ANNUAL REPORT
2016–2017

Department of Science, Information Technology and Innovation

Queensland
Government

Letter of compliance

26 September 2017

The Honourable Leeanne Enoch MP
Minister for Innovation, Science and the Digital Economy and Minister for Small Business
Level 33, 1 William Street
Brisbane Qld 4000

Dear Minister,

I am pleased to submit for presentation to the Parliament the *Annual report 2016–17* and financial statements for the Department of Science, Information Technology and Innovation.

I certify 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.

A checklist outlining the Queensland Government's annual reporting requirements is included in section 8 of this report.

Yours sincerely,

Jamie Merrick
Director-General

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About our annual report

The Department of Science, Information Technology and Innovation (DSITI) *Annual report 2016–17* is an integral part of our corporate governance framework. It is a key tool in ensuring 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 2016–17 financial year. It aligns with the *DSITI Strategic plan 2016–2020, 2016–17 Service delivery statements* and the Queensland Government's objectives for the community of:

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

It also provides information on our future direction, people management and corporate governance.

View our report online

This report and the information on DSITI government bodies is available online: http://www.qld.gov.au/dsiti/annual-report.

For enquiries about this annual report, contact the Director, Strategic Governance, Performance and Reporting, on +61 7 3719 7898 or performance.reporting@dsiti.qld.gov.au.

More information on the Queensland Government Open Data website

Several annual reporting requirements for this year are addressed by publishing information on the Queensland Government Open Data website. These are:

- » consultancies
- » overseas travel
- » Queensland language services policy.

For further information, please visit https://data.qld.gov.au.

From the Director-General

We are living in a time of genuine change and opportunity. Breakthrough technologies are changing the very nature of the economy, and offer new possibilities to redesign public services.

Fortunately, Queensland is well placed to not only respond, but also shape the future. We are the most entrepreneurial state in the nation. Our universities and research organisations produce world-class research. Across the state, there is a deep history and enduring commitment to innovation—to make lives better, and communities stronger and more prosperous.

This annual report sets out our achievements and the value we deliver for and on behalf of Queenslanders. It also is a vital part of our accountability and performance framework. It demonstrates clearly, the role we play in delivering the objectives of the government.

We recognise as a department that we must walk the journey we advocate. Designing services around the people and businesses we are here to serve. Thinking digital and embracing new technology. Finding new ways to solve problems. Constantly, exploring new business models that could unlock greater value for citizens, businesses and our partner agencies.

Our efforts are gaining traction. This annual report provides rich examples of progress made in our three service areas: advancing Queensland through innovation, services for Queenslanders, and services for government.

We are also changing the way we do business as an agency—and industry is responding. In 2015–16, we doubled the number of contracts we had with small and medium sized businesses. In the last year, we have more than doubled that again. Through our lead role in the Testing within Government and the Small Business Innovation Research programs we are making the Queensland Government a smarter lead customer for innovation. Not only is this delivering smarter and lower cost public services, it is also supporting the growth of Queensland businesses.

I would like to thank our partners, without whom we would not have made the impact we have. The journey of Advance Queensland has been one marked by shared purpose, intensive collaboration and a willingness to 'give back' to the community. In particular, I would like to acknowledge Mark Sowerby, Queensland's first Chief Entrepreneur. Mark has worked tirelessly to inspire and support entrepreneurs across the length and breadth of Queensland. He leaves a considerable legacy and with a community galvanised to follow the course he has helped to chart.

I also want on behalf of the staff and leadership team of Department of Science, Information Technology and Innovation (DSITI) to thank the Mayor, councillors, traditional owners, CEO and community of Wujal Wujal. We respect and appreciate deeply, the generosity with which we have been welcomed into the community. Individually and collectively, we at DSITI have been enriched through the work we do together and the knowledge that has been shared.

Finally, I would pay tribute to the staff of the department. Each and every day, through acts of great ingenuity and determination, they help to deliver change.

Never was this better demonstrated than through the roles we played in support of the response to and recovery from tropical cyclone (TC) Debbie. This ranged from deploying buoys to track the path of TC Debbie, assessing coastal impacts, our reservists providing on the ground support to communities, to fielding 110,000 SES, community recovery and Housing Hotline calls and processing more than 64,000 recovery payments.

It is this drive, expertise and creativity that give me such optimism for the future of the agency. As this annual report demonstrates, we should be proud in all that has been achieved. We have set great foundations to build upon, as we seek continuously to improve the services we provide for Queensland.

Jamie Merrick
Director-General

2016–17: performance highlights

DSITI performance against the *DSITI Strategic plan 2016–2020* key performance indicators

Key performance measures[1]

Legend:
- 2016–17 target/est.
- 2016–17 actual

| Number of recipients awarded Advance Queensland funding (total to date)—DSITI only[2] | NA | 705 |

| Percentage of Engaging Science Grants funds directed to regions[3] | ≥50% | 71% |

| CITEC ICT service availability | 99.5% | ↑ 99.98% |

| Number of visits from regional Queensland to qld.gov.au | NA | 3,836,723 VISITS |

| Number of DSITI data sets made available through open data[4] | 281 | 288 |
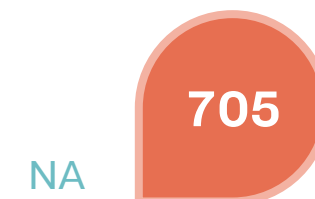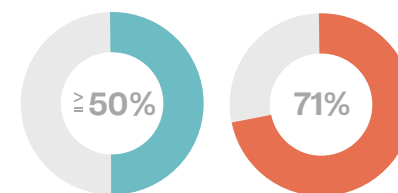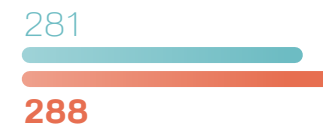
Percentage of reduction in accommodation floor space/FTE[5]

3% **11.8**%

2016–17 target/est.

2016–17 actual
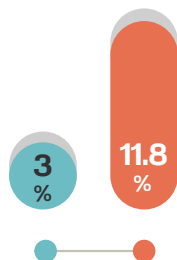
Operating expenses budget vs actual variance[6]

+/- **2**%   **0**%
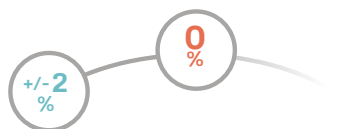
Customer/client satisfaction rate[7]:

