

3. Our governance

Our leaders

Sue Rickerby Director-General

Commenced as Director-General in November 2013.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Science and Innovation for the efficient, effective and financially responsible performance of the Department of Science, Information Technology and Innovation.

As Director-General, Sue provides stewardship of the department in the delivery of high-quality, customer-focused services and the development of effective and sustainable programs and policy to enable an innovative,

clever and connected Queensland.

Former positions:

- Deputy Director-General, Priority Projects, Department of the Premier and Cabinet
- executive roles within Brisbane City Council
- private sector.

Sue's private sector career ranged from roles in multinational companies to consulting and corporate roles in both goods and services. Sue was the first woman president, and is a life member, of the Public Relations Institute of New Zealand.

Andrew Mills Queensland Government Chief Information Officer

*Bachelor of Science
Master of Science
(Electronic Systems)*

Commenced as Queensland Government Chief Information Officer in January 2014.

Andrew provides strategic advice to the Minister for Science and Innovation and to agencies on the best way for the government to use information and technology to deliver improved services to Queenslanders and drive efficiencies through new business models.

Andrew has supported the Minister, Director-General and a council of Directors-General to provide assurance and increased transparency over ICT investment; progressed several investigations that assess government and market readiness of new initiatives; explored

the adoption of emerging technologies that will improve the business of government; and significantly improved government information security.

Former position: Chief Information Officer for the South Australian Government.

Andrew has worked in the public sector for 39 years, and has held senior positions in both the Australian and South Australian governments. Andrew's professional background is in information management, information technology, telecommunications, ICT strategy policy, and improvement initiatives to build online service capability.

Dr Geoff Garrett AO Queensland Chief Scientist

*Fellow of the
Australian Academy
of Technological
Sciences*

*Professional
Engineer*

*Doctor of
Engineering*

Commenced as Queensland Chief Scientist in January 2011.

Dr Garrett is accountable for science policy, and for guiding the state government on the important role science, research and innovation play in achieving government goals.

Dr Garrett has lent his expertise to a number of reviews covering the science of floods, uranium mining, Hendra virus and coal seam gas. Dr Garrett is Chair of the Queensland Government's Great Barrier Reef Water Science Taskforce.

A Cambridge graduate in metallurgy and an academic for 13 years, Geoff led two of the world's major national research institutions: CSIR in South Africa (1995–2000) and CSIRO in Australia (2001–2008). He is a recipient of the Centenary Medal for service to Australian society through science, and has been appointed an Officer of the Order of Australia in the Queen's Birthday Honours List.

3. Our governance

Dr Christine Williams Commenced as Assistant Director-General in April 2012.
Assistant Director-General, Science

Bachelor of Arts (Honours) Economics
Master of Philosophy (Economics)
Doctor of Philosophy

Dr Williams leads the Science Division, which provides scientific and technical advice and services to government agencies to underpin their decision-making and legislative responsibilities.

The division, in close collaboration with the Chief Scientist, also informs Queensland Government's science policy, and provides strategic leadership for the government's investment in science.

Christine has steered the division towards a whole-of-government approach to the

provision of environmental, natural resource and climate science advice, driving synergies and efficiencies to ensure the division remains the trusted source of fit-for-purpose, evidence-based science for government decision-making.

Former positions:

- Assistant Director-General, Department of Environment and Resource Management
- Director, Economic Policy and Assistant Government Statistician (Economics), Queensland Treasury.
- senior executive in the Queensland public service for 15 years.

Andrew Spina Commenced as Assistant Director-General in April 2012.
Deputy Director-General, Digital Productivity and Services

Bachelor of Science (Computing)

Andrew provides strategic leadership to the Digital Economy and Productivity Office, One-Stop Shop Strategy and Implementation Office, Smart Service Queensland and Queensland State Archives.

Former positions:

- Deputy Director-General, Government ICT in the former Department of Science, Information Technology, Innovation and the Arts

- Associate Director-General in the former Department of Public Works
- Chief Information Officer, Department of Communities.

With over 30 years of ICT service delivery experience within the Queensland Government, Andrew has had extensive experience in forming and leading ICT service organisations for multiple agencies, and directing significant business and technology transformation programs.

Dallas Stower Commenced as Assistant Director-General in May 2014.
Assistant Director-General, Strategic ICT

Bachelor of Business (Computing)

The position of Assistant Director-General, Strategic ICT leads the development and implementation of initiatives that strengthen Queensland's ICT service delivery.

Graduate Certificate (Public Sector Management)

The position is responsible for ICT Strategic Sourcing, CITEC, ICT Modernisation, Government Wireless Network and 1 William Street ICT procurement.

Graduate of the Australian Institute of Company Directors

Dallas guides strategic policy, manages financial performance, connects key stakeholders and drives workforce excellence to achieve quality ICT outcomes across government.

Former positions:

- General Manager, CITEC
- Executive Director, Telecommunications and Digital Economy Coordination Office
- Chief Information Officer, Queensland Rail.

Dallas has more than 30 years' experience in the ICT industry. He previously undertook a number of senior ICT management roles within state government agencies, including Queensland Rail, particularly in the areas of information technology strategy development, ICT planning, enterprise architecture and technology implementation.

Irene Violet
A/Assistant
Director-General,
Shared Corporate
Services

Bachelor of
Psychology

Master of Business
Administration

Fellow of the
Australian Institute
of Management

Graduate of the Australian Institute of Company Directors

Director of the Personal Injury Education Foundation and the Work Health and Safety Board of Queensland

Commenced as Acting Assistant Director-General in May 2015.

