

2014

**ANNUAL
REPORT**

2015



**Queensland
Government**

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Letter of compliance

30 September 2015

The Honourable Leeanne Enoch MP
Minister for Housing and Public Works and Minister for Science and Innovation
Level 7, 80 George Street
Brisbane Qld 4000

Dear Minister

I am pleased to present the *2014–2015 Annual Report* and financial statements for the Department of Science, Information Technology and Innovation.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2014–2015 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

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

Yours sincerely

Jamie Merrick
Acting Director-General
Department of Science, Information Technology and Innovation

Table of contents

About our annual report	1
From the Director-General: the year in review.....	3
Our achievements	4
1. About the department.....	9
Who we are	9
Our structure (as at 30 June 2015)	9
2. Our service performance	13
Science	13
<i>Case study: Collaboration harvests lessons from the land</i>	15
Digital Productivity and Services.....	16
<i>Case study: One-Stop Shop—services made simpler</i>	18
Strategic Information and Communication Technology (ICT)	20
<i>Case study: Secure communications enhance security</i>	22
Shared Corporate Services.....	24
Strategic Policy and Innovation	26
<i>Case study: Innovation Hub</i>	27
Queensland Government Chief Information Office	29
<i>Case study: Cybersecurity defeats cyber attacks</i>	30
Queensland Chief Scientist	31
3. Our governance	33
Our leaders.....	33
Previous leaders	36
Governance framework	37
Audit arrangements	41
Risk management	41
External scrutiny	42
Reviews	42
Ethics and code of conduct	43
Information systems and recordkeeping.....	43
4. Our people.....	44
Workforce profile	44
Diversity statistics	44
Permanent separation rate.....	44
Early retirement, redundancy and retrenchment	45
Workforce planning, attraction and retention	45
Workforce planning framework and key strategies	45
Employee performance management	45

	Work–life balance	46
	Leadership and management development	47
	Workplace health and safety	47
	Industrial and employee relations framework	48
	Other whole-of-government plans/specific initiatives	48
	<i>Case study: Recognition of excellence</i>	49
5.	Other reporting	50
	Government bodies (statutory bodies and other entities)	50
	Ministerial responsibilities and legislation administered by the department	52
6.	Our locations	54
7.	Our financial performance	56
	Statement by Chief Finance Officer	56
	Summary of financial performance	56
	Our income—where the funds come from	58
	Our expenses—how funds are spent	58
	Our assets—what we own	59
	Our liabilities—what we owe	59
8.	Glossary of terms	60
9.	Compliance checklist	62
	 Part B <i>Financial statements</i>	 65



About our annual report

The Department of Science, Information Technology and Innovation (DSITI) *2014–2015 Annual Report* is an integral part of our corporate governance framework, and is one of the main tools we use to ensure we are accountable to stakeholders, the Queensland Parliament and the community about our activities.

This report details our achievements, performance and financial position for the 2014–15 financial year. It aligns with the DSITI *Strategic plan 2014–18, Service delivery statements 2014–15*, and the Queensland Government's objectives for the community. It also provides information on our future direction, people management and corporate governance.

View our report online

This report is available online: qld.gov.au/dsiti/annual-report.

For enquiries about this annual report, contact the Executive Director, Strategic Transformation and Performance, telephone +61 7 3719 7891 or webfeedback@dsiti.qld.gov.au.

More information on the Queensland Government Open Data website

A number of annual reporting requirements for this year have been addressed through publication of information on the Queensland Government Open Data website. These are:

- consultancies
- overseas travel
- *Queensland language services policy*
- government bodies.

For further information please visit: data.qld.gov.au.



From the Director-General: *the year in review*

I am pleased to present the *2014–2015 Annual Report* for the Department of Science, Information Technology and Innovation (DSITI).

This report sets out our achievements and how the department has supported delivery of the Queensland Government's objectives for the community. In particular it highlights our growing role in stimulating jobs and economic growth through our support for innovation and how we are at the forefront of harnessing digital technologies to improve services for our customers.

Our vision as a department is to be innovative, clever and connected. This underpins the way we operate, how we engage and partner with the community and the private sector, and how we invest to develop the skills of our staff.