	Strategic policy and innovation	SSQ customers	Science customers	CITEC IB customer	Queensland Shared Services
target/est.	85%	85%	87%	80%	80%
actual	95%	97%	95%	91%	61%
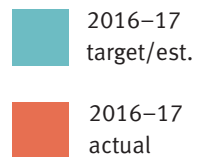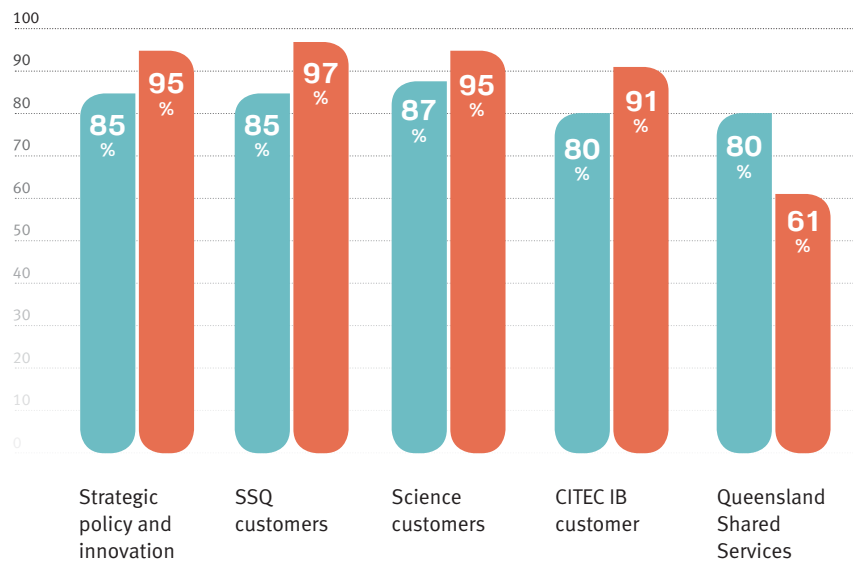
Notes:

1. The measures included in this table should be viewed in conjunction with the service standards reported in 02. Our service performance.

2. Total to date includes 2015–16.

3. Results calculated based on project delivery location.

4. Results include the total number of data sets published by DSITI on the Open Data Portal and is an indicator of DSITI's contribution to the whole-of-government target for the publication of datasets to the Queensland Government Open Data Portal.

5. Reduction in footprint as a result of phase 1 CBD consolidation project.

6. The result is based on revised budget and expenses including only the major categories of employee expenses, supplies and services, and other expenses.

7. 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 02. Our service performance for details of all of the surveys conducted across the department.

01.

About the department

Who we are

We are a diverse organisation that brings together science, information technology and innovation to deliver the Queensland Government's community objectives. Our purpose is to drive innovation-led growth and jobs, provide Queenslanders with fast and easy access to government services, and deliver trusted corporate, digital and scientific services to public sector agencies, industry and the community.

Under section 56 of the *Public Records Act 2002*, 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.

Under the *Financial Accountability Act 2009*, the State Library of Queensland (SLQ) also produces a separate annual report and financial statements on the administration of the *Libraries Act 1988*.

Our structure

Office of the Queensland Chief Scientist
Queensland Chief Scientist

Queensland Government Chief Information Office
Queensland Government Chief Information Officer

Minister for Innovation Science and the Digital Economy and Minister for Small Business

State Library of Queensland
Chief Executive Officer and State Librarian

Office of the Director-General
Senior Director

Director-General

Strategic Policy and Innovation
Deputy Director-General

Innovation Policy and Governance
Executive Director

Innovation Programs
Executive Director

Innovative Government and Partnerships
Executive Director

Science
Assistant Director-General

Science Delivery
Executive Director

Science Development
Executive Director

Digital Productivity and Services
Assistant Director-General

Smart Service Queensland
General Manager

One-Stop Shop Strategy and Implementation Office
General Manager

Digital Economy and Productivity
Director

Queensland State Archives
Executive Director and State Archivist

Change and Operations
Deputy Director-General

Digital Enterprise Office
Chief Information Officer

Communications and Engagement
Executive Director

Strategic Governance, Performance and Reporting
Director

Human Resources
Chief Human Resources Officer

Finance, Procurement and Business Services
Chief Finance Officer

Internal Audit
Director

Queensland Shared Services
Assistant Director-General

Transactional Business Services
Executive Director

Systems
Executive Director

Advisory and Business Development Services
Executive Director

Executive Services
Director

Corporate Assurance and Risk Management
Director

Strategic ICT
Assistant Director-General

CITEC ICT
General Manager

CITEC Information Brokerage
Executive Director

ICT Strategic Sourcing
Executive Director

Strategic ICT Projects
Executive Director

Business Planning and Strategic Initiatives
Director

our vision

Our vision is a better Queensland through science, innovation and technology.

Our strategic objectives

To achieve our vision, we deliver three broad service areas that achieve our objectives of:

Advancing Queensland through innovation

» Design and implement policies that support innovation-led growth and enhance Queensland's position as a global innovation hub.

» Commission programs that:
  – support entrepreneurship
  – enable businesses to innovate and grow
  – translate research into economic and societal benefits.

Improving services for Queenslanders

» Provide clear, better and easier access to leading-edge services designed around the citizen.

» Increase digital inclusion to boost citizens' opportunities to flourish in the digital age.

» Make it easier for businesses and organisations to engage with government.

Improving services for government

» Provide high-quality, government-to-government services and advice.

» Set strategic direction, advise, provide assurance, pilot and implement leading-edge digital services.

» Provide scientific advice, information, monitoring and modelling services to underpin policies and services that protect and enhance Queensland's natural resources and the environment.

We contribute to the Queensland Government's objectives for the community by:

» driving innovation-led growth to help foster job creation and a diverse economy

» providing scientific services to help protect the environment

» enabling frontline services by working with agencies to put people at the centre of service design

» harnessing digital platforms to contribute to building safe, caring and connected communities.

Our success indicators

» A flourishing innovation ecosystem in Queensland with:
  – a higher rate of startup formation
  – increased business and jobs growth through innovation
  – increased collaboration between business, industry and the science base
  – greater translation of research into benefits to Queensland.
» Greater impact and value for money from our programs, systems and services.
» Improved customer engagement and satisfaction.
» Improved employee engagement and satisfaction.
» Service quality and outcomes that meet or exceed relevant industry benchmarks.

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 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

Be courageous

We own our actions, successes and mistakes

We take calculated risks

We act with transparency

Unleash potential

We expect greatness

We lead and set clear expectations

We seek, provide and act on feedback

Empower people

We lead, empower and trust

We play to everyone's strengths

We develop ourselves and those around us

Our role

Developments in technology and the growth of digitally connected societies and economies are increasingly driving our progress. New opportunities will come as we build on our traditional strengths, successfully leverage trends in digitisation, big data, robotics and cognitive computing, and create new industries.

Through the Advance Queensland agenda, we are backing ideas that are creating jobs now and for the future, supporting local businesses to start and grow, and making the lives of Queenslanders better.

We are harnessing strategic opportunities to build a stronger and more diversified Queensland economy. In an increasingly competitive global economy, we are positioning Queensland as a vibrant research and innovation hub and an attractive destination for research and development, venture capital and industry investment.

Innovation and digital transformation are also at the heart of delivering improved public services and increasing collaboration between government, business and customers. We are capturing existing and emerging technologies to deliver better and more cost-effective services—where, when and how citizens want to access them.

We:

» nurture and attract scientific and entrepreneurial talent

» invest in the translation of scientific research to deliver economic, social and environmental outcomes for Queensland

» increase collaboration between business, industry and the research base, and with international partners

» increase the rate of startup formation and address barriers to growth for innovative businesses

» provide investment and increase co-investment to build Queensland's capacity to conduct innovative research and development, and to attract and retain the best and brightest

» encourage greater innovation in government and the benefits of government as a lead customer for emerging technologies

» develop and deliver innovative, digitally-enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels

» assist Queensland public authorities to manage and preserve public records in a usable form, and improve community access to such records

» provide trusted scientific services and technical advice to the public sector, government agencies, industry and the community to underpin environmental and natural resource management, planning, decision-making and policy-setting

» lead complex, multi-agency ICT programs and projects, manage ICT strategic sourcing and procurement arrangements, and facilitate related engagement between the ICT industry and government

» provide an extensive range of ICT and corporate services to government through the agencies of CITEC and Queensland Shared Services (QSS).