Irene is responsible for overseeing the payroll, HR and finance processes and systems for Shared Corporate Services customers.

Former position: General Manager, Corporate Services, WorkCover Queensland.

Irene is an experienced executive manager, and has previously worked in the insurance and claim management sector for approximately 20 years. Irene has proven experience in driving continual improvements and leveraging technology advancements to deliver a more responsive service to customers.

Dianne Jeans
A/Chief Strategic
Policy and
Innovation Officer

Bachelor of Law

Bachelor of Commerce

Postgraduate Diploma
in Law and Policy

Graduate Certificate
in Management

Diploma in Company
Directorship

Executive Fellow,
ANZSOG

Commenced as Acting Chief Strategic Policy and Innovation Officer in May 2015.

Dianne's responsibilities span strategic policy, customer and market insights, innovation and commercialisation policies and programs.

Former positions:

- Assistant Director-General, Shared Corporate Services
- General Manager, Smart Service Queensland
- public service career spanning more than 30 years in both Queensland and Victoria.

Dianne has worked across a number of government agencies covering criminal justice policy, human services policy and service delivery, economic development issues, community engagement and integrated service delivery.

Dianne maintains strong community connections and is a member of a number of business, networking, and community organisations. A key community role is chairing the Board of Directors for Australia's CEO Challenge, a not-for-profit company whose vision is to create a world without violence against women and children.

Evan Hill
Chief Change and
Operations Officer

Executive

Master of Public
Administration

(Australia and New
Zealand School of
Government)

Commenced as Chief Change and Operations Officer in February 2014.

Evan drives the department's change agenda in service delivery, together with delivering the department's core corporate services. He has overseen the development of the department's strategic plan, the transformation road map for the department's ICT, including the rollout of Office365 in the public cloud, improvements in financial management and procurement transformation, and the establishment of the departmental performance dashboard.

Evan is the co-sponsor of the 'leadership driving culture' stream within the department's Culture Matters initiative.

Former positions:

- Acting Deputy Director-General, Arts Queensland
- Executive Director, Arts Corporate, Property and Services.

Evan is a highly experienced corporate services professional with a 26year career in the public sector, renowned for his commitment to building a customer-centric service culture and operational excellence.

3. Our governance

Danny Short
Chief Finance Officer

Certified Practising Accountant
Bachelor of Commerce

Commenced as Chief Finance Officer in March 2014.

Danny is responsible for financial strategy and resource management, procurement, statutory financial reporting and policy, as well as property and business management for the department.

Danny has over 21 years' experience in senior and executive management roles across a variety of corporate and strategic governance, financial management, performance and risk management positions.

Danny has undertaken roles across various Queensland Government organisations in water and energy, public works, housing and communities. Throughout his career, Danny has worked collaboratively with colleagues from across the public sector, and has implemented a range of governance measures, built frameworks to assist in assessing risk, and had significant involvement with many stakeholder committees and key central agencies.

Gyl Stacey
Chief Information Officer

Bachelor of Business

Commenced as Chief Information Officer (CIO) in June 2014.

The position of CIO leads the transformation and operation of ICT across the department and provides leadership in the way that ICT services are sourced, managed and exploited.

Former positions:

- Director, Information Technology Services, Queensland Police Service
- Program Director, Fujitsu Services, United Kingdom (UK).

Gyl has a career spanning over 30 years, with extensive experience across all aspects of ICT in the commercial and government sectors, both in Australia and in the UK.

Over a period of more than 10 years with Queensland Police Service, Gyl built an award-winning capability that helped drive a transformation in the way police use IT to fight crime and protect public safety.

Before leaving the UK, Gyl was responsible for the transformation of IT and related business capabilities under the national Modernising Government initiative.

Gyl is committed to providing a clear direction and empowering people to deliver with a strong focus on well-managed, customer-focused service capabilities that not only enable business success, but drive opportunity for all stakeholders.

Previous leaders

Leigh Roach
Chief Strategic Policy and Innovation Officer

Bachelor in Economics and Japanese
Postgraduate Diploma (Securities Institute of Australia)

Chief Strategic Policy and Innovation Officer for the period of February 2014 to May 2015.

As the Chief Strategic Policy and Innovation Officer, Leigh's responsibilities spanned strategic policy, customer and market insights, innovation, and commercialisation policies and programs. In this role, Leigh championed the increase of innovation activity across the public sector to improve policy and service delivery outcomes for Queenslanders.

Leigh has expertise in managing organisational change and has facilitated major change process in service delivery activity to business and across the public sector.

Leigh has worked in senior positions in both Australian and state governments and developed expertise in trade, industry, innovation, employment and consumer policy and programs. Leigh has led state-wide networks of service delivery to industry and business.

Governance framework

The Board of Management (BoM) is the department's principal policy-setting and decision-making authority and supports the Director-General as the department's accountable officer, to ensure the department implements an appropriate governance framework.

Corporate governance arrangements are based on principles of best practice public sector governance, as outlined in the *Public sector governance better practice guide*, *Australian Public Service Commission building better governance guide* and by the Australian Audit Office.