During 2014–15, the department commenced and implemented a range of key initiatives, including:

- providing greater choice to Queenslanders in how they access services. This included managing the delivery of more than 260 government services, handling more than 29 million customer transactions and implementing six new service outlets pilots in the Lockyer Valley and Scenic Rim
- responding to 25,895 SES and 38,782 disaster recovery calls during the 2014–15 disaster season
- supporting the safety of the community, police and emergency services during the G20 Leaders Summit through the Government Wireless Network
- leading the procurement of industry-led ICT services for 1 William Street
- working with industry on a new *ICT Industry Engagement Action Plan* to simplify and improve government ICT procurement; improving communication between industry and government; and actively identifying opportunities for collaboration
- continually improving our approach and systems (through the work of Queensland Shared Services) to provide easier and cheaper services in the areas of finance, HR and payroll where we support some 45,000 Queensland Government employees
- providing scientific services in the areas of water, land and vegetation, biodiversity, climate and air quality. This has included

storm tide advice and water quality monitoring during and after Tropical Cyclone Marcia, remote sensing to inform the response to Panama disease, and significant scientific services as part of the commitment to deliver the *Reef 2050—Long-Term Sustainability Plan*

- providing investment to support construction of the Australian Institute for Tropical Health and Medicine and delivering a successful Queensland BIO 2015 mission to Philadelphia which resulted in major new partnerships with Johnson & Johnson, Siemens and Emory University
- progressing the Innovation Hub pilot project as a groundbreaking way to tackle complex problems facing government and the community.

Looking forward, we will play key leadership and delivery roles in the \$180 million Advance Queensland initiative. This will include the following programs:

- Advance Queensland Best and Brightest Fund which will develop, attract and retain world-class talent—both scientific and entrepreneurial—and provide new opportunities for Queenslanders to get experience in overseas startups, companies and research organisations.
- Advance Queensland Jobs Strategy which will support new industry-research collaborations, help to tackle major economic, social, and environmental challenges, and deliver 10-year roadmaps for emerging industries with global growth potential.
- Advance Queensland Business Investment package, and particularly those elements that will support a vibrant and innovative startup and SME sector in Queensland.

It has been a productive and rewarding year. I am proud of all that the department has achieved and would like to acknowledge the dedication of DSITI's staff to delivering high-quality services and improved outcomes for the people of Queensland.

Jamie Merrick
Acting Director-General
Department of Science, Information Technology
and Innovation

Our achievements

DSITI continued its commitment throughout the year to deliver on the government's focus of creating jobs for Queenslanders, restoring services, building our economy and ensuring fairness, transparency and accountability.

Our strategic objectives contribute to our business direction in supporting the government's objectives for the community by providing better outcomes for Queenslanders through a variety of initiatives in science, innovation, information and communication technology (ICT), and frontline service delivery.

These strategic objectives align with the Queensland Government's objectives for the community:

- creating jobs and a diverse economy
- delivering quality frontline services
- protecting the environment
- building safe, caring and connected communities.

DSITI's policies, programs and services align with the Interim Queensland Government Response to *The Queensland Plan* (the Government Response). The Government Response supports the government's objectives for the community, and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision.

2014–15 strategic objective:

Customers first: Meeting our customer expectations through innovative service delivery options, easy and convenient access and reducing red tape

In 2014–15, we:

- supported the safety of the Queensland community during the G20 Summit by delivering the GWN to police, emergency services, and Commonwealth and international security personnel. 768 police and emergency service vehicles were fitted with GWN equipment, and more than 6000 portable radios went to the frontline staff
- delivered on the government's commitment to provide simpler, clearer and faster services by completing phase one of the

One-Stop Shop plan in October 2014 on time and on budget, meaning Queenslanders:

- are now accessing services the way they want them—over 280 new online transactions are now available, with 36 per cent of customers using the new online transactions within three months. Over 5.7 million transactions involving these new online services have been completed
- are saving time and money—the new online transactions mean Queenslanders can access more services whenever and wherever they want.
- enabled download of 20,000 science datasets from Open Data and QSpatial
- committed \$10 million for 68 new mobile phone towers under the Australian Government's Mobile black spot programme
- recorded a 150 per cent increase in visits by regional Queenslanders to qld.gov.au. The increase was on top of last year's increase of 300 per cent.
- continued to deliver essential support for the *Reef 2050 long-term sustainability plan* through the innovative Paddock to reef integrated modelling, monitoring and reporting program and Reef water quality science program
- commenced a Paperlite pilot project at Queensland State Archives (QSA) to support the whole-of-government digital records transition. QSA business processes were streamlined and printing was reduced by 84 per cent in 10 months. QSA is now working to expand this program across government
- signed a 10-year agreement to continue support for the Australian Tropical Herbarium, the nation's largest tropical plant library located at the James Cook University in Townsville
- provided 4000 customers with advice about plants and plant identification, including vital information about poisonous plants
- continued to provide seasonal climate forecast information and applications direct to landholders, graziers and the

general community. An average of 47,000 page views per month were recorded in the 2014–15 financial year

- boosted the Maps online service to enhance the reporting packages available and provide a 'one stop shop' for access to information on environmental values
- promoted Queensland science to diverse audiences at 51 events
- supported the Electoral Commission of Queensland through the January 2015 state elections ensuring seamless ICT service delivery
- facilitated the delivery of the Science and Innovation Champions Program to recognise 'grass-roots' innovators and science champions across Queensland
- processed 1.75 million salary payments, totalling over \$5 billion, with 99.72 per cent accuracy

- partnered with the Chamber of Commerce and Industry Queensland to deliver QAssure, a streamlined online registration system that makes it quicker and easier for ICT suppliers to pre-qualify to sell to the Queensland Government.