We deliver our core business through three key service areas. These are detailed in 02. Our service performance.

Our operating environment

We deliver our policy initiatives and programs within a complex operating environment that is influenced by factors including:

» globalisation, digital transformation, new technologies and business strategies that are rapidly diversifying and reshaping markets, industries and communities

» innovation as the primary driver of productivity growth, job creation and long-term prosperity and living standards

» citizen demand for access to digitally-driven, personalised and predictive government services

» rapid growth in automation, cloud-based, platform and as-a-service models, and hyper-connectivity through the internet of things—bringing the ability to transform public service models

» the need for enhanced digital skills, connectivity and inclusion if Queensland is to flourish as a global innovation hub, and people and businesses are to reach their full potential.

Our strategic risks

Considering our strategic opportunities and recognising our connected and diverse responsibilities, DSITI's key strategic risks are to:

» ensure our resourcing and capability supports effective delivery of government priorities and services

» be agile enough to integrate new technologies and business models quickly and effectively

» predict or respond rapidly to changing customer needs and expectations

» ensure government can prevent and respond effectively to emerging cyber risks.

Legislation administered by the department

As at 30 June 2017, the department administered the following Acts:

» *Biodiscovery Act 2004*

» *Gene Technology (Queensland) Act 2016*

» *Libraries Act 1988*

» *Public Records Act 2002*

» *Schools of Arts (Winding Up and Transfer) Act 1960*

» *Schools of Arts (Winding Up and Transfer) Act Amendment Act 1981*

» *Tweed River Entrance Sand Bypassing Project Agreement Act 1998*.

02.

Our service performance

Advancing Queensland through innovation

Objectives

» Drive economic growth and job creation through science and innovation, harnessing Queensland's research strengths and entrepreneurial spirit.

» Support existing and emerging industries to be globally competitive.

» Enable more Queensland businesses to attract investment and scale in global markets.

» Turn Queensland's scientific excellence into commercial opportunities and ground-breaking solutions.

Overview

The service area provides support to build a more collaborative and effective innovation ecosystem in Queensland.

Our areas of focus are to:

» nurture and attract scientific and entrepreneurial talent

» invest in the translation of scientific research to deliver economic, social and environmental outcomes for Queensland

» increase collaboration between business, industry and the research base, and with international partners

» increase the rate of startup formation and address barriers to growth for innovative businesses

» provide investment and increase co-investment to build Queensland's capacity to conduct innovative research and development, and to attract and retain the best and brightest

» encourage greater innovation in government and the benefits of government as a lead customer for emerging technologies.

Our key material services are:

» innovation and digital economy

» science development.

Our operating environment

As leader of the Queensland Government's innovation and high-growth entrepreneurship agenda, we operate within a fast-paced and complex environment with diverse stakeholders and customer expectations.

The department is continually striving to improve our engagement with business, industry, individuals and within government to encourage the uptake of Advance Queensland programs and to ensure a customer-centric approach to service delivery.

We recognise the importance of digital inclusion and innovation-led growth across Queensland, and of demonstrating the outcomes and benefits of innovation investments to Queenslanders.

In response to this environment, we will:

» deliver high-impact Advance Queensland programs such as Ignite Ideas and the Growing Queensland's Companies program, providing growth leadership training to ambitious Queensland business leaders who are ready to scale their business to the next level

» foster innovative procurement across Queensland Government through a partnership approach with the Office of the Chief Adviser, Queensland Government Procurement

» leverage existing regional effort and connect entrepreneurs, small businesses, councils, universities and industry at a local level through the Advancing Regional Innovation Program

» identify the research, innovation and digital infrastructure that Queensland needs for its next wave of growth

» protect the health of Queenslanders by safeguarding their interest under the regulatory framework of the *Biodiscovery Act 2004* and the *Gene Technology (Queensland) Act 2016*.

Fund ignites fresh ideas

The department's commitment of $16.5 million is linking 119 ingenious small businesses with the capital they need to develop game-changing innovations.

Through Advance Queensland's Ignite Ideas Fund, Next Generation Mobility is developing lighter and stronger power wheelchairs.

Made of the latest aerospace materials, the wheelchairs—designed and built on the Gold Coast—will be used all over the world.

Not innovative enough? Smartphones can drive these wheelchairs, with carers using their mobile devices to take control when safety is a concern or if the wheelchair user becomes fatigued.

meet the
game changers

Our performance

In 2016–17, we advanced Queensland through innovation and contributed to the department's strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction.

Two strategic objectives drove our achievements:

1. Design and implement policies to support innovation-led growth and enhance Queensland's position as a global innovation hub.
2. Commission programs to support entrepreneurship, and enable businesses to innovate, grow and translate research to deliver economic and societal benefits.

In 2016–17, the department administered 50 innovation programs, assessed more than 1800 applications, and approved more than 500 grants or other opportunities worth more than $100 million.

We inspired Queenslanders to engage with science and technology, be entrepreneurial and take their ideas to the world by:

» appointing influential business leader Mark Sowerby as Australia's first state appointed Chief Entrepreneur

» partnering to support the southern hemisphere's inaugural Myriad festival in partnership with Myriad Live, attracting 3300 entrepreneurs, investors, business owners, tech-lovers and innovators, and 131 visitors from overseas. Forty-five startups were exhibited as well as 12 regional hubs—representing 123 startups

» awarding 49 Engaging Science grants to schools, community groups, scientists and small businesses to deliver activities and events to help Queenslanders engage in, recognise, support and advocate science

» partnering with Startup Catalyst to send Queensland youths, startups, investors, corporate, innovation leaders and regional entrepreneurs on international missions to startup hotspots such as Silicon Valley, Germany and London. This was all with the goal of transforming the startup and innovation landscape in Australia

» partnering with the World Science Festival where more than 180,000 people were ignited by new and challenging discussions about science

» delivering the Flying Scientists program in partnership with the Wonder of Science Young Science Ambassador initiative, with scientists travelling to seven regional and remote Queensland locations (since its inception in June 2016) to participate in school visits, community events and public seminars

» mounting five state challenges and one national challenge for GovHack 2016. Queenslanders won first place in 11 of the 35 categories in the Australia and New Zealand GovHack Awards 2016.

We facilitated discoveries to improve everyday lives through programs to foster current and future talent and to enable researchers and industry to solve global challenges here in Queensland:

» enabling 60 researchers to translate research into practical outcomes with industry partners through research fellowships and scholarship funding

» supporting the work of 76 female Queensland-based researchers by providing assistance during periods of maternity leave and carer funding to support their attendance at conferences

» launching the STEM.I.AM program—a coordinated program of engagement activities to increase the number of young Aboriginal and Torres Strait Islander students pursuing STEM at university. The program is a collaboration between DSITI, Carbon Media Pty Ltd, Department of Education and Training, State Library of Queensland and corporate sponsors including Google and FIRST Australia.