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

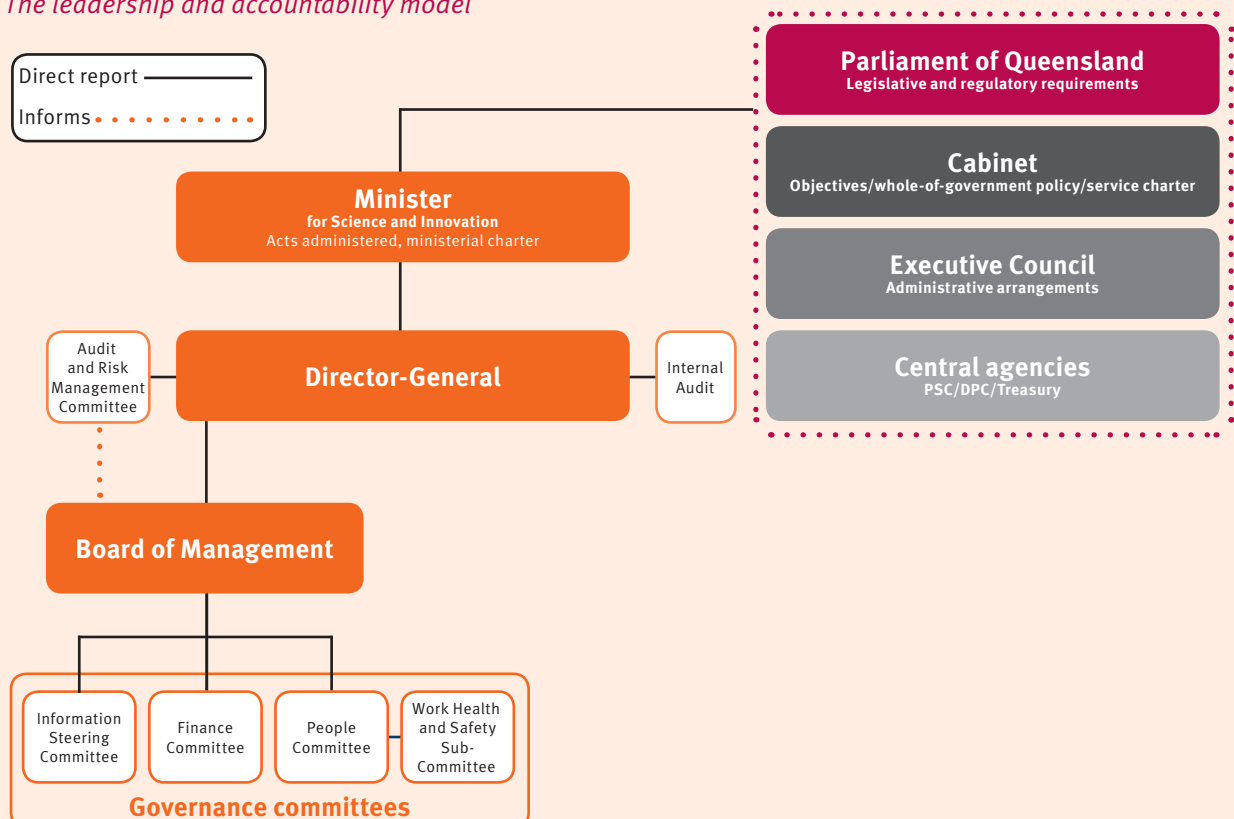
The leadership and accountability model forms part of the department's corporate governance framework and illustrates the accountability mechanisms in place to effectively control business activities.

BoM supports decision-making to:

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

BoM, four governance committees and one subcommittee support the Director-General in the effective discharge of legislative accountabilities. The governance committees also provide opportunities for developing leaders to promote a performance culture and facilitate relationship building and communication.

The leadership and accountability model



3. Our governance

Committee name	Members and purpose statement
Board of Management (BoM)	<ul style="list-style-type: none"> • Director-General (Chair) • Chief Change and Operations Officer • Chief Strategic Policy and Innovation Officer • Queensland Government Chief Information Officer • Assistant Director-General, Science • Deputy Director-General, Digital Productivity and Services • Assistant Director-General, Strategic ICT • Assistant Director-General, Shared Corporate Services • Chief Finance Officer • Chief Information Officer • Director, Office of the Director-General. <p>BoM meets weekly and is the primary governance body for DSITI.</p> <p>As well as decision-making responsibilities, BoM is informed about subcommittee outcomes in order to facilitate effective corporate governance.</p> <p>An organisational governance and performance meeting is held each quarter, with additional attendees:</p> <ul style="list-style-type: none"> • Director, Internal Audit • Executive Director, Strategic Transformation and Performance • external representative.
Audit and Risk Management Committee (independent of BoM)	<ul style="list-style-type: none"> • Director-General • Chief Change and Operations Officer • Chief Strategic Policy and Innovation Officer • Assistant Director-General, Shared Corporate Services • Executive Director, Strategic Transformation and Performance. <p>External members:</p> <ul style="list-style-type: none"> • Partner, Risk Advisory Services, BDO (Qld) Pty Ltd (Chair)— paid as per agreed rates • Deputy Director-General, Corporate Services, Department of Communities, Child Safety and Disability Services. <p>The Audit and Risk Management Committee is directly responsible to, and supports, the Director-General in the effective discharge of legislative accountabilities.</p> <p>The role of the committee is to provide independent assurance and assistance to the Director-General on:</p> <ul style="list-style-type: none"> • the risk, control and compliance frameworks • the agency’s external accountability responsibilities as prescribed in the <i>Financial Accountability Act 2009</i> and the Financial and Performance Management Standard 2009. <p>The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups within DSITI, or the reporting lines and responsibilities of either internal audit or external audit functions.</p> <p>The committee meets a minimum of four times a year to provide advice about audit and risk management matters.</p>

