Services <i>General Manager</i> • CITEC Information Brokerage <i>Executive Director</i> • ICT Modernisation <i>Executive Director</i> • ICT Strategic Sourcing <i>Executive Director</i> • Strategic Programs <i>Director(s)</i>

1. About the department

Our vision

In 2014–15, our vision was: *We enable a clever, creative and connected Queensland.*

Our purpose

In 2014–15, our purpose was to:

- co-create value for Queenslanders by enabling ease of access to government services and information when and where you need it
- connect and empower communities to pursue and achieve better social, economic, cultural and environmental outcomes from science, ICT and innovation
- partner with government agencies to innovate and deliver value-for-money outcomes for Queenslanders
- co-create an environment that enables organisations to thrive as we re-energise the Queensland economy
- work together, across DSITI, in a creative, clever and connected way to put customers first and deliver excellent service.

Our values

A workforce of engaged, connected and capable individuals who are motivated to deliver better outcomes for Queenslanders is critical to our success. We support a positive organisational culture of engaged employees through our values:



Customers first

- We know our customers
- We deliver what matters
- We make decisions with empathy



Ideas into action

- We challenge the norm and suggest solutions
- We encourage and embrace new ideas
- We work across boundaries



Unleash potential

- We expect greatness
- We lead and set clear expectations
- We seek, provide and act on feedback



Be courageous

- We own our actions, successes and mistakes
- We take calculated risks
- We act with transparency



Empower people

- We lead, empower and trust
- We play to everyone's strengths
- We develop ourselves and those around us

Our role

It is important for Queensland to diversify its economy to reduce unemployment and to create new jobs, now and in the future. For Queensland's economy to diversify and grow, we need to create jobs in new and emerging industries; build the capacity and sustainability of Queensland businesses; and ensure our young people gain the skills and knowledge they need to succeed in a future job market.

Enabling and providing the foundations for these are key areas of focus for DSITI. Through our policies and services, we help attract and retain the best and brightest minds for Queensland, and build our reputation as a knowledge economy that supports and drives research and innovation.

The department is a critical intersection in the knowledge economy between science, information technology and innovation, and will play a major role in encouraging

economic growth through scientific research and development, digital services, information technology, startups support, commercialisation and innovation.

The department:

- partners with tertiary institutions, research organisations, business and industry bodies to deliver services and develop strategies and policy
- delivers direct transactional and information services to the public, Queensland Government agencies, public sector entities and business
- drives the modernisation of ICT, customer-facing service delivery, digital technology and service delivery adoption, and delivery of shared services across government
- develops strategy and policy frameworks, and provides advice to government in the areas of digital economy, customer service delivery, ICT, science and innovation.

DSITI's key areas of responsibility include:

- delivering Advance Queensland to reinvigorate the state's science, research and innovation sectors and build a diverse, knowledge-based economy in Queensland
- delivering environment and natural resource scientific and technical advice and services to government agencies
- investing in the development of science capability and facilitating science partnerships and international collaborations
- driving the innovation agenda across government and with business
- working with business, tertiary institutions and other public sector entities to further develop science and innovation capability and boost commercialisation
- ensuring the Queensland Government's information is publicly available through open data
- developing the Queensland Government's ICT strategies and policy
- ensuring the government's ICT investments are focussed on value for money service delivery
- driving the ICT modernisation and digital government agenda across departments
- facilitating and enhancing ICT industry engagement with the Queensland Government
- negotiating and managing whole-of-government ICT purchasing arrangements
- providing public information on the progress of the government's ICT initiatives
- delivering whole-of-government and agency-specific ICT services
- delivering the majority of the government departments' finance and human resource systems and transactional processes, including payroll
- delivering integrated government services to the community through phone, internet, service outlet and contact centre channels
- maintaining and archiving Queensland Government's significant records.

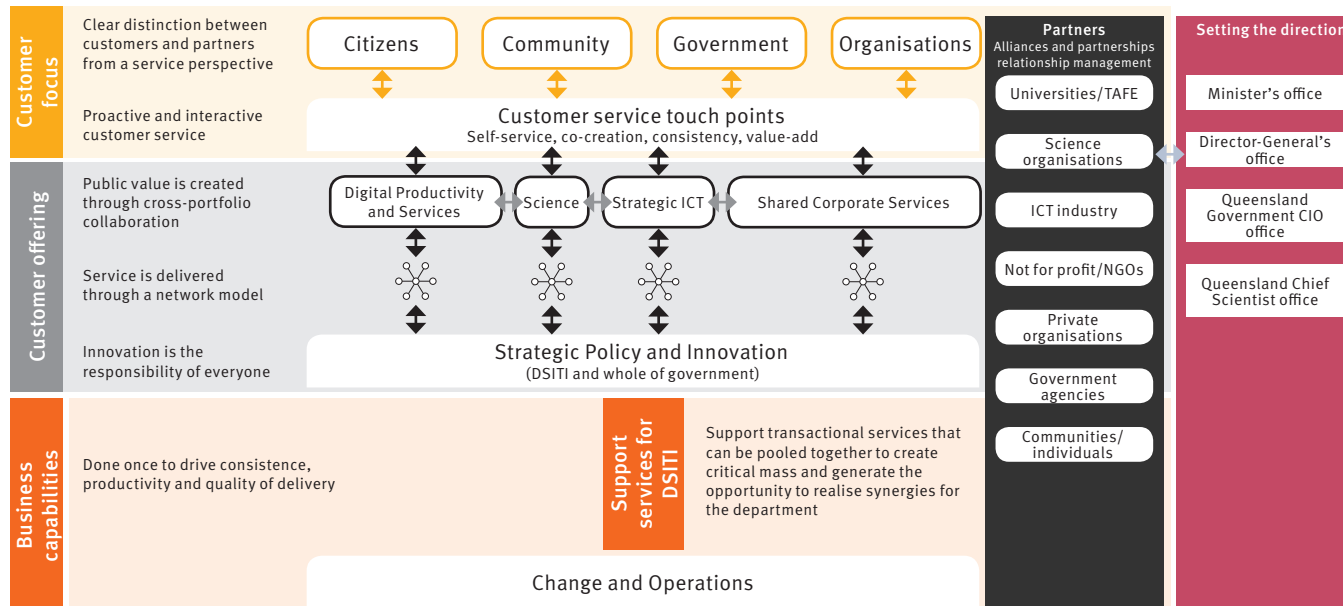
Our operating environment

The department delivers its policy initiatives and programs within a complex operating environment that is influenced by a range of factors including:

- the rapid pace of technological change, particularly the exponential growth of digital technologies and digitally driven services
- creating the jobs of the future centred on knowledge intensive occupations and industries to contribute to the government's Working Queensland reform agenda
- addressing the digital divide—inconsistent ICT connectivity across Queensland's regions
- protecting Queensland's environment, including the Great Barrier Reef
- meeting citizen demand for access to digitally driven, innovative government services
- the impact of fiscal constraints on funding programs delivered by the federal government.