We connected Queenslanders to world-leading local and international innovators through programs encouraging collaboration and building the entrepreneurial ecosystem by:

» opening The Precinct in Brisbane's Fortitude Valley, bringing together Queensland startups, incubators, investors and mentors
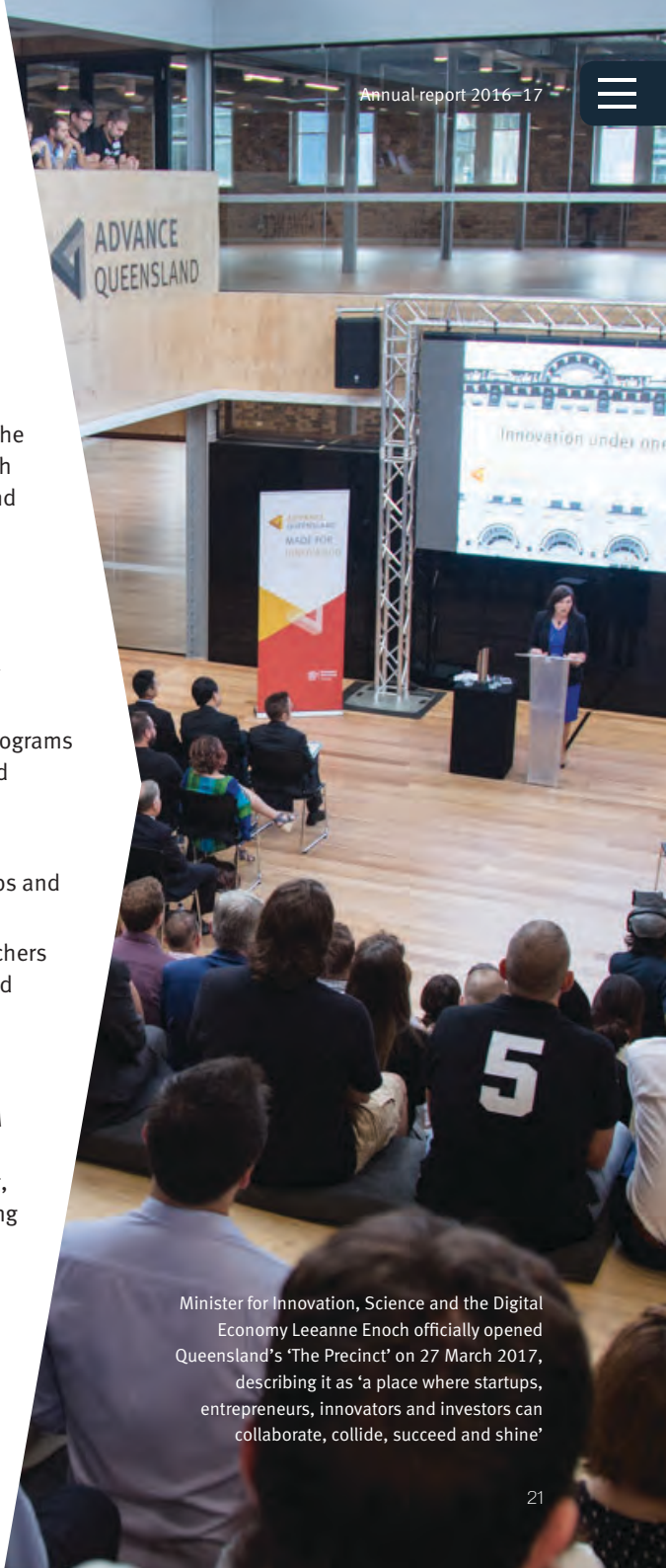
Minister for Innovation, Science and the Digital Economy Leeanne Enoch officially opened Queensland's 'The Precinct' on 27 March 2017, describing it as 'a place where startups, entrepreneurs, innovators and investors can collaborate, collide, succeed and shine'

» launching the Advancing Regional Innovation Program and Regional Network Fund to encourage innovation across Queensland and support local economies to create jobs for regional Queenslanders

» attracting 25 international and interstate entrepreneurial companies to Queensland through the Hot DesQ program to inject new talent, increase connectivity and skills, and improve access to global startup communities and international programs

» co-funding Queensland's participation in the MIT Regional Entrepreneurship Acceleration program to support Queensland's entrepreneurial ecosystem

» providing seven Commercialisation Partnerships program grants to support Queensland-based businesses and researchers to immerse themselves in Chinese incubators to gain market intelligence, develop prototypes and seek investment

» awarding Queensland-Chinese Academy of Sciences (Q-CAS) Collaborative Science Fund to three recipients to work on identified priorities in agricultural biotechnology and food research, human health and energy

» supporting collaboration between 40 small businesses and seven universities through the Knowledge Transfer Partnerships program

» delivering 35 workshops across Queensland through the Innovate Queensland program with Impact Innovation Pty Ltd, connecting small and medium enterprises (SMEs) with the right people and practical know-how to translate innovative ideas into commercial outcomes and incomes.

We invested in Queensland innovation through programs to encourage seed funding, venture capital and deal-flow, and fostered emerging industries by:

» backing 119 startups and SMEs Queensland businesses through the Ignite Ideas program to support the rapid commercialisation of their market-ready Queensland innovations

» establishing a strategic partnership that will deliver key opportunities by leveraging the intellectual capital and digital capabilities of CSIRO and Data61

» supporting six Queensland businesses, through the Biofutures Commercialisation program, to work with leading international or national bio-industrial organisations to scale up and test new or improved bio-industrial technologies and processes.

We grew the competitiveness of our businesses, industries and regions through programs to accelerate growth and unlock new markets and opportunities by:

» launching the Platform Technology Program to accelerate the development and deployment of significant, highly collaborative projects utilising technologies with the potential for widespread applications

» awarding 15 Queensland research organisations with Innovation Partnership grants to collaborate on projects with industry that will increase the speed and scale of translation of our science and research to boost productivity growth, improve the competitiveness of existing industries and accelerate the development of emerging industries and technologies

» establishing a partnership arrangement with Trade and Investment Queensland to facilitate market opportunities for Queensland-based businesses to capitalise on the opportunities provided in the new Dubai South development in the United Arab Emirates

» promoting Queensland's business and research interests in the life sciences sector by facilitating the Queensland delegation to attend BIO 2017, the word's most significant international biotechnology trade and investment conference

» providing funding to seven industry-focused business accelerators that will work with early-stage businesses and startups to provide intensive mentoring that will enable faster development of new products and services.

We created greater innovation in government and drove the benefits of government as a lead customer of innovative procurement by:

» launching the Small Business Innovation Research program, providing commercial opportunities for innovators while solving Queensland Government challenges with no identified viable solution. Three challenges were released to the market within the pilot round, resulting in six Queensland entities receiving funding to research, develop and test their solutions

» launching the Testing within Government (TWiG) program, allowing SMEs to improve the positioning of their products by working collaboratively with the Queensland Government on business challenges. Sixteen SMEs received funding to test and refine their products while addressing real business challenges.

We collaborated with government agencies, business and corporate entities to implement a digital adoption program that encourages Queensland businesses to increase their digital skills. We:

» released the Digital Scorecard—an online assessment tool that allows SMEs and not-for-profits to measure their digital capability and improve their competitiveness in the digital economy. More than 550 businesses have completed assessments

» commissioned Data61 to undertake a gap analysis of Queensland digital infrastructure to identify future investment priorities to improve digital services to Queenslanders.