Committee name	Members and purpose statement
Information Steering Committee (ISC)	<ul style="list-style-type: none"> • Chief Change and Operations Officer (Chair) • Chief Strategic Policy and Innovation Officer • Assistant Director-General, Science • Deputy Director-General, Digital Productivity and Services • Assistant Director-General, Shared Corporate Services • Assistant Director-General, Strategic ICT • Chief Information Officer • Chief Finance Officer • Director, Internal Audit • Queensland Government Chief Technology Officer, QGCIO. <p>External member:</p> <ul style="list-style-type: none"> • VP Executive Partner, Executive Programs Asia Pacific, Gartner Inc. <p>The committee meets every six weeks as a subcommittee of BoM. The primary functions of the ISC include:</p> <ul style="list-style-type: none"> • providing strategic leadership and ongoing governance and oversight of the department's ISC portfolio investments • approval of the department's ICT strategy and objectives in support of the DSITI strategic plan • endorsing and monitoring departmental ICT and information management policies, standards and guidelines, including DSITI's enterprise architecture positioning statements • endorsing the technical quality and business value of ICT solutions selected to enable DSITI's project portfolio.
Finance Committee	<ul style="list-style-type: none"> • Chief Change and Operations Officer (Chair) • Chief Strategic Policy and Innovation Officer • Assistant Director-General, Science • Deputy Director-General, Digital Productivity and Services • Assistant Director-General, Strategic ICT • Assistant Director-General, Shared Corporate Services • Chief Finance Officer • Director, Budget Management and Reporting • Director, Financial Accounting, Policy, Governance and Statutory Reporting. <p>The committee meets each month to provide assurance regarding the effective financial management of the department, which includes consideration of financial performance, financial policy development, savings initiatives, funding pressures and strategic procurement issues.</p>
People Committee	<ul style="list-style-type: none"> • Assistant Director-General, Shared Corporate Services (Chair) • Chief Change and Operations Officer • Director-General (ex officio member) • Chief Strategic Policy and Innovation Officer • Queensland Government Chief Information Officer • Assistant Director-General, Science • Deputy Director-General, Digital Productivity and Services • Assistant Director-General, Strategic ICT • Chief Human Resources Officer • Director, Office of the Director-General. <p>The People Committee meets monthly to advise the Director-General on human resources and work health and safety policy, strategies and practices.</p> <p>It is responsible for driving change and critically reviewing performance to ensure compliance with relevant legislation, directives and strategic objectives within the department.</p>

3. Our governance

Committee name	Members and purpose statement
Work Health and Safety (WHS) Sub-Committee	<ul style="list-style-type: none"> • Chief Change and Operations Officer (Chair) • Chief Human Resources Officer • Manager, Business Services Group, Smart Service Queensland • Director, ICT Modernisation and Strategic Sourcing • Manager, Business Services, Science • Executive Director, Business Transformation, Queensland Shared Services • Principal Advisor, Queensland Government Chief Information Office • Business Manager, Finance, Procurement and Business Services • Senior HR Advisor, Human Resources. <p>The WHS sub-committee meets every six weeks. The sub-committee reports to the People Committee, ensuring WHS policies and procedures are adequately designed to ensure workers health and safety while maintaining a strategic focus consistent with legislation, directives, and corporate direction.</p> <p>The sub-committee also monitors departmental WHS performance and identifies risks through report analysis, and offers recommendations to improve identified WHS issues, including increasing awareness, across the department.</p>
DSITI Renewal Portfolio Board	<ul style="list-style-type: none"> • Director-General (Chair) • Queensland Government Chief Information Officer • Chief Strategic Policy and Innovation Officer • Chief Change and Operations Officer • Assistant Director-General, Science • Deputy Director-General, Digital Productivity and Services • Assistant Director-General, Strategic ICT • Assistant Director-General, Shared Corporate Services • Chief Finance Officer • external representative, Gartner. <p>The DSITI Renewal Portfolio Board met monthly. Its primary role was to maintain oversight of the Renewal Portfolio, make investment and key resourcing allocation decisions, and determine which initiatives and activities were to be included in the Renewal Portfolio.</p> <p>The board was disbanded in April 2015, therefore is not represented in the leadership and accountability model.</p>
Resource Committee	<ul style="list-style-type: none"> • Director-General (Chair) • Chief Change and Operations Officer • Executive Director, Strategic Transformation and Performance • Chief Finance Officer. <p>The Resource Committee was established as a short-term arrangement to deliver fiscal outcomes and met every two weeks from July to November 2014, when the committee was disbanded.</p> <p>The committee was responsible for making recommendations to ensure establishment control and alignment with government objectives and priorities, and encouraging a whole-of-department approach to prioritisation and effective use of the department’s human and financial resources.</p>

Audit arrangements

Internal Audit is an integral part of the corporate governance framework by which the department maintains effective systems of accountability and control.

The focus of Internal Audit is to continually assist the department in accomplishing its objectives. Internal Audit brings a systematic and disciplined approach to evaluate and improve the effectiveness of the department's risk management, control and governance processes.

Internal Audit operates in accordance with its charter, under the powers pursuant to section 61 of the *Financial Accountability Act 2009* and part two division five of the Financial and Performance Management Standard 2009, and with regard to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The Internal Audit function operates with due regard to Queensland Treasury's *Best practice Audit Committee guidelines—improving accountability and performance*, June 2012.

The department has established a co-sourced audit model of service delivery with an external provider. This arrangement provides the department with access to extensive expertise and specialist skills.

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

Internal Audit has independent status, and to ensure this independence, the Head of Internal Audit is responsible to, and has direct access to, the Director-General and the Audit and Risk Management Committee.