2014–15 strategic objective:

Value for money: Ensuring our service delivery is efficient and effective, providing optimal value for our customers

In 2014–15, we:

- trialled new service delivery channels such as social media and 'Click to chat' and seamless options such as 'Tell us once' for customers to update their address once and have it changed across a number of agencies. Pilots such 'Tell us once' and the service outlets pilot in the Scenic Rim and Lockyer Valley are reducing duplication and improving productivity for customers and government

case study

Supporting Queenslanders through storm season

The department has had another busy year supporting Queenslanders and client agencies through the 2014–15 storm season.

At the front line, Smart Service Queensland handled over 25,000 State Emergency Service (SES) and 38,000 community recovery related calls, ensuring all SES and community recovery calls were answered quickly and professionally. Additional temporary staff were trained and mobilised to support increased community demand, and the online public information homepage, qld.gov.au/alerts, recorded over 130,000 hits.

Science Division provided valuable data and support to the state's counter-disaster response. The Coastal Impact Unit deployed a baby ocean buoy into the path of Tropical Cyclone Nathan to collect data about local extreme wave conditions to assist emergency management, and to improve forecasting and

modelling of future events. DSITI scientists also provided services to help understand the environmental impact of severe weather events on water quality.

On the technology front, our Strategic ICT Division engaged with telecommunications providers to monitor network availability and service restoration. CITEC temporarily expanded internet bandwidth to compensate for increased data traffic, and our Shared Corporate Services Division managed increased volumes of financial and payroll transactions to help facilitate the recovery effort.

Thirty reservists from across the department were actively deployed to help the community respond to, and recover from, these overwhelming events, while the DSITI leadership team, supported by the risk and resilience team, orchestrated the department's preparation, response and recovery capabilities.

Our achievements

- commenced an ongoing whole-of-government telecommunications initiative to improve billing of fixed line and mobile services, which has already reduced costs by more than \$2.6 million per year for the Queensland Government
- established a whole-of-government print and imaging as-a-service panel arrangement that enables cost reductions of up to 25 per cent for Queensland Government agencies, through rationalisation of hardware, reduction in printing consumables and improved printing practices. The reduction in printing consumables also allows for environmental improvements by encouraging lower consumption of both paper and power
- established a whole-of-government infrastructure as-a-service panel arrangement that provides highly competitive pricing and flexible service options for Queensland Government agencies
- facilitated the procurement of ICT infrastructure for the new 1 William Street building, securing cutting-edge technologies to equip a modern and flexible workforce
- established new arrangements between CITEC and several of its suppliers to enable more efficient service delivery and reduced costs to government agencies of more than \$12 million over the next three years
- established and promoted to Queensland Government agencies the new commercialisation panel, providing easy access to user-pays advice on commercialising Crown intellectual property
- delivered release two of the ICT dashboard, providing greater transparency and an improved user experience for Queenslanders.

2014–15 strategic objective:

Innovation: Develop innovative and connected services through partnerships, co-creation with the community, business and across government

In 2014–15, we:

- developed and launched, in partnership with scientists from the Department of Natural Resources and Mines, the Soils Globe. This free, interactive user-friendly tool lets users view and explore maps of Queensland soils on up-to-date satellite imagery and download technical reports and data to inform decision-making. The Soils Globe has generated over one million hits since its launch in December 2014
- delivered the tactical cybersecurity plan initiative, which greatly improved information security practices across government and resulted in an unprecedented cyber incident-free G20 event
- initiated a single point of contact for shared services customers through implementation of the ServiceNow software
- assisted 37 early stage businesses, to support the generation of 72 jobs and \$11.7 million in investments through the Innovation Centre Sunshine Coast and iLab, University of Queensland incubators during 2014
- delivered two rounds of the Innovation Hub pilot project to address eight challenges from across the Queensland Government. The pilot received interest from 122 solution providers to help solve problems, and trialled a new problem-solving approach involving expertise from a wide range of private sector experts
- delivered four innovation clinics that brought together industry stakeholders and expertise from business, research and government to collaboratively solve barriers and capitalise on opportunities through innovation