FUNDS LEVERAGED

Over $105 million committed by science and innovation program partners including industry and investors

|	
Ratio of investment leveraged as a result of Queensland government funding invested:	**2016–17 target:** 1:1.25 **Actual:** 1:1.1[1]
External funds leveraged from grants funds committed:	**2016–17 target:** 1:1.25 **Actual:** 1:1.7[2]

Performance review

The following service standards in the department's *Service delivery statements 2016–17* were used by the department and the government to assess the service area's overall performance.

Service standards

Proportion of stakeholders who are satisfied with innovation and commercialisation consultative and engagement processes[3,4]

≥**85%**   **95%**

2016–17 target/est.

2016–17 actual
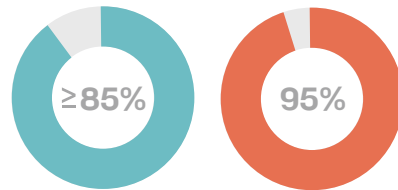
Percentage of potential collaboration opportunities identified by participants of innovation and collaboration programs/event[5]

≥**17%**   **48%**
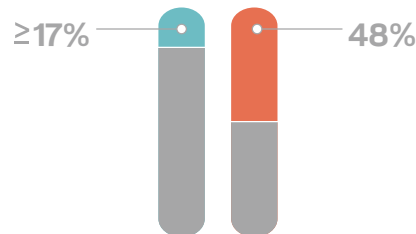
Proportion of stakeholders who are satisfied with digital economy and productivity services, consultative and engagement processes[6]

≥**85%**   **88%**

Percentage of science funding recipients satisfied with contract management services provided for science-related grant programs (overall satisfaction)[7]

87%   **99%**

Looking forward

In 2017–18, the department will:

» deliver Advance Queensland initiatives and programs to support innovation-led growth and enhance Queensland's capacity to adapt and thrive, including:

– encouraging Queenslanders to engage in science and/or consider becoming entrepreneurs and celebrate those who have already done so

– building local, regional and global innovation networks to increase collaboration, access new markets and expertise, and improve capability, including the progression of the Advancing Regional Innovation Program

– attracting local and global investment into Queensland by helping established businesses fast-track ideas from concept to commercialisation

– developing and deploying platform technologies that enhance industry competitiveness in Queensland and create global opportunities for startups and SMEs

– helping innovators become market- and investment-ready by supporting them to develop new or improved products, technology, processes or services

– encouraging innovative procurement to create opportunities for innovators while solving Queensland Government challenges through the Small Business Innovation Research Program

– engaging with the Advance Queensland Expert Panel and other key stakeholders around the ongoing development of the Queensland innovation ecosystem

– enabling researchers to translate research into practical outcomes with industry partners through research fellowships and scholarship funding

» support the commercialisation of new bio-products and improve the business environment for biodiscovery by commencing the reform of the *Biodiscovery Act 2004*

» engage with the Commonwealth around the *National 2030 Strategic Plan* and the *National Collaborative Research Infrastructure Strategy*

» facilitate the 2018 Ausbiotech National Conference including an early stage investment event that will profile Queensland's life sciences internationally and provide an opportunity for local industry to meet global biotechnology leaders and investors

» drive the whole-of-government open data agenda to stimulate innovation, research and startups through strategic policy advice, increasing the publication of high-value data sets and improving data visualisation

» develop the Queensland Digital Infrastructure Plan (QDIP) to improve the coverage, performance and resilience of Queensland's digital infrastructure assets and stimulate economic development, improve digital literacy and facilitate digital inclusion and adoption

» continue to support SMEs and not-for-profits to measure their digital capability and improve their competitiveness in the digital economy through the Digital Scorecard and digital business workshops

» progress the focus for impact program, facilitated by the Office of the Queensland Chief Scientist through workshops and stakeholder engagement in three initial focus areas: food trust and provenance, acid mine remediation, and e-platforms for humanities, arts and social science. Each focus area will be progressed in consultation with the Advance Queensland Expert Panel.

Services for Queenslanders

Objectives

» Provide customers with simple and easy access to integrated Queensland Government services.

» Ensure Queensland public records are preserved for the benefit of current and future generations.

Overview

The service area provides access to leading-edge services designed around the citizen, increases digital inclusion across Queensland and makes it easier for businesses and organisations to engage with government.

Our areas of focus are to:

» develop innovative, digitally-enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels

» lead a major program of work to continue the design and delivery of proactive and personalised services

» lead the management and preservation of Queensland's public records and improve public access to the collection

» partner with government and non-government organisations to develop and implement policies and initiatives that improve Queenslanders' digital capabilities and adoption of digital technologies.

Our key material services are:

» whole-of-government customer experience

» government record-keeping and archival services.

Our operating environment

We operate in a fast-paced transformative environment that is influenced by a range of factors including:

» meeting growing customer demand for access to digitally-driven, personalised government services

» sharing data across departments and government tiers to enable the delivery of personalised and proactive services to Queenslanders

» ensuring digital literacy resources and engagement with communities keeps pace with rapidly evolving digital technologies

» providing access to the vast archival collection held within Queensland State Archives (QSA).

In response to this environment, we are:

» progressing the Smart Service Queensland (SSQ) Business Modernisation Program to implement technologies and processes that will streamline customer service delivery and improve customer data security

» continuing to provide customers with simpler, clearer and faster access to government services through the implementation of the *One-Stop Shop Plan 2013–18*

» enhancing the customer experience and transformation of services as outlined in the *QSA Strategic Plan 2016–2020*

» progressing the Digital Archiving Program—Phase 1 initiative to enable QSA to accept and preserve digital records.

CASE STUDY

New concessions service cuts time and confusion for seniors

'Why can't you just tell me what I am entitled to when I reach 65?'

Queensland seniors now have a single, trusted source in answer to this important question—and it's thanks to the Queensland Government's *One-Stop Shop Strategy*.

Seniors had given feedback in the past that they were confused about the concessions available to them and frustrated with the many application forms they had to fill in.

By joining together concession providers across all jurisdictions through a single process, the department is saving seniors time, money and effort.

In one simple process, seniors can select the concessions they want, complete their application and verify their identity and eligibility online—reducing the past number of touchpoints from six to one. The program now even notifies people when they reach the eligibility age for a concession.

The benefits of this simplified approach showed early. After the first release, application processing time reduced by 85 per cent, and from more than 20 working days to just one. As new concessions are added, benefits to seniors and agencies will grow.

The project was a highly successful partnership between the department's One-Stop Shop Strategy and Implementation Office; the Office for Seniors in the Department of Communities, Child Safety and Disability Services; both federal and local governments; and utility companies.

The real winners, of course, are Queensland's seniors, who can make their money go further and stay healthy and active for longer. They couldn't be more delighted, as their feedback shows:

'Excellent online facility—top marks for a job well done!'

'It's pretty good now but more retailers should get on board.'

'This new application form was excellent (with) easy steps to logically follow the progression through the process.'

meet the game changers

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Our performance

In 2016–17, we improved services for Queenslanders and contributed to the department's strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction. Some of our achievements are listed below.