1. About the department

The DSITI operating model



DSITI's operating model is based on defined customer value propositions and a common management framework to drive a common language. The model delivers services, and connects and coordinates service offerings through:

- our key partners: universities and TAFEs, science organisations, the ICT industry, not for profit/non-government organisations (NGOs), private organisations, government agencies, communities and individuals

- four customer groupings: citizens, community, government and organisations
- four service delivery divisions: Science, Digital Productivity and Services, Strategic ICT, Shared Corporate Services
- two support functions: Strategic Policy and Innovation, and Change and Operations.

2.

Our service performance

Science

DSITI's Science Division provides scientific and technical advice and services to government agencies across the natural resources and environmental spectrum that underpin their decision-making and legislative responsibilities. The division, in close collaboration with the Queensland Chief Scientist, also provides strategic leadership for the government's investment in science and research, and develops Queensland Government science policy.

The Science Development business area of the division supports the investment in, and development of, science capability to maximise the impact and benefits of government investment in science by providing policy advice, administering science legislation and regulations, and facilitating science partnerships and international collaborations.

The Science Delivery business area of the division provides high-quality, timely, innovative scientific and technical services and advice in the priority areas of water, land and vegetation, climate variability, air quality and biodiversity. Core services also include the provision of foundation environmental and natural resource management data and models. The services provided by this area work to protect the environment and ensure the state's natural resources are responsibly managed and developed.

As part of the \$180 million Advance Queensland initiative, this division will deliver key funding programs to develop, attract and retain world-class scientific talent.

The division works in partnership with government agencies (state and federal), universities and other research groups, as well as natural resource management groups and industry.

Our operating environment

Our scientific and technical services inform policy and regulatory decision-making across government. Importantly, we work to solve problems by generating and translating scientific knowledge and developing new methodologies.

This extensive program of work is overseen by the Science Delivery Board, comprising the directors-general or equivalent of partner departments. To ensure we remain the trusted source of science and technical services, a review has begun into the board's overall governance arrangements and delivery model for science services.

Over the next year, we will focus on delivering programs under the \$180 million Advance Queensland initiative to develop, attract and retain the best and brightest researchers for Queensland, and support collaborative research projects which will translate research into outcomes and develop new and exciting industries.

The Great Barrier Reef has also been identified as a priority area for research and protection by the Queensland Government. We will continue to help government to protect the natural wonders and unique biodiversity of our state by coordinating cross-agency scientific projects, and providing scientific and technical services and advice that ensure the state's natural resources are responsibly managed and developed.

The Paddock to reef integrated monitoring, modelling and reporting program is one of our most important projects, as it informs land management practices and enhances understanding of water quality impacts on the Great Barrier Reef.

2. Our service performance

Performance review

The following service standards in the department's *Service delivery statements 2014–15* were used by the department and the government to assess the division's overall performance.

Service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Average time taken to upload quality checked air quality monitoring data to the DEHP website that shows the air quality conditions across the state	1	60 minutes	57 minutes	59.76 minutes
Percentage of clients from other government agencies satisfied with the natural resource and environmental science services and information provided	2	85%	89%	89%
Percentage of science funding recipients satisfied with contract management services provided for science related grant programs	3	85%	92%	92%
Percentage of clients (both government and non-government) satisfied that the various science engagement strategies (conferences, workshops, international delegations, web presence and programs) improve the profile and understanding of Queensland science and increase the opportunities for engagement, collaboration and investment	4	80%	80%	99%
Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support <i>Reef plan 2013–2018</i> and the government's agricultural strategy	5	85%	92%	94%

Notes:

1. This measure has been discontinued for future service delivery statements and annual reports as it is not a true effectiveness measure.
2. This is the second annual survey for this measure. Result for 2014–15 of 89% is based on a survey conducted for services provided in 2013–14. The target of 85% will remain for 2015–16 and will be reviewed for 2016–17.
3. This is a new measure for Science Division. The first annual survey was conducted in 2014–15 and will be the baseline for reporting in subsequent years. Due to the relatively high result achieved in the baseline survey the target of 85% will remain for 2015–16 as more than one year of survey data is required in order to establish a robust and realistic target for this measure.
4. Attendees at the events surveyed (11 Talking Scientist Workshops and six other workshops) indicated they were extremely satisfied with the services provided. This measure has been discontinued for future service delivery statements and annual reports as a result of the review of the 'material services' for the division.
5. This is a new measure for Science Division. Due to the high result of 94% achieved during 2014–15 the target of 85% will remain for 2015–16 as more than one year of data is required in order to establish a robust and realistic target for this measure.