During 2014–15, Internal Audit:

- prepared a comprehensive, risk-based annual audit plan and strategic audit plan
- delivered risk-based assurance audits and advisory reviews in accordance with the 2014–15 annual audit plan
- monitored the timely implementation of internal audit and the Queensland Audit Office (QAO) (external audit) audit recommendations
- provided professional and timely advice to management.

Risk management

The DSITI risk management policy and framework, based on the international risk management standard *AS/NZS ISO 31000:2009* and Queensland Treasury's risk management guidelines, ensure risks are managed consistently across the department and are minimised through a robust system of internal controls.

Under the guidance of the Audit and Risk Management Committee, the risk management system continues to be strengthened, and the application of the risk management practices help manage risks to the integrity of the agency's financial information, leading to effective internal controls, improved financial reporting and general financial management.

As a result of the 2015 state election, the department's overall risk profile has decreased, with Arts Queensland and the CAA having transferred out through a machinery-of-government change. The election outcomes also prompted a revision of the department's strategic risks as part of its annual strategic planning.

Management recognises the importance of being a risk capable organisation, and embraces the government values that place emphasis on taking calculated risks to encourage a culture of innovation and creativity.

3. Our governance

Audit and Risk Management Committee

The DSITI Audit and Risk Management Committee roles and responsibilities are set out in its charter, which has due regard to Queensland Treasury's *Best practice Audit Committee guidelines—improving accountability and performance*, June 2012.

The committee met five times and paid \$3042 remuneration to one external member in the 2014–15 financial year.

The committee has observed the terms of its charter, and achievements for the committee include:

- strong and effective oversight of the department's internal audit and risk management functions
- effective liaison and communication with external audit
- oversight of the implementation of accepted audit recommendations, both internal audit and external audit including performance audit recommendations
- independent review of the 2013–14 financial reports and recommended signing by the Chief Finance Officer and Director-General.

External scrutiny

Audits

In 2014–15, the department responded to the recommendations of three cross-sector audits reported to Queensland Parliament:

- *Auditor-General Report No 1 for 2014–15: Results of audit: Internal control systems—2013–14*—summarised the results of the evaluations of systems of financial controls and selective tests of controls within 21 government departments. The Queensland Shared Services control environment was considered effective, with 46 of the 49 internal control objectives having been achieved. A number of issues were raised, with many recommendations being resolved during the audit.

- *Auditor-General Report No 4: Results of audit: State public sector entities for 2013–15*—in the significant transactions and estimates section of this report (page 23), the GWN was mentioned in relation to its accounting treatment. The QAO agreed to the accounting treatment of a finance lease for the value of \$40 million in the department's financial statement.
- *Auditor-General Report No 7: Results of audit: Queensland state government financial statements 2013–14*—no issues were raised for the department.

Reviews

Queensland Audit Office—Managing water quality in the Great Barrier Reef catchments

This report assessed the Queensland Government's performance to improve the quality of water entering the Great Barrier Reef. The performance audit involved activities undertaken by the Department of the Premier and Cabinet, Department of Environment and Heritage Protection, Department of Natural Resources and Mines, and the Department of Agriculture and Fisheries, as well as DSITI. DSITI contributed to the whole-of-government response through the newly established Office of the Great Barrier Reef, and is continuing to support the implementation of the report's recommendations.

The report was released on 10 June 2015.

Audit of contract compliance conducted by IAB Services, NSW

CITEC Information Brokerage is regularly audited by information providers for compliance against contracts and licences. In 2014–15, an audit was conducted by IAB Services for compliance against the New South Wales Land and Property Information's Land Information Services Agreement. The preliminary report of the auditor's findings has been released acknowledging full compliance.

National Association of Testing Authorities assessment

The Science Division Chemistry Centre completed its assessment by the National Association of Testing Authorities on 17 and 18 June 2015. The laboratory passed the assessment, with some minor recommendations to be incorporated to further improve laboratory processes. A final report will be issued in the coming months.

Inquiry into Auditor-General's reports on internal control systems and fraud risk management

In August 2014, the Finance and Administration Parliamentary Committee issued Report No.48 titled *Inquiry into Auditor-General's reports on internal control systems and fraud risk management*.

The committee stressed the need for departments to be proactive in their management of fraud, as this activity is a continually evolving process. The maintenance of internal controls is a substantial part of this process. The committee also considered threat testing of fraud and internal controls essential in ensuring that systems work as anticipated. It also considered that sharing of information will assist in both promoting awareness and ensuring that any lessons learned by one department are available to others.

The committee has made 13 recommendations aimed at assisting departments in combatting fraud activity, which have been responded to by the Queensland Government.

Ethics and code of conduct

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

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

In 2014–15, the department rolled out an updated face-to-face induction program which included a refreshed section on the code of conduct and the *Public Sector Ethics Act 1994*. An e-learning module has also been refreshed for all staff to access via the departmental intranet.

A module on bullying and harassment has also been developed and is being used as part of team development.

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

Information systems and recordkeeping

A recordkeeping Centre of Excellence for the management of records across the department has been established in DSITI Chief Information Office. Staff provide a number of recordkeeping services, including the provision of advice and guidance to business units regarding appropriate recordkeeping practices and relevant legislation.

The DSITI Information Steering Committee forms part of the information management governance framework and endorses recordkeeping documents and associated initiatives.

A recordkeeping framework is being established that includes the development of policies and procedures, supported and communicated through a training and awareness program.

Recordkeeping responsibilities for the department are being defined, with specific positions assigned responsibilities to ensure records are managed efficiently and effectively throughout their life cycle.