- established a new whole-of-government standing offer arrangement for the purchase of natural resource science and engineering-related services (21 services across 10 Queensland Government agencies)
- conducted a 12-month flexible work centre pilot at Southport and Redcliffe: 64 per cent of participants reported productivity improvements, 83 per cent reported significant improvements in wellbeing; and 80 per cent increased their use of digital technologies
- negotiated the provision of a whole-of-government enterprise version of Yammer with Microsoft, providing a platform for inter-agency communication and collaboration
- delivered Innovate to Collaborate events across regional Queensland, and assisted in the successful delivery of four Startup Weekends in Brisbane, Sunshine Coast, Toowoomba and Cairns
- provided funding assistance to over 13 Queensland startup organisations to deliver a range of events, including Startup Weekends, to build capability within the startup ecosystem
- awarded \$7.23 million through the *Accelerate* programs to support practical and applied research projects. 25 recipients leveraged an additional \$10.29 million, from Queensland universities and other project partners

DSITI performance against the DSITI *Strategic plan 2014–18* key performance indicators

Key performance measures	Notes	2014–15 actuals
Customer satisfaction rate: <ul style="list-style-type: none"> • Digital Productivity and Services • Science customers • Science clients • Shared Corporate Services • Strategic Policy and Innovation 	1	Actual result <ul style="list-style-type: none"> • 92% • 92% • 89% • 48% • 87%
Corporate staff as a percentage of total DSITI staff		• 11%
Staff engagement rate: <ul style="list-style-type: none"> • agency engagement • job engagement and satisfaction • intention to leave • participation rate 	2	Actual result: <ul style="list-style-type: none"> • 45% • 71% • 52% • 71%
Percentage of business areas that measure their cost to serve	3	10%
Value for money—DSITI operates within a 2% variance of budget	4,5	–1%
Number of cross-portfolio initiatives		24
Number of transformational initiatives		40
Portfolio completion rate (on schedule)		100%

Notes:

1. DSITI conducts customer satisfaction surveys at various divisional and business unit levels. The results included in this list are a representation of the satisfaction rate across the department. Refer to Section 2—Our service performance for details of all the surveys conducted across the department.
2. Based on the Working for Queensland survey conducted in 2015.
3. 10% of the business areas that measure their cost to serve represent 47% of the departmental budget.
4. Value for money was demonstrated through our measure 'percentage of business units which have measured value for money through contestability'. This measure was concluded when the government entered caretaker mode in January 2015. In lieu of the discontinued measure, DSITI's financial stewardship can be demonstrated through the successful delivery of its services within the budget.
5. Budgeted expenses only include the major categories of employee expenses, supplies and services, and other expenses.

Our achievements

- established Australia's first Chair in Digital Economy at Queensland University of Technology (QUT) with founding partners Brisbane Marketing, QUT and PricewaterhouseCoopers
- signed a further three-year agreement with the Smithsonian Institution in which the Queensland Government committed \$360,000 to support the Queensland-Smithsonian and Queensland-Cooper Hewitt Fellowships programs
- coordinated the Queensland Government's contribution to mobile network operator bids for funds under the Australian Government's Mobile black spot programme to improve mobile coverage
- conducted Queensland's first Startups in Parliament event in June 2015, attended by 72 startups and entrepreneurs.
- continued to work across departments to ensure the Queensland Government's science capacity and capability was maintained, contributing to the development of a knowledge economy in Queensland
- established divisional culture reference groups with members from all levels of the organisation to promote positive workplace culture
- facilitated a leadership development experience for chief information officers across government to enhance their skills in profiling and coaching
- designed a mentoring program to support staff development and rolled out a new program of learning and development offerings
- established an inter-agency Portfolio Management Community of Practice with over 60 members from across 20 agencies
- implemented a centre-led service-focussed procurement operating model supported by a principles-based procurement management framework
- ensured DSITI has consolidated and joined-up disaster recovery strategy, policies and processes
- developed and implemented performance reporting dashboards at an organisational and divisional level to enhance our evidence base and mature our performance measurement.

2014–15 strategic objective:

Organisational transformation: Create an engaged and agile organisation which focuses on building capability, capacity and an evidence base to achieve our outcomes

In 2014-15, we:

- created the online Policy Hub, a central resource to help staff develop policy to deliver the Queensland Government's objectives and programs
- conducted two Director-General Innovation Challenge Days with 115 staff from across DSITI to build capability in deliberative creative thinking, problem definition and solving