Achievements

During 2014–15, Science:

- commenced the program and guideline design to deliver the Queensland Government's Advance Queensland initiative
- expanded the scope of the Water tracking and electronic reporting system (WaTERS) to cover the coal seam gas and other industries
- released Queensland-wide maps showing trends in woody vegetation density to better inform the long-term management of the state's natural resources
- commenced construction of the Australian Institute of Tropical Health and Medicine Townsville node to improve our understanding and treatment of tropical diseases
- awarded \$7.23 million in government support to 10 Accelerate partnerships, 14 Accelerate fellowships and one Accelerate ideas grant
- hosted the 2014 AusBiotech national conference on the Gold Coast (29–31 October) to support the ongoing development of biotechnology and the life sciences
- coordinated the network of wave monitoring sites and storm tide gauges to simultaneously gather wave, tide and atmospheric data associated with tropical cyclones to inform responses to extreme events
- provided advice, technical assessments and decision support tools for licensing and development approvals

- facilitated the provision of scientific monitoring and analysis of air, soil and water at Chinchilla to support the Department of Environment and Heritage Protection investigations into breaches of the *Environmental Protection Act 1999*
- delivered the Queensland talking scientist program
- profiled Queensland's capability in science to China through bilateral missions, forums and workshops facilitated by the department. A Hainan science delegation visited James Cook University (JCU) and the Australian Institute of Marine Science (AIMS) in Townsville in August 2014. Collaborative agreements were signed with Hainan research institutes, JCU and AIMS during the visit
- supported a successful Queensland BIO 2015 mission to Philadelphia, United States of America
- continued the review of the *Biodiscovery Act 2004* and the *Gene Technology Act 2001*.

Other whole-of-government plans/specific initiatives

During 2014–15 Science supported the following whole-of-government programs, plans and initiatives:

- Advance Queensland
- Reef water quality protection plan
- State disaster management plan
- Science and innovation action plan.

Looking forward

In 2015–16, Science will:

- coordinate the first round of funding for various research and academic programs under Advance Queensland, to drive opportunities in science and innovation that will grow the Queensland economy and create jobs
- coordinate cross-agency reef science projects to inform land management practices and understand water quality impacts on the Great Barrier Reef
- maintain the air quality monitoring network across locations in Queensland and continue to support environmental investigations
- deliver the 2012–14 *State-wide land and trees study report* that will include Queensland land clearing rates to support natural resource management and property planning
- redesign the Long Paddock website to continue to provide tailored climate advice for Queensland to enable landholders, graziers and the general community to sustainably manage their stock, crops and pastures
- complete groundwater dependent ecosystem mapping for 40 per cent of Queensland to provide baseline information to inform planning and development decision-making
- continue to provide scientific and technical services, information and advice to support disaster response, management and recovery.

case study

Collaboration harvests lessons from the land

Mr Gerry Turpin, Mbabaram Traditional Owner and ethnobotanist with the department based in Cairns, is the leader of the Tropical Indigenous Ethnobotany Centre at the Australian Tropical Herbarium. Gerry works with Traditional Owners from Cape York to document their traditional ethnobotany knowledge, providing plant and ecological training, and supporting them in innovative educational and sustainable environmental projects. As an Aboriginal and Torres Strait Islander-driven initiative, the centre is the first of its kind in Australia to record and use the plant knowledge of Traditional Owners on-country.

Gerry is a member of the Indigenous Biocultural Knowledge (IBK) working group that is part of a nationwide effort to stem the tide of species and ecosystem extinction and decline in Australia. The group is a unique collaboration of traditional owners, scientists and land managers from a range of organisations from remote to urban Australia.

The IBK has collated documents and examples of living Aboriginal and Torres Strait Islander biocultural knowledge and promoted them through a one-stop shop website, www.aibk.info. The IBK's work was acknowledged this year when it was awarded the prestigious 2014 Banksia Award for Indigenous Leadership for Sustainability.

2. Our service performance

Digital Productivity and Services

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

This division contributes to the Queensland Government's objectives for the community, and supports Advance Queensland to deliver quality frontline services and to create jobs and a diverse economy by:

- revitalising frontline services which make government services and information simpler, clearer and faster for the community to access online, by phone and in person
- driving a 'digital-first' delivery of government services and creating conditions for community and business participation in the digital economy
- driving the whole-of-government open data agenda by ensuring government information is publicly available and accessible through open data, which provides Queenslanders with the opportunity to use the data to stimulate innovation, research, and startups and improve government service delivery
- providing leadership of records-related information management across Queensland public authorities to ensure Queensland public records are made, kept, managed and preserved in a useable form for the benefit of present and future generations.

Digital Economy and Productivity is responsible for promoting the adoption and increased use of digital technologies, content and innovative services to deliver better economic and social outcomes for Queenslanders.

The One-Stop Shop Strategy and Implementation Office is transforming Queensland Government service delivery online (qld.gov.au), face-to-face and by phone (13 QGOV [13 74 68]).

A customer-centric approach to service design has allowed this effective business area to cut through agency and service silos to connect services, reduce duplication, and provide seamless and easy access to government services.

Smart Service Queensland (SSQ) is an award-winning service provider that delivers more than 260 services on behalf of government through two call centre sites, 78 Queensland Government Agent Program offices and three Queensland Government Service Centres. SSQ is working closely with the One-Stop Shop Strategy and Implementation Office to revitalise frontline services. SSQ is also the point of contact for government information and services in times of disaster recovery through the 13 2500 SES flood and storm lines.

QSA is the state's leading authority on records-related information management for over 500 public authorities, and is responsible for administering the *Public Records Act 2002*. This professional business is the custodian of the largest and most significant document heritage collection in Queensland. QSA not only has a role to preserve significant records of the state, but it also has the challenging task to make information accessible to future generations.

Our operating environment

We work in a fast-paced transformative environment that responds to a range of factors including:

- the rapid growth of digital technologies and digitally driven services
- meeting citizen demand for access to digitally driven, innovative government services from anywhere at any time.

Performance review

The following service standards in the department's *Service delivery statements 2014–15* were used by the department and the government to assess the division's overall performance.

Service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of other government agencies	1	≥85%	92%	92%
Percentage of clients satisfied with the services provided by Smart Service Queensland on their behalf	2	≥80%	77.8%	77.8%
Proportion of stakeholders who are satisfied with digital economy and productivity services, consultative and engagement processes	3	85%	92%	92%
Customer satisfaction with Queensland State Archives' delivery of services to the public	4	≥93%	94%	94%

Notes:

1. The overall satisfaction score for Smart Service Queensland increased by four percentage points in 2014–15 as compared to the previous year. The increase was predominantly due to an increase in the satisfaction rate for the phone channel.
2. The client satisfaction rating increased from 76% in 2013–14. The results highlighted further opportunity to improve communication with client agencies.
3. The 2014–15 actual result exceeded the target due to the successful implementation of a suite of programs under the Queensland Digital Economy Strategy, in addition to the ongoing success of Partners in Technology forums, which continue to be well-attended by industry representatives.
4. This is the result from the biennial customer satisfaction survey conducted for Queensland State Archives in March 2015. The next survey will be conducted in 2017.