Currently many of the department's records are paper based; however, a plan is being developed to reduce the number of hard copy records, where appropriate. DSITI is considering eDRMS as-a-service as part of its ICT as-a-service roadmap.

The department has an existing disposal program in place for records disposed of under the General Retention and Disposal Schedule.

4.

Our people

Workforce profile (active and paid as at fortnight ending 26 June 2015)

Division	FTE total
Office of the Director-General	4.00
Change and Operations	244.35
Digital Productivity and Services	522.57
Internal Audit	3.00
Office of the Queensland Chief Scientist	7.26
Queensland Government Chief Information Office	40.40
Science	368.50
Shared Corporate Services	1009.56
Strategic ICT	393.10
Strategic Policy and Innovation	39.02
DSITI	2631.76

Diversity statistics

Category	%
Aboriginal and Torres Strait Islander	1.32
Disability	6.55
Non-English speaking	21.52
Females in the workforce	56.75
Females in senior management (CEO, SES, SO)	32.08
Females in management (AO8, AO7, AO6, PO6, PO5 and equivalent)	44.67

Permanent separation rate

Full-time equivalent	
Permanent	2164.71
Permanent separated	152.06
Percentage	7.02%
Head count	
Permanent	2439
Permanent separated	168
Percentage	6.89%

Early retirement, redundancy and retrenchment

During the period, 44 employees received redundancy packages at a cost of \$ 3,424,884 (severance and incentive payments only). Employees who did not accept an offer of a redundancy were offered case management for a set period of time.

During the period, all employees were placed and no retrenchment packages paid.

Workforce planning, attraction and retention

In 2014, the People Committee endorsed the DSITI *2014–18 Strategic workforce plan* and the *ICT workforce transformation plan 2014–16*.

During 2014–15, the department focused on strategies to build workforce capability and capacity to deliver the required business outcomes and services to the Queensland community and other government agencies. Activities delivered to support this included:

- performance and development planning
- capability development
- service excellence training
- mobility of staff to effectively manage shifts in workloads
- formal and informal recognition programs.

Workforce planning framework and key strategies

Over the past year, focus has been placed on understanding the capabilities and building the skills of the current DSITI workforce.

In early 2015, the DSITI Capability Framework was developed to define the capabilities required for employees to perform in their roles effectively. The DSITI capabilities are focused on:

- building relationships
- business enablers
- achieving results
- managing people
- personal attributes
- technical specific skills.

In the future, the framework will provide a common foundation for creating roles, recruiting, managing performance, capability development, career planning and workforce planning.

To build a positive organisational culture and engaged workforce, the DSITI Culture Matters framework was launched in 2015. Culture Matters consists of five streams:

1. leadership driving culture
2. bringing the values to life
3. investing in our team
4. being clever and creative
5. getting connected.

Each of the streams consists of a number of strategies and programs.

A refresh of the 2014–18 DSITI *Strategic workforce plan* will be completed in the first quarter of 2015–16. The new version will be in alignment with the government direction and workforce strategies identified in the *Queensland Government strategic workforce plan* developed by the Public Service Commission (PSC).

Employee performance management

The DSITI Employee Performance Management framework reflects the whole-of-government requirement to include the balanced scorecard approach to senior officers and staff at A08/PO6 classification levels to ensure there is alignment with the Senior Executive Officer and Chief Executive Officer performance and development frameworks.

Supporting this framework is the DSITI *Performance and development planning policy*, which articulates the responsibility of managers and their employees to ensure that annual performance and development agreements are conducted.

4. Our people

The DSITI framework outlines six key components of employee performance management including:

1. employee induction/onboarding
2. probation
3. performance and development planning
4. rewards and recognition
5. management of unsatisfactory performance
6. discipline.

A set of tools and guidelines is provided to assist managers and staff to undertake performance planning, aligning with the relative strategic and business planning objectives.

A number of supporting programs have been implemented to equip managers and staff to effectively manage performance, including:

- a comprehensive DSITI induction program and onboarding tools
- workshops to assist in performance planning and effective performance conversations
- DSITI Capability Framework outlining the capabilities which are central to workforce performance.

Work–life balance

The department continues to promote work–life balance and offers a variety of flexible working arrangements, including telecommuting, part-time employment, job-share, compressed hours, staggered start and finish times, accrued leave and purchased leave.

The department’s participation in the flexible work centre trial concluded on 30 March 2015 with the following results:

- 64 per cent of participants stated working from a flexible work centre increased their productivity with 36 per cent stating their productivity remained the same.
- Productivity gains came from the greater motivation and energy derived from less commuting and travel. Participants were often more productive at the flexible work centre than on the days they worked in the central office.
- 83 per cent of participants stated their health and wellbeing had improved through the use of the flexible work centre.

Our streams for 2015—helping us deliver our best work

Leadership driving culture

- DSITI management and leadership framework rolled out
- Sponsored networks (e.g. women, SES, SO, AoS, Ao7)
- True colours to foster better communication within teams
- Open feedback encouraged to build trusted relationships
- Authentic leadership that walks the talk

Bringing the values to life

- Live the public service values
- Improve our customer experience (staff know, customers see, stakeholders impressed)
- Service excellence training
- Go/no-go framework
- Staff engagement, DG road shows and divisional-specific action plans

Investing in our team

- HR practice reform strategy
- Workforce capability reform
- Focus on performance and delivery
- Strong induction program
- Online training program available for all staff
- Coaching/mentoring
- Job shadowing and succession planning
- Wellness program, e.g. DSITI steps out/10K steps

Being clever and creative

- DiIG
- Annual DG innovation challenge
- Storytelling for leaders
- Talking Heads speaker series
- Embed creative problem-solving skills
- Reduce red tape/streamline reporting

Getting connected

- Yammer
- Showcase what we do (bi-lateral activities)
- Speed networking activities
- Community focus (e.g. CEO challenge, Indigenous knowledge centres, community contribution through team building)
- Celebration and recognition activities
- Have fun

Get excited and get involved



How will we know we made a difference?