Three strategic objectives drove our achievements:

1. Provide clearer, better and easier access to leading-edge services designed around the citizen.
2. Increase digital inclusion to boost citizens' opportunities to flourish in the digital age.
3. Make it easier for businesses and organisations to engage with government.

We continued to support access, transformation and digitisation of Queensland Government information and services. Highlights included:
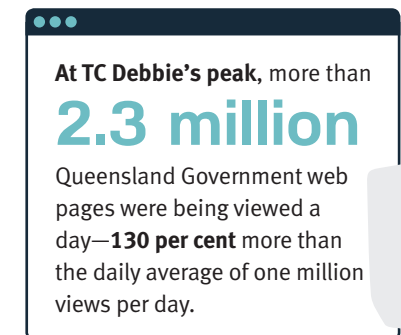
» managing more than four million interactions through phone (13 QGOV) and in-person services. Online (qld.gov.au) received more than 62.9 million visits in 2016–17—a 53 per cent increase from 41.2 million in 2015–16

» delivering new proactive and personalised experience pilots to join up information and services around a customer's specific circumstances

» partnering with the Department of Tourism, Major Events, Small Business and the Commonwealth Games to pilot new personalised online services for business including:

  – the new Grants finder—bringing together information from seven different websites, making it easier for businesses to discover and access grants and assistance from government. The Grants finder for business links to 76 grant services and has been used by more than 9200 customers

  – the Starting a Café pilot—making it quick and easy for business startups to find out what licences they need for their venture. Starting a Café connects 124 relevant services for the Brisbane and Logan areas. The site has been used by more than 2100 prospective new business owners and 83 per cent are satisfied or very satisfied with the service

  – Seniors Concessions significantly reduce customer effort and time with applications processed in one day rather than 20 days or more. The new pilot expands the range of concessions available in the proactive seniors concession pilot service to include selected rates and utilities, all in a single online process

  – Settling in Queensland connects relevant information from 198 sites

  – Managing Affairs after Death connects relevant information from 45 sites

» engaging with Queenslanders to research and co-design government services. More than 6300 Queenslanders from across the state have been involved in service design through 34 engagement activities ranging from in-depth co-design and research activities to surveys and feedback

» working in partnership with agencies to increase government transactional services on qld.gov.au—more than 400 are now available. Visits to www.qld.gov.au have increased by approximately 53 per cent since 2015–16

» enabling customers to track the status of their complaints and feedback online, and to 'tell us once' when they moved house—eliminating the need for customers to inform many agencies of their move

» developing and trialling whole-of-government digital capabilities to meet customer expectations through a personalised MyAccount. Features include alerts, transaction statuses and history

» partnering with the Queensland University of Technology and the PwC Chair in Digital Economy to undertake a series of innovation sprints to prototype new approaches to personalised and proactive government services.

We provided services and information to Queenslanders during TC Debbie.

Queensland Government's 24/7 contact centre (13 QGOV) supported Queenslanders through TC Debbie community recovery efforts by answering more than

110,000 calls

to Community Recovery, SES and Housing Responsive Maintenance lines and helping people in need to complete hardship grant applications through the online portal.

At TC Debbie's peak, more than

2.3 million

Queensland Government web pages were being viewed a day—**130 per cent** more than the daily average of one million views per day.

QSA conducted two disaster recovery workshops for government record-keepers and the public. Regional participants took part via new robotic technology—the Beam robot.

We promoted and increased access to the archival collection at QSA by:

» transferring more than 2.3 linear kilometres (in excess of 150,000 items) of permanent government records to the archival collection where they will be preserved and stored to form part of Queensland's history

» continuing to support the Queensland Government's First World War centenary commemorations by working with the ANZAC Centenary Committee and the State Library of Queensland

» completing the Digital Archiving—Design, Test and Prove project. Longer term, the Digital Archiving program will enable the safeguard of our most important records and ensure they are safe and accessible in years to come for all citizens

» using Flickr to connect with citizens by successfully curating and delivering new content and increasing access to almost two million views

» releasing Cabinet Minutes online and in a fully digitised format (the 1986 Cabinet Minutes) for the first time

» participating in the Brisbane Open House scheme. We conducted tours and activities for more than 200 Queenslanders.

We collaborated with service providers, government agencies, business and corporate entities to increase the digital skills of all Queenslanders by:

» expanding the Advance Queensland Community Digital Champions program, encouraging the public to explore the benefits of the digital age through the stories and activities of inspirational members of the community. A total of 37 new champions were recognised in 2016–17, bringing the total number to 92. These champions have conducted more than 250 activities to increase digital awareness and capabilities and reached more than 70,000 people across the state

» supporting the 2016 National Year of Digital Inclusion by promoting events that encouraged Queenslanders to participate in the digital economy and improved digital adoption across Queensland. Activities included GovHack, Tech Savvy Seniors workshops, the CLICK! Digital Expo and the Django Girls coding event

» increasing awareness and understanding of digital inclusion issues and programs through a roundtable discussion with 100 representatives from government, regional communities, Advance Queensland Community Digital Champions, business, industry, corporate and not-for-profit organisations. Key issues that contribute to Queensland's digital divide were discussed, including the need to increase engagement with regional communities

» responding to the need for greater engagement with regional communities through a Digital Skills for all Queenslanders regional roadshow visiting Rockhampton, Cairns, Longreach and Bundaberg. Regional Queenslanders participated in digital skills workshops, a public expo and community consultation discussions aimed at increasing awareness and interest in digital technologies.

We made it easier for businesses and organisations to engage with the Queensland Government by:

» delivering three Partners in Technology (PiT) forums to keep Queensland's ICT industry informed about procurement requirements and trends in government agencies and non-government organisations

» partnering with Griffith University's Harry Gentle Research Centre to deliver a series of lectures on policing in the early years of the colony of Queensland