Achievements

During 2014–15, Digital Productivity and Services:

- enhanced services through digital and non-digital channels by implementing six new service outlet pilots in the Lockyer Valley and Scenic Rim
- continued to improve access to government services by ensuring all general Queensland Government service information is available online, and expanding the number of transaction services available online
- launched new whole-of-government digital capabilities such as online customer identity management and the ability for customers to update their address across a number of departments in one online process
- developed a whole-of-government customer experience framework to disseminate customer-first training and service design capability, including collecting meaningful insights about Queensland Government customers
- conducted the 12-month flexible work centre trial at Redcliffe and Southport. 47 Queensland Government employees

teleworked at least one day a week. Trial results will inform an options paper regarding the viability of flexible work centres in South East Queensland and regional Queensland for government

- hosted four Partners in Technology briefings, which provided free and valued opportunities for the local ICT sector to be informed about the strategic environment, ICT architecture and future procurement processes of governments, universities and large, non-government organisations. 760 people attended the four briefings, with an overall satisfaction of 92 per cent achieved
- commissioned the Queensland Government Statisticians Office to undertake a digital industry survey in 2014, which provided a snapshot of the industry in areas such as location, structure, business activity areas of expertise, growth and future intentions
- supported delivery of the national Digital Careers Program in Queensland, reaching 20 career fairs across the state with over 75,000 students, parents and teachers attending. In regional Queensland, Digital Careers reached over 17,000 students, parents and teachers

2. Our service performance

- established a business collaboration group which comprises diverse business and industry peak bodies, the three tiers of government and regional development organisations.
- successfully managed the service delivery of more than 260 government services to the public, on behalf of Queensland Government agencies, handling more than 29 million customer interactions
- established a digital archiving project within QSA to deliver a digital archive for the state's historically significant digital public records. The first stage of this project focuses on developing and testing a detailed solution design. Solutions identified for archiving digital records transferred to QSA should also be accessible for public authorities that need to retain digital records long term
- responded to 25,895 SES and 38,782 disaster recovery calls during the 2014–15 disaster season through the SSQ contact centres
- administered and managed the delivery of over one million concession services to eligible Queenslanders
- transferred 3.5 kilometres of public records from government agencies, bringing the total size of the collection to over 55 linear kilometres
- continued to provide excellent services to the community. Smart Service Queensland's contact centre was recognised for its service delivery excellence by winning 10 awards in 2014: four international, two national and four state.

Other whole-of-government plans/specific initiatives

During 2014–15, Digital Productivity and Services was responsible for the following programs, plans and initiatives:

- commenced implementation of the *Queensland digital economy strategy and action plan*. This outlines the ways digital technology and services will be used to improve productivity and innovation in the Queensland Government, Queensland business and the community.
- continued implementation of the *One-stop shop plan 2013–18*. This plan aims to improve customer experience on all channels, including online, phone and face-to-face.

case study

One-Stop Shop—services made simpler

Opened in January 2015, a range of new service delivery models, including the state's first two Queensland Government customer centres in Gatton and Beaudesert, have launched a new era for Queensland Government service delivery.

Unlike the existing government service centres, customers can now access a much wider range of government services, including the full suite of transport and Justice of the Peace services, with consistent opening hours, and a focus that clearly puts the customer first.

DSITI has been working with the community to understand how customers want to access government services. In response to this feedback, these one-stop customer centres

are staffed by uniformed and well-trained local teams from across government, with modern open environments and contemporary technology delivering customers simpler, clearer and faster access to services.

A key part of the success of the new customer centres has been the introduction of customer service guides greeting customers on entry and quickly addressing or directing enquiries to the right place, including helping customers complete their transactions online, in store.

The centres have received high praise from customers in these regions, with the findings of this pilot to be used to develop a plan to keep improving access to government services across the state.

- supported the Queensland Government First World War and Anzac centenary commemorations with a program of activities, including public seminars and workshops, publishing commissioned historical essays with interactive online exhibitions, adding digitised content from the archival holdings to the QSA website, initiating a First World War blog, and collaborating with other cultural institutions on joint events and activities such as the QANZAC 100 Heritage Leaders Workshop.

Looking forward

In 2015–16, Digital Productivity and Services will:

- expand the single customer login, proof of ID and 'My account' concept; continue to optimise high-volume online services and improve online customer experience; and evaluate the results of the local service outlet pilots
- support the Advance Queensland initiative through stimulating digital innovation by:
 - supporting the PricewaterhouseCoopers Chair in Digital Economy to develop digital business capability and business model innovation for government and small to medium enterprises (SMEs)
 - launching the CSIRO-developed Digital Future Scenarios for Governments marketplace
 - launching the Community Digital Champions and Digital Thought Leaders programs
 - developing and releasing the Queensland Digital Industry Investment Prospectus
 - delivering expanded Partners in Technology and Partners in Digital Productivity programs
 - continuing to support the Digital Careers program with an increased focus on delivering careers expos and school visits in regional Queensland
- continuing to engage with stakeholders such as regional and rural councils to increase the digital awareness and capabilities of regional small businesses and community organisations
- continue to deliver service excellence and expand the range of services available via phone through 13 QGOV and in person at Queensland Government Agent Program locations and Queensland Government service centres
- grow SSQ's service delivery channel options by integrating digital technologies within and across the contact centre and Queensland Government service centres. This includes further development of 'AskQGov', 'Click to chat' and 'Web chat'
- complete the first stage of the Digital Archiving Project—Design, Test and Prove, by undertaking early market engagement with potential digital archive solution providers, and trialling and prototyping different technical solutions
- lead a review of the *Public Records Act 2002*
- undertake a review of the strategic direction of QSA to help shape its future in the digital age
- continue to help agencies prioritise the transfer of permanent paper records to QSA to ensure preservation of, and appropriate access to, those records, and support agencies wishing to progress their transition from paper to digital recordkeeping
- continue to grow QSA's digital service delivery and explore opportunities to improve online access to archival holdings
- commence migration from SSQ's current contact centre telephony platform to a new technology solution.