Increased positive results in the Working for Queensland survey.

- This was due to:
 - reduced tiredness and fatigue
 - increased time with family
 - increased exercise and recreational activities
 - participation in community activities.
- Participants saved around \$30 per day—mostly in travel costs—and saved an average of 84 minutes per day in travel time.
- 80 per cent of trial participants increased their use of digital technologies as communications tools.

The research report recommended the continued use of flexible work centres by Queensland Government employees, and recommended extending the invitation to other departments and groups through broad promotion and education. DSITI continues to support the flexible work centre initiative.

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

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

Leadership and management development

The department is committed to supporting management and leadership development, both at the whole-of-government and agency level.

DSITI has sponsored and will continue to sponsor, participation in the PSC's endorsed programs including:

- Emerging Leaders' Development Program and Executive Seminar series
- Executive and Leadership Capability Assessment and Development
- Practical People Matters.

To recognise and build the skills of upcoming and potential leaders, the first DSITI Targeted Leadership Program was also launched.

The DSITI Management and Leadership framework was developed in 2014, and brings together packages of management and leadership competencies, skills and training for distinct classification groups.

Through face-to-face and e-learning, a number of programs were delivered to managers in 2014–15, including:

- service excellence
- leading and coping with change.

Workplace health and safety

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

In 2014–15, DSITI:

- reviewed and modified the department's workplace health and safety related policies and procedures, ensuring that:
 - workplace health and safety remains a priority
 - injuries and hazards are managed through analysis of the data available through the use of the Safety Health and Environment program
- delivered a range of cultural change initiatives including:
 - mental health awareness sessions at senior management level, and commenced reviewing options for a further rollout across the department
 - development of a departmental domestic and family violence policy, and commenced the rollout of domestic violence awareness training
 - development of a departmental dignity and respect in the workplace charter to promote a positive workplace
- continued a range of support services including:
 - counselling and support services to all employees and their families across the department through a confidential and professional employee assistance service

4. Our people

- support and advice to employees and managers relating to injured or ill employees and other rehabilitation matters through the early intervention centre
- harassment referral contact officer network
- continued with a range of health and wellbeing initiatives, including:
 - free flu vaccination program (which had a 44 per cent take up across the department)
 - participation in the 2015 Corporate Games (resulting in fourth place in the overall medal tally)
 - DSITI Steps Out program (a monthly social, voluntary three kilometre walk/run)
 - promotion of the bulk billed after-hours home doctor service
 - promotion of corporate rates for health insurance memberships
 - promotion of the Healthier. Happier. Workplaces initiative
 - health and lifestyle online resources for mental health, men's health, women's health, cancer awareness, etc.

Industrial and employee relations framework

The department's industrial and employee relations framework is based on the framework established by the PSC.

Currently the PSC is coordinating the public sector response to the Queensland Government's pre-election commitment of restoring fairness to government workers.

Essential aspects of this commitment include:

- reinstating employment conditions for government workers including employment security
- re-establishing the independence of the Queensland Industrial Relations Commission (QIRC) when determining wage cases
- returning the QIRC to a layperson's tribunal.

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

Other whole-of-government plans/specific initiatives

A revision of the *2014–18 DSITI strategic workforce plan* will be completed in the first quarter of 2015–16. The revision will be in alignment with the government direction and workforce strategies identified in the *Queensland Government's Strategic workforce plan* developed by the PSC.

Recognition of excellence

The departmental Recognition of Excellence Awards were celebrated on 17 June 2015.

Our Minister and Director-General formally recognised the outstanding achievements of individuals and teams across the department, focusing on how we are delivering better outcomes for Queenslanders.

These awards are held annually and recognise staff in five categories that align to the Queensland Public Service values.

The 2015 award winners in each category were:

1. Ideas into Action: Innovation Hub Pilot Project team
2. Unleash Potential: Water Planning Science Plan team
3. Be Courageous: Cyber Security team
4. Empower People: Dr. Melinda Laidlaw
5. Customers First:
 - Hopeland Investigation Support team
 - Serena Halliday.

The Director-General's Award for Outstanding Achievement was presented to the Innovation Hub pilot project team for their work identifying novel and superior ways of doing business.

The pilot project developed solutions for all challenges that were presented, with one solution purchased and four in contract negotiations with clients. As one example, the graffiti solution for the Department of Transport and Main Roads is anticipated to reduce graffiti incidence tracking time from 30 minutes to two minutes.

The Minister's Award for Outstanding Achievement was won by Serena Halliday from SSQ's Mt Gravatt Contact Centre team. Serena was recognised for excellent customer service, evidencing empathy in decision-making, an acute understanding of all her stakeholders, and a focus on delivering exemplary service.

Sadly, soon after winning this award, Serena unexpectedly passed away. The department wishes to recognise the contribution Serena made and the positive impact she had on the lives of many Queenslanders.

Mick De Brenni MP, Member for Springwood, would like to place on the record his sincere thanks and appreciation to Homeless Persons Information Queensland (SSQ) employee Serena Halliday for some exemplary service she recently provided to Mr De Brenni's office.