» partnering with Tasmanian Archives and Heritage Office (TAHO) to investigate crowdsourcing opportunities for archives.
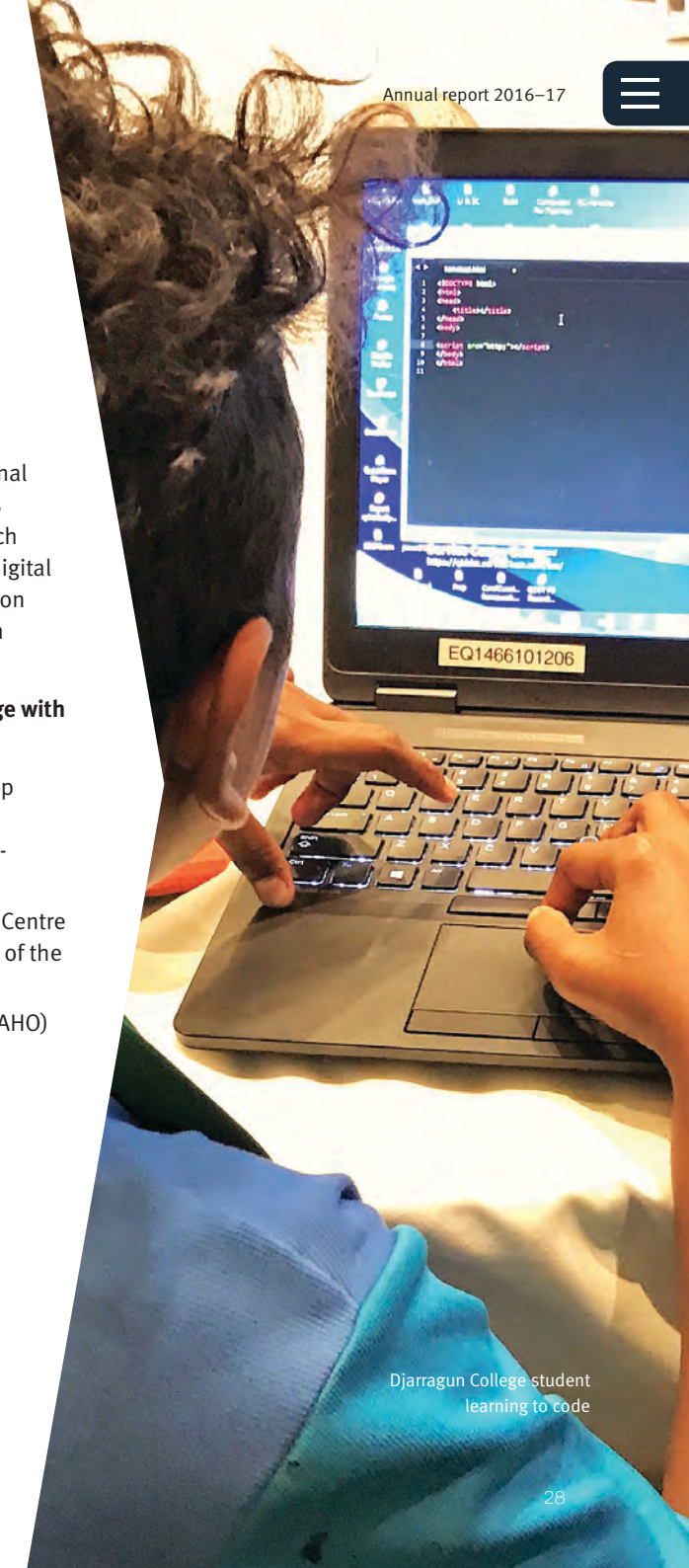
Djarragun College student learning to code

Performance review

The following service standards in the department's *Service delivery statements 2016–17* were used by the department and the government to assess the service area's overall performance.

Service standards

Percentage of clients satisfied with the One-Stop Shop program[1]

80%

85%

Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies[2,3]

≥85%

97%

Percentage of clients satisfied with the services provided by Smart Service Queensland on their behalf[2, 4]

55%   ≥80%

2016–17 target/est.

2016–17 actual
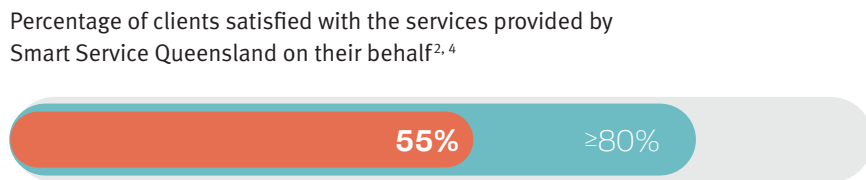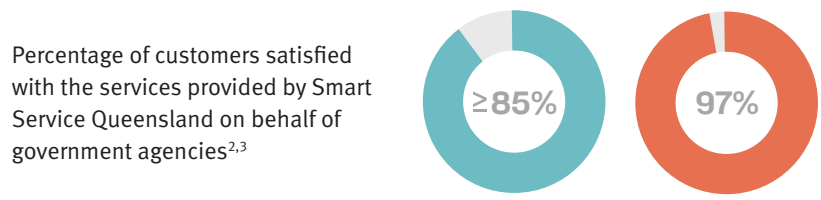
Notes:

1. The positive result indicates clients' overall satisfaction with the One-Stop Shop program. This is the second year this measure has been reported. The target and the measure continue to be monitored for appropriateness and relevance to the One-Stop Shop program.

2. The term 'client' is used to identify other government departments or agencies, while the term 'customer' identifies members of the public. It is a measure of overall satisfaction.

3. This measure is based on customer satisfaction survey results for the phone (13 QGOV) and counter (Queensland Government Service Centres (QGSC) and Queensland Government Agent Programs (QGAP)) services managed by Smart Service Queensland (SSQ). In 2016, the online (www.qld.gov.au) customer satisfaction results were removed from this measure as it is no longer managed by SSQ. This year's positive result was attributed to high levels of customer satisfaction for the delivery of phone and in-person services provided by SSQ.

4. The 2016–17 actual result is lower than the target due to the high percentage of neutral responses (38%) received from only 42 respondents. The percentage of clients surveyed who responded with extremely satisfied, satisfied or neutral was 92.8 per cent. Given neutral responses do not conclusively indicate a positive or a negative result, SSQ will carefully review its results as part of its continuous effort to improve services to clients.

Cost per customer service interaction (all interactions)[5]

$1.38

$0.87

2016–17 target/est.

2016–17 actual
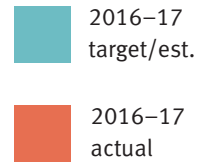
Overall customer satisfaction with Queensland State Archives' delivery of services to the public[6]

≥93%   91%

Percentage of One-Stop Shop projects being managed or delivered which meet committed timeframes and budget[7]

≥90%   **100%**
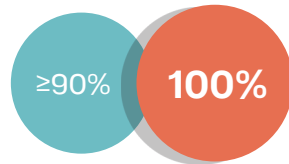
Percentage increase in the efficiency of service delivery[8]

14.48%

0.75%
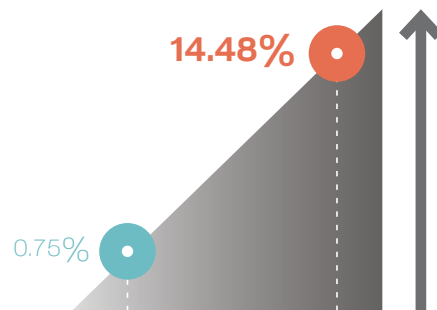
5. The measure is calculated based on the operating costs divided by interaction data. This target will be reviewed in subsequent years to refine the target for this measure based on several years of data. Customer service interactions include online sessions (qld.gov.au), in-person (QGAP and QGSC), telephone (13 QGOV), counter, card and concessions. This year's result achieved better than target due to the significant increase in the number of online customer interactions.

6. The 2016–17 result is from the biennial customer satisfaction survey conducted for Queensland State Archives in March 2017, and is lower than the target due to the higher percentage of neutral responses received. The percentage of customers who responded with extremely satisfied, satisfied or neutral was 97 per cent. The next survey will be conducted in 2019.

7. This measure is being discontinued for future years as it has been classified as a process measure, so does not meet the criteria as a measure of effectiveness.

8. This measure is being discontinued for future years as it has been replaced by a new measure 'average cost to QSA per record accessed' which is a more robust measure of efficiency. The new measure will be reported in 2017–18.

CASE STUDY

Bright flickrs of success

Fascinating behind-the-scenes looks at historical records earned Queensland State Archives (QSA) more than two million views across its social media channels in 2016–17.