2. Our service performance

Strategic Information and Communication Technology

The Strategic ICT Division supports, delivers, guides and advises on whole-of-government ICT initiatives.

The division uses specialist knowledge and expertise to:

- provide strategic procurement services, including the preparation, negotiation and management of whole-of-government contracts that make buying and selling ICT products and services easier and more efficient
- help the ICT industry, including SMEs, access the Queensland Government market
- lead the mega category for whole-of-government ICT procurement
- manage whole-of-government ICT infrastructure (including data centres and networks) that enable responsive and integrated government services
- deliver leading information brokerage services to commercial clients
- manage whole-of-government projects and programs including:
 - ICT modernisation to support a connected, integrated government that uses modern, innovative and cost-effective ICT
 - GWN to improve communications, safety and security for public safety agencies and emergency workers
 - the establishment of ICT infrastructure at the new 1 William Street government building to foster a productive and innovative workplace.

Our operating environment

The GWN program will transition into a business-as-usual contract management phase during 2015–16, representing an opportunity for the division to focus on new whole-of-government projects, including the implementation of findings from the Government Information Technology Contracting (GITC) review.

Continued momentum towards a category management approach to Queensland Government procurement provides an opportunity to further embed and enhance the mega category lead for ICT.

Procurement activities for ICT infrastructure at the new 1 William Street building will conclude during 2015–16 and the program will move into implementation phase.

The repositioning of ICT renewal to ICT modernisation has given the program more flexibility to adapt to government priorities while continuing to drive existing whole-of-government initiatives.

The decision that CITEC will remain a Queensland Government-owned ICT provider represents an opportunity to reshape its business model. In 2015–16, CITEC will consult with customers, employees and stakeholders to develop a new operating model that ensures it is efficient and sustainable, and provides excellent service.

Performance review

The following service standards in the department's *Service delivery statements 2014–15* were used by the department and the government to assess the division's overall performance.

Strategic ICT service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Percentage of applications for valid Government Information Technology Contract (GITC) Head Agreements processed within five working days	1	≥80%	98.5%	98.1%
Percentage of accountable action items from the <i>Queensland Government ICT strategy 2013–17 action plan</i> completed on schedule	2	90%	100%	90%
CITEC service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Earnings before interest and tax less Depreciation and Amortisation (EBITDA)	3	\$2.67m	\$7.337m	\$7.937m
Other measure: Service availability	4	99.5%	N/A	99.99%

Notes:

1. Actual results exceeded the target due to reduced internal administrative processes as a result of the introduction of the online QAssure prequalification system. In addition, the number of suppliers wishing to negotiate additional clauses within the GITC framework has been lower than expected. This measure has been discontinued for future service delivery statements and annual reports.
2. All outstanding actions from the *Queensland Government ICT strategy 2013–17 action plan* (published August 2013) were accounted for in the refresh of the plan in November 2014. The refreshed plan (*ICT Renewal Action Plan*), included 13 initiatives to conclude in 2014–15. 12 of these initiatives are either complete or considered on schedule. This measure has been discontinued for future service delivery statements and annual reports.
3. Actual results exceeded the target primarily due to an improved revenue position than anticipated and a reduction in technology costs through the negotiation of new contracts.
4. Measures the proportion of time that CITEC's services are available for use by customers within the agreed service time.

Achievements

During 2014–15, Strategic ICT:

- supported the safety of the Queensland community during the G20 Summit by delivering the GWN to thousands of police, emergency services, and Commonwealth and international security personnel
- provided critical support and increased security to Queensland Government agencies during G20 to protect against potential cyberthreats
- supported Queensland Health and Shared Corporate Services during the upgrade to their SAP payroll systems, ensuring customers experienced uninterrupted service
- continued to design and develop the client identity management solution, making it easier for the Queensland community to securely access multiple government services using a single login within a single session
- commenced an ongoing whole-of-government telecommunications initiative to improve billing of fixed line and mobile services, which has already reduced unnecessary costs by more than \$2.6 million per year
- established a whole-of-government infrastructure as-a-service panel arrangement, which provides highly competitive pricing and flexible service options
- commenced ongoing sessions with procurement staff across government to promote the use of whole-of-government panel arrangements and help agencies save time and money when purchasing ICT

2. Our service performance

- established new arrangements between CITEC and several of its suppliers to enable more efficient service delivery, and reduced costs to government of more than \$12 million over the next three years
- negotiated the provision of a whole-of-government enterprise version of Yammer with Microsoft, providing a platform for inter-agency communication and collaboration
- enabled faster response times for customers using the Department of Transport and Main Roads Licensing and Registration System by taking an innovative approach that combined leveraging new software arrangements with upgrading the system's supporting hardware. This approach improved the customer experience and saved time and money during implementation
- received recognition of excellence through awards for outstanding ICT infrastructure; excellence in category management; and the GWN.

Other whole-of-government plans/specific initiatives

During 2014–15, Strategic ICT was responsible for the following whole-of-government programs, plans and initiatives:

- establishment of new whole-of-government ICT panel arrangements including:
 - print and imaging as-a-service
 - infrastructure as-a-service
- delivery of the refreshed *ICT action plan*, including initiatives to:
 - optimise ICT procurement, including the review of the GITC framework
 - identify emerging technologies for improved government services
 - remove the barriers to as-a-service adoption and information sharing
 - support agencies to develop customer-focused digital strategies
 - establish the innovation portal to help solve business problems with ICT-enabled solutions

case study

Secure communications enhance security

In the lead up to the G20, DSITI partnered with Telstra and Motorola to design and deliver a secure, fully integrated government radio communications network that provided mission critical field communication capability for Queensland's police and emergency services, as well as national and international security forces.

The GWN played a critical role in the success of the G20, the largest peacetime security operation in Australia, by maximising public safety agency response capability and setting a new benchmark in inter-agency interoperability, encryption and officer safety.

About 9,750 Queensland police, fire and ambulance personnel and 500 national and

international security specialists relied on the GWN capabilities to ensure the safety of 20 world leaders, 43 international diplomats, 4000 delegates and 3000 domestic and international media, as well as the Queensland community.