5. Other reporting

Government bodies (statutory bodies and other entities)

Functions and responsibilities	Achievements during 2014–15	Financial reporting arrangements
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BioPharmaceuticals Australia Pty Ltd (BPA)

Provide strategic advice, input into and assistance with obtaining additional investment in the purpose-built BPA biologics manufacturing facility (co-located with the Translational Research Institute, Princess Alexandra Hospital). Assist with maintaining a network of local complementary service providers to support the BPA facility, and oversee business development activities to secure a pipeline of potential clients for the facility in the future.

During 2014–15, BPA continued with its ongoing business and industry development objectives to:

- support the commercial partner, Patheon Biologics, through the facility startup phase (commercial operations commenced 1 July 2013)
- maintain effective management of key stakeholder relationships with partners
- foster growth of the biotherapeutics development industry in Queensland and Australia.

Key industry development activities included:

- ongoing management of the Biopharmaceuticals Development Fund (BDF), which provides financial support for access to the biologics facility using a grant system to part-fund the costs of the commercial partner’s services
- working with partners and other Queensland clinical development service providers to promote the biologics facility and the BDF through a series of interstate and international roadshows.

Under the current agreement between BPA and the state, BPA is to provide DSITI with regular (at least six-monthly) reports on the progress of the BPA activities, including the BDF. BPA is also required to provide documentation directly to the shareholding Minister, including board meeting documents.

Tweed River Sand Bypassing Project (TRESBP) Advisory Committee—established under the *Tweed River Sand Bypassing Project Agreement Act 1998*

TRESBP is a joint agreement with, and coordinated by, the New South Wales Government (NSW). The advisory committee provides advice to the ministers relating to this project. It also provides the community with information about the project in an open forum through regular meetings.

The advisory committee held four formal meetings in 2014–15 on 29 July 2014; 13 October 2014; 16 February 2015; and 27 May 2015 at Tweed Heads NSW.

Regular agenda item briefings were provided on:

- sand bypassing operations
- beach and entrance conditions
- sand delivery and placement strategies
- environmental monitoring results.

The briefings were followed by discussion and feedback from advisory committee members and community stakeholder group observers.

Coordinated by NSW.

Functions and responsibilities	Achievements during 2014–15	Financial reporting arrangements
<p>Public Records Review Committee—a statutory body established under the <i>Public Records Act 2002</i></p>		
<p>The aim of this committee is to further strengthen the management of public records in Queensland.</p> <p>The nine-member committee was established to ensure a consistent approach to administering and enforcing the Act across some 500 public authorities.</p> <p>The statutory functions of the Public Records Review Committee include:</p> <ul style="list-style-type: none"> • advising both the Minister for Science, Information Technology and Innovation and the State Archivist on the administration and enforcement of the Act • reviewing the decisions of the State Archivist not to authorise the disposal of particular public records, resolving disputes between the State Archivist and a public authority about how a public record is classified with respect to setting a restricted access period for that record. 	<p>The committee held two meetings in 2014–15. The chairperson and five members attended two meetings and one member attended one meeting. One member did not attend any meetings and a vacant position is in process of being filled.</p> <p>The committee provided advice on QSA new approach to working with public authority customers, including new products and tools to deliver recordkeeping advice.</p> <p>The committee supported the planning and implementation of a Digital Archiving Program.</p> <p>The committee provide feedback and advice on a wide range of important matters, including the <i>Born digital, stay digital discussion paper</i> and QSA’s ongoing commemorations of the First World War.</p>	<p>Committee expenditure is reported as part of the consolidated DSITI financial statements as tabled in Parliament.</p>

5. Other reporting

Ministerial responsibilities and legislation administered by the department

The department administers the following Acts.

Minister	Principal ministerial responsibilities	Acts administered	Administrative units	Responsible heads
Minister for Science and Innovation	Administration of Crown copyright and intellectual property CITEC ICT CITEC Information Brokerage Coastal management relating to the Tweed River Entrance Sand Bypassing Project Digital economy Environment, climate and natural resource sciences—research, development and advice Government Wireless Network contract directorate ICT modernisation Innovation policy, strategy and programs International collaborations One-Stop Shop Strategy and Implementation Office Queensland State Archives Science policy, strategy and investment Shared services provision (other than Queensland Health and the Department of Education, Training and Employment) Shared services systems Smart Service Queensland Strategic ICT Strategic ICT projects, including: <ul style="list-style-type: none"> • Government Wireless Network implementation • 1 William Street ICT • Strategic sourcing including: <ul style="list-style-type: none"> —ICT mega category —government–industry liaison —government ICT contracting —SME policy and participation 	<i>Biodiscovery Act 2004</i> <i>Gene Technology Act 2001</i> <i>Tweed River Entrance Sand Bypassing Project Agreement Act 1998</i> <i>Public Records Act 2002</i>	Department of Science, Information Technology and Innovation	Director-General
	Lead the development of science and innovation strategy across government Promote Queensland science Science and innovation stakeholder engagement		Department of Science, Information Technology and Innovation	Queensland Chief Scientist

Minister	Principal ministerial responsibilities	Acts administered	Administrative units	Responsible heads
	Government ICT policy and planning including: <ul style="list-style-type: none"> • cross-jurisdictional liaison and coordination • ICT-enabled transformation • ICT governance, accountability and transparency • ICT investment assurance • ICT policy and standards (including shared services) • ICT workforce development • information systems and ICT strategy • profiling of government's ICT • Queensland Government Enterprise Architecture 		Department of Science, Information Technology and Innovation	Queensland Government Chief Information Officer
	State Library of Queensland	<i>Libraries Act 1988</i>	Department of Science, Information Technology and Innovation	State Librarian