The G20 was a significant and high-profile first test for the GWN. Feedback on the performance of the network from Queensland and interstate users was overwhelmingly positive.

The network will be rolled out across South East Queensland in 2015–16. By June 2016, more than 17,500 police, fire and ambulance personnel will be trained and using the GWN for their day-to-day operations.

- negotiated for the procurement of ICT infrastructure for the new 1 William Street building
- continued progression of an integrated digital wireless network throughout South East Queensland including support of police and emergency services during the G20 Summit
- upgraded key ICT infrastructure including the IBM mainframe, EMC storage solution, SAP payroll system and T5 UNIX solution to support whole-of-government needs and provide more effective services for customers.
- continue to lead and embed ICT category management across the Queensland Government to ensure whole-of-government needs are met
- continue to deliver the Queensland Government ICT modernisation agenda to support a connected, integrated government that uses modern, innovative and cost-effective ICT
- continue to actively engage with the ICT industry and support SMEs to access the Queensland Government market, including implementing a co-designed *ICT industry engagement action plan*

Looking forward

In 2015–16, to contribute to the Queensland Government's objectives for the community, and support Advance Queensland, Strategic ICT will:

- continue to lead the implementation of ICT infrastructure in 1 William Street
- continue to transition to the most appropriate business model for CITEC to ensure efficiency, sustainability and continued delivery of excellent services that meet the needs of agencies and clients
- implement the GWN throughout South East Queensland to increase network capability, functionality and security for public safety and emergency service agencies
- finalise the review of the GITC Framework and implement accepted recommendations to simplify ICT procurement for government and industry
- continue to develop the public sector ICT workforce to support a growing digital and knowledge economy
- refresh the ICT services panel to ensure the most current and innovative suppliers are available to the Queensland Government
- advance information management capability and work practices to improve the way information is shared with customers and across government.

2. Our service performance

Shared Corporate Services

The Shared Corporate Services Division provides modern, value-for-money corporate services and trusted advice to customer agencies.

The division facilitates a range of corporate services to the rest-of-government cluster of departments (all departments with the exception of Queensland Health and the Department of Education and Training).

Shared Corporate Services delivers payroll and recruitment, workforce reporting, Senior Executive Service, workforce services, mail, accounts payable, accounts receivable, assets, taxation, general ledger and reporting, and telecommunications and technology services and solutions on a fee-for-service basis.

The division is further improving the quality of its services and growing into a modern, progressive business, underpinned by a philosophy of operational excellence.

Our operating environment

We are currently undertaking a business transformation program to: improve the way we deliver products and services; modernise underpinning systems; and provide more streamlined and self-service opportunities for our people and customers. These will significantly improve productivity and efficiency.

Over the coming year we will continue to transition the remaining out-of-support payroll systems to a modern supported environment with standardised processes. This will enable further streamlining of payroll processes and offer greater self-service for employees and managers.

Finance transaction costs will also reduce with the introduction of more automation and e-forms, as a consequence of upgrading to in-support, modern systems.

Performance review

The following service standards in the department's *Service delivery statements 2014–15* were used by the department and the government to assess the division's overall performance.

Service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Labour as a percentage of total QSS costs	1	56%	53%	52%
Overheads as a percentage of total QSS costs	2	<10%	9.5%	9%
Percentage of client services delivery within budget and within agreed timeframes (time and cost)	3	95%	98%	97%
Client satisfaction	4	≥80%	48%	48%

Notes:

1. Labour costs were lower than target due to reduced FTEs from increased efficiencies and natural attrition.
2. The result has met the target, as costs were well managed.
3. The result is slightly above the target, as services were delivered on budget and within Service Level Agreements.
4. The satisfaction result of 48% will be the baseline for reporting over subsequent years as the survey target audience was broadened this year to include all customer types: end users, managers, supervisors and team leaders as well as senior agency representatives (purchasers). 37% of customers were neither satisfied nor dissatisfied. While results identify areas for improvement, only 15% of customers indicated they were dissatisfied.

Achievements

In 2014–15, Shared Corporate Services:

- transitioned all agencies on out-of-support SAP4.6C payroll systems to the fully supported Aurion Version 10 platform
- commenced the upgrade of agencies' finance systems to a standard SAP ECC5 environment
- implemented new forms and processes to automate financial processes and enhance self-service in payroll practices
- introduced tools and practices to improve productivity and performance
- commenced the Gov2Gov project to bring the services government agencies provide to each other together in one place so they are centrally searchable
- initiated a single point of contact for shared services customers through implementation of the ServiceNow software
- commenced a pilot to support the move to digital mail
- developed a new performance dashboard to monitor performance
- continued our investment in our people through rollout of our leadership program.

Looking forward

In 2015–16, Shared Corporate Services will continue the business transformation agenda to:

- transition remaining out-of-support payroll systems to a modern supported environment with standardised processes
- automate payroll processes with greater self-service for employees and managers
- reduce transaction costs in the finance area with automation and e-forms
- complete finance system upgrades to achieve modern, in-support and standardised environments.

2. Our service performance

Strategic Policy and Innovation

The Strategic Policy and Innovation Division drives consistency and connections across the department from a policy and customer perspective, and supports the innovation agenda within DSITI, across Queensland Government agencies, and the broader Queensland economy.

We are also responsible for the delivery of a number of programs in the \$180 million Advance Queensland initiative that encourage and support startups and build Queensland's innovation sector.

The Commercialisation team delivers a range of programs and funding assistance that encourages increased capability across the Queensland startup ecosystem. It supports activities promoting collaboration between research, business/industry and government sectors that lead to improved commercialisation rates. It also leverages the private sector to champion entrepreneurship in Queensland and actively support commercialisation skills development.

The Innovation Policy and Programs team leads the innovation agenda in DSITI and across government, and influences Queensland business to turn ideas into action. The team delivers initiatives across the Queensland Government that provide the information, skills and processes to enable innovative activity to deliver high-quality, efficient and responsive Queensland Government services. As innovation strongly relies on collaboration, the team also builds partnerships between

government agencies, business, research organisations, industry associations and third party providers to seize opportunities or address common challenges.

The Strategic Policy team provides policy coordination across the department and evidence-based policy advice that aligns with and delivers on government policies and priorities. It develops and delivers the department's integrated policy narrative.

The Customer and Market Insights team has a customer-centric, whole-of-department focus. It coordinates customer and market analysis for the department and assists in defining DSITI customer needs, including visioning to ensure customer's future needs are met. The team also coordinates and supports the department to meet its obligations under the Government's Open Data Strategy and the One-Stop Shop roadmap.

Our operating environment

We deliver our policy objectives within a complex operating environment. We play a major role in supporting economic growth through delivering support for startups, and driving commercialisation and innovation across government and industry.

We drive the innovation agenda across government. We lead an alternative way of problem-solving, including an open-innovation approach, and facilitate innovative solutions for government services and challenges.

Performance review

The following service standards in the department's *Service delivery statements 2014–15* were used by the department and the government to assess the division's overall performance.

Service standards	Notes	2014–15 target/est.	2014–15 est. actual	2014–15 actual
Proportion of stakeholders who are satisfied with innovation and commercialisation, consultative and engagement processes.	1	85%	87%	87%

Notes:

1. A number of events and programs with a large number of stakeholder participants who rated their satisfaction level high contributed to an increased 2014–15 result.

Innovation Hub

The Innovation Hub pilot project has attracted national interest with its groundbreaking problem-solving methodologies to tackle complex challenges facing the Queensland Government. Agencies identify challenges with no existing feasible solution, which are released to the market for innovators to solve in new and different ways.

Customer-centric problem-solving and innovative methodologies are used to involve multiple diverse stakeholder groups in problem-solving and solution development.

This whole-of-government project allows departments to identify, develop, pilot, procure and implement solutions that can provide a faster, better or cheaper way of solving problems. The project promotes innovation in businesses of all sizes, benefiting the economy from the associated potential employment opportunities.

The Office of the Inspector-General Emergency Management (IGEM) progressed the 'emergency data' challenge through round two of the Innovation Hub. The challenge to be addressed was a lack of a central database or repository of accurate and timely information relevant to disaster management situations. This challenge was released to the market, and IGEM selected CloudSherpas (a Google global enterprise partner) to develop its solution. Through the 12-week acceleration period, IGEM worked closely with CloudSherpas, which developed a cloud-based solution which enables multi-agency data sharing, data capture and data analysis.

Further development and refinement of the solution is continuing to support implementation.

Achievements

In 2014–15, Strategic Policy and Innovation:

- delivered two rounds of the Innovation Hub pilot project to use innovative approaches to develop solutions to Queensland Government challenges
- provided specialist third party services to deliver four innovation clinics, 12 workshops, eight forums and 10 webinars to facilitate increased levels of collaboration and innovation, and information and advice to inventors, including 100 hours of consultation on commercialising new ideas
- provided early-stage, high-growth potential businesses across the Queensland startup ecosystem, including regional Queensland, with access to high-quality incubator services
- implemented Queensland Startup Working Group actions to support commercialisation, and supported engagement with early stage venture capital specialists
- facilitated a Thought Lab event in collaboration with Arts Queensland on building the business skills and capability of arts organisations in Queensland
- established a commercialisation panel to provide specialist advice on a user-pays basis to government agencies on commercialising their intellectual property
- delivered two Director-General Innovation Challenge Days to build staff capability in deliberative creative thinking and problem-solving
- delivered an online policy hub and toolkit, policy information sessions, and other initiatives enabling transfer of knowledge and skills development across DSITI
- coordinated the development of the *ICT industry engagement action plan* to improve the engagement between the Queensland Government and the ICT industry

2. Our service performance

- coordinated the development of the DSITI *Channel management strategy* to assist the department to better meet customer needs and improve service delivery efficiency
- coordinated delivery of 100 per cent of the departmental One-Stop Shop targets for migrating core information services to digital channels by September 2014.

Other whole-of-government plans/specific initiatives

During 2014–15, Strategic Policy and Innovation was responsible for the following whole-of-government programs, plans and initiatives:

- managing the whole-of-government statutory obligations in relation to government use of third-party copyright material under the *Copyright Act 1968* (not including educational use)
- implementing the recommendations of the 2013 Intellectual Property Audit for Queensland Government agencies and preparing for the 2015 audit of all state government agencies
- providing capability development to Queensland Government staff about Crown intellectual property through the provision of online training modules and face-to-face workshops.

Looking forward

During 2015–16, Strategic Policy and Innovation will:

- develop and administer the \$8 million in funding available for Queensland business from the Knowledge Transfer Partnerships program as part of the Advance Queensland program
- conduct a knowledge economy study with other agencies to help build an evidence base to support the Queensland Government's knowledge-based jobs of the future agenda
- deliver the PhD Industry Placement Program to increase the flow of highly trained PhD students to industry and to improve industry competitiveness
- deliver investment readiness programs to grow the volume and scale of commercial outcomes in Queensland to support eligible high-growth potential ventures achieve investment readiness
- deliver a range of startup community events across Queensland including Startups in Parliament and Startup Weekends
- implement a program to attract interstate and international startups to relocate to Queensland, and to build bridges to international markets
- conduct a Crown intellectual property management audit across the Queensland Government
- assist DSITI divisions to implement the DSITI *Channel management strategy* and drive further enhancements to the customer experience and service delivery efficiencies.

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 and Innovation on ICT issues from a whole-of-government perspective.

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

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

The QGCIO provides:

- governance processes to support investment review and assurance of ICT-enabled initiatives
- architectures and long-term strategy for information technology and information systems (transformation)
- advice, analysis and intervention on emerging day-to-day issues
- cross-government program support through project assurance and supporting agency initiatives, for example, usage of cloud computing platforms to support cross-government collaboration and cooperation
- ICT profiling to provide evidence for future initiatives and to assist in monitoring of government's ICT, including at-risk systems
- enhanced workforce capability through the ICT Graduate Program, a conduit for positive relationships with other jurisdictions, industry and academic institutions.

QGCIO business is driven by government's key objective of delivering quality frontline services for the community.

Our operating environment

Queensland Government management of its ICT resources is a process focused on consistency, transparency and careful monitoring. Tools are now available that support improved and informed decision-making. It is these tools and processes that will enable modernisation of our

resources to provide better and more efficient services. The options for improving service delivery are many. QGCIO strives to support agencies by investigating these options and providing considered advice to aid decisions.

Specific actions underway include:

- continuation of cybersecurity improvement to increase the robustness of government service delivery and the safety of information held by government
- strengthening collaboration within government through multi-agency approaches to achieve improved services for citizens and better value for money
- providing strategic advice that informs key initiatives such as identity management and telecommunications.

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

Achievements

In 2014–15, QGCIO:

- provided as-a-service expertise to major agency projects and procurement activities, e.g. Public Safety Business Agency system upgrade
- investigated government readiness and industry cloud brokerage capabilities with a view to developing a strategy for cloud brokerage for the Queensland Government
- conducted combined internal and external peer review of projects. ICT investment projects were put through a central gated review process; this process included Director-General overview to encourage a consistent approach to systems and applications across government
- reviewed the Queensland Government ICT strategy to confirm its alignment with current ICT trends and policy environments
- maintained the Queensland Government Enterprise Architecture (QGEA), the policy framework that underlies ICT investments and business decision-making

2. Our service performance

- continued to analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, reduce complexity and risk, and drive efficiency and productivity gains through improved levels of inter-agency collaboration.

Other whole-of-government plans/specific initiatives

During 2014–15, QGCIO was responsible for the following whole-of-government programs, plans and initiatives:

- provided subject matter expertise for the 1 William Street ICT procurement initiative
- supported the development and successful delivery of an across-government email broadcast facility
- provided strategic support to agencies in the treatment and remediation for Microsoft support of legacy software
- developed an identity management blueprint for the Queensland Government
- reviewed departmental ICT workforce transformation plans for whole-of-government synergies, and to establish priority capability requirements for the sector. This resulted in the creation of a development program for Chief Information Office and ICT executives to equip them

with the necessary business knowledge and acumen to support both the departmental goals and modernisation of government ICT.

Looking forward

During 2015–16, QGCIO will:

- determine the future of cybersecurity support for the Queensland Government
- commit resources to research, investigate and trial emerging technology
- investigate the feasibility and effectiveness of Microsoft 365 for security classification of QGCIO email. QGCIO is developing a suggested approach with a view to whole-of-government implementation
- support government to progress federal initiatives for telecommunications improvements of mobile black spots in Queensland
- continue to analyse existing and planned ICT investments to increase visibility, accessibility and transparency of information, reduce complexity and risk, and drive efficiency and productivity gains through improved levels of inter-agency collaboration
- continue to populate and maintain the QGEA, the policy framework that underlies ICT investments and business decision-making.

case study

Cybersecurity defeats cyberattacks

During G20 Summit preparations, the QGCIO Cyber Security team recognised the potential for damaging cyber attacks against Queensland Government ICT systems, as had been experienced by all countries hosting the G20 Summit in recent times.

The team created the Tactical Cyber Security Plan (TCSP) to ensure the most significant risks associated with the vulnerability of Queensland Government's ICT systems were addressed prior to the G20.

The QGCIO team worked closely with all departments and stakeholders to successfully

address the threat of major ICT disruption during G20. The work required coordination with four federal security agencies, all government departments, local authorities, and 11 power, water and transport utilities. As well as improving overall security capability, the services implemented successfully avoided several significant cyber attacks.

The TCSP made measurable improvements in the government's cybersecurity capability, and has positioned DSITI to drive further development.

Queensland Chief Scientist

The Chief Scientist provides leadership in science policy development and implementation to optimise opportunities for science in Queensland. The Office of the Queensland Chief Scientist services include:

- strategically leading the development of, and providing input to, science policy, to help meet economic challenges and build our science capability
- overseeing strategic reviews of science capability and investment, which inform government investment in research and development
- advising government by performing targeted reviews of science, leadership and organisational transformation
- acting as Queensland's science ambassador, fostering collaboration between government, research, industry and community sectors.

Our operating environment

In 2015, the Chief Scientist was appointed Chair of the Queensland Government Great Barrier Reef Water Science Taskforce. In this role, the Chief Scientist will lead 22 experts across a number of fields to advise the government on how to achieve its ambitious targets for the improvement and ongoing management of the reef's water quality, in close consultation with other key stakeholders.

The Office of the Queensland Chief Scientist also:

- initiated a review of the current Queensland Government position on scientific collections, in collaboration with Science, with the view to developing a whole-of-government policy
- requested a report on the implementation of recommendations from science capability audits from each department where science capability audits were conducted, to assess impact and progress
- continued to promote the recognition and celebration of Queenslanders' scientific achievements and impact.

Achievements

In 2014–15, the Queensland Chief Scientist:

- contributed to the implementation of recommendations of the assessment of the state's investment in health and biomedical research
- facilitated development of a response to the recommendations of the whole-of-government water audit, including application of a risk management approach to reviewing priorities for action
- chaired the Science and Innovation Advisory Council which provided independent guidance, investment advice and review of progress against priorities for science and innovation development to the Minister
- promoted Queensland science to diverse audiences at 51 events
- developed a comprehensive strategy to improve science communication in Queensland.

Other whole-of-government plans/specific initiatives

During 2014–15, the Queensland Chief Scientist:

- revised the Queensland science and research priorities to ensure Queensland Government investments in science and research have impacted and are aligned with government targets and priorities
- published the *Queensland Government Research and Development Expenditure Report 2013–14*
- implemented relevant actions under the *Science and innovation action plan*.

Looking forward

During 2015–16, the Queensland Chief Scientist will:

- chair the Queensland Government's Great Barrier Reef Water Science Taskforce, which will work closely with key stakeholders to deliver reef management recommendations supported by quality science

2. Our service performance

- perform the role of Deputy Chair of the Queensland Government's Advance Queensland Expert Panel, which will provide broad independent strategic advice to the government on science and innovation matters
- chair the Deputy Vice-Chancellors of Research Roundtable
- collect and analyse research and development data across the whole of government.