The QSA Flickr channel accounted for 1.8 million views alone, showcasing the QSA collection to new audiences around the world. Most popular albums were *Brisbane City* and *Gold Coast in Colour!*, with the most popular photo of the year showing Roma Street Station in 1898.

The success followed innovative and focused work by QSA's online team during the previous year to find, create and curate content for its online collection and develop Flickr as a platform.

Flickr's strong community aspect made it the ideal channel to promote historical images in QSA's collection.

The new channel has empowered employees to collaborate and contribute, and to develop their skills.

By cross-promoting Flickr content across Facebook and Twitter, the team has maximised QSA's reach across all channels.

meet the game changers

Photograph of Roma Street Station in 1898 from the Queensland State Archives collection

Looking forward

In 2017–18, the department will:

» partner with Queensland Government agencies, federal and local governments, non-government organisations and the private sector to provide digital, personalised and proactive services, making it simpler, faster and easier for customers to locate and access government services

» continue to improve the customer experience when using digital government services delivered through qld.gov.au

» collaborate with service providers, government agencies, business and corporate entities to implement digital inclusion and digital literacy activities that encourage Queenslanders to develop essential digital skills

» continue to encourage Queenslanders to adopt digital technologies through inspiring role models and support Advance Queensland Community Digital Champions to undertake digital literacy activities

» increase engagement with regional communities to improve digital literacy across the state and reduce the digital divide

» progress the first stage of a digital archive solution to help keep our state's most significant records safe and accessible

» progress a program of key projects to modernise the SSQ infrastructure to ensure customer information remains secure and enables streamlined service delivery to the community

» work with agencies to improve the standards of record-keeping across government. This will ensure records are available for present and future generations

» continue to provide service excellence to Queenslanders by phone via 13 QGOV and in person at QGAP locations and QGSCs

» review the *Public Records Act 2002* to support effective record-keeping for the public sector in the digital age

» partner with agencies and provide strategic advice to develop and implement digital economy policies and initiatives to improve Queenslanders' adoption of digital technologies, inclusion and infrastructure

» support implementation of the Queensland Government's *Strategic Blueprint for Queensland's North West Minerals Province* by working with agencies to identify regional government service delivery improvements.

Our Government Champion role

The Queensland Government is committed to increasing the capability of government to deliver innovative, effective and integrated services for Aboriginal and Torres Strait Islander peoples across Queensland, particularly those who live in remote and discrete communities. The Government Champion program provides an opportunity for CEOs to partner with individual communities to deliver better outcomes for the community.

Our Director-General is the Government Champion for the community of Wujal Wujal in Cape York. In this role, the Director-General has built a strong relationship with the community and is focused on working with them to deliver on their priorities.

Working with Wujal Wujal Aboriginal Shire Council, Wujal Wujal Community Justice Group and traditional owners, the past 12 months focused on:

» supporting the Mayor to scope a community plan

» providing support, advice and coaching to Wujal Wujal Aboriginal Shire Council key staff

» supporting projects and activities to assist with prevention and respond to domestic and family violence in the community

» brokering discussion and negotiation of key community priorities such as infrastructure, economic development, social housing and external government and non-government services

» connecting council staff with relevant government officers to assist in securing funding for significant projects.

In addition, DSITI has been working closely with the community on a number of fronts. We have:

» been working closely with Wujal Wujal Aboriginal Shire Council and telecommunications service providers on options to increase telecommunications capability in Wujal Wujal

» provided and installed a number of personal computers within the Indigenous Knowledge Centre to support community digital learning

» undertaken records management and general administrative capability assessments and provided recommendations and policy development support to the council

» engaged the CEO of Wujal Wujal Aboriginal Shire Council in leadership activities with DSITI Board of Management and staff.

Staff from all over the department have supported the wider Wujal Wujal community over the past 12 months with their generous personal contributions to the Indigenous Literacy Day Book Drive and Back to School Stationery Collection. These two initiatives saw more than 1000 books and in excess of 100 fully stocked backpacks provided to the community.

Director-General Jamie Merrick, Government Champion for the community of Wujal Wujal at Bloomfield River State School

Services for government

Objective

Provide a range of specialist services, modern corporate services and trusted advice that supports the achievement of government priorities and assists Queensland Government agencies to deliver their services.

Overview

The service area provides high-quality government-to-government services and advice, provides ICT direction and assurance, and delivers scientific information that underpins government policy.

Our areas of focus are to:

» provide trusted scientific services and technical advice to government agencies, industry and the community

» lead complex, multi-agency ICT programs and projects, manage ICT strategic sourcing and procurement arrangements, and facilitate engagement between the ICT industry and government

» deliver consolidated ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services

» deliver information brokerage solutions to customers in business and the community Australia-wide on a commercial basis

» provide corporate transactional and advisory services to more than 70,000 public servants across 25 Queensland Government departments and agencies.

Our key material services are:

» science delivery

» strategic information and communication technology

» CITEC information and communication technology

» CITEC information brokerage

» human resource (HR) services

» finance services.

This service area is supported by the Queensland Government Chief Information Office (QGCIO) in providing independent, qualified advice to the Minister for Innovation, Science and the Digital Economy, and directors-general and agencies on ICT management and investment issues from a whole-of-government perspective.

QGCIO supports government ICT investment by:

» developing the strategic direction for ICT and digital services within government in consultation and collaboration with agencies, the broader industry and academic sector

» delivering appropriate policies, standards and guidelines as a governance framework to assist agencies to deliver quality frontline services

» driving digital and ICT-enabled business transformation by developing targeted strategies, blueprints, business cases, evaluations, pilots and initial implementation

» improving whole-of-government cybersecurity capability

» ICT profiling that provides a cross-government view of ICT assets to support collaboration and provide evidence for future initiatives

» providing advice, analysis and intervention as appropriate on emerging day-to-day issues.

CASE STUDY

Monitoring Queensland's air

Thirty air-quality monitoring stations stretching around the state from Moranbah to Mackay are under the watchful care of the department's Science Division.

The division manages and maintains this network, which is mostly in major Queensland population centres, and receives reports from a further 18 industry-operated stations. All continuous air monitoring data collected is publicly available through the government's Open Data web portal.

Together, the information helps the division to benchmark Queensland's air-quality against national standards, spot long-term trends, and keep communities, industry and government informed about ambient air quality in near-real time.

Custodians of air-quality data since 1978, the department provides validated information to other agencies, environmental consultants, industry, education and research facilities, and communities. This baseline data is fundamental to investigating complaints, managing emissions for licensed facilities, and other environmental compliance activities. Investigations into coal train emissions along the South East Queensland rail network and industry impacts on air-quality in Townsville and Mount Isa have all benefited.

Recent advances in technology mean air-quality data can be streamed live, allowing local communities to be instantly informed about the air-quality in their region and how levels compare to standards.

Overwhelmingly, the department's data shows Queensland's air-quality is high. In the few times the state's air-quality has dropped, there has usually been a significant cause—such as bushfires, controlled burning or dust storms.

Top: Chris Collins (left) is inspecting a 1405-DF TEOM™ Continuous Dichotomous Ambient Air Monitor while Esther O'Brien performs maintenance on a Partisol™ 2025i Sequential Air Sampler

Bottom: Monitoring rail corridor dust at Cannon Hill, Queensland © State of Queensland 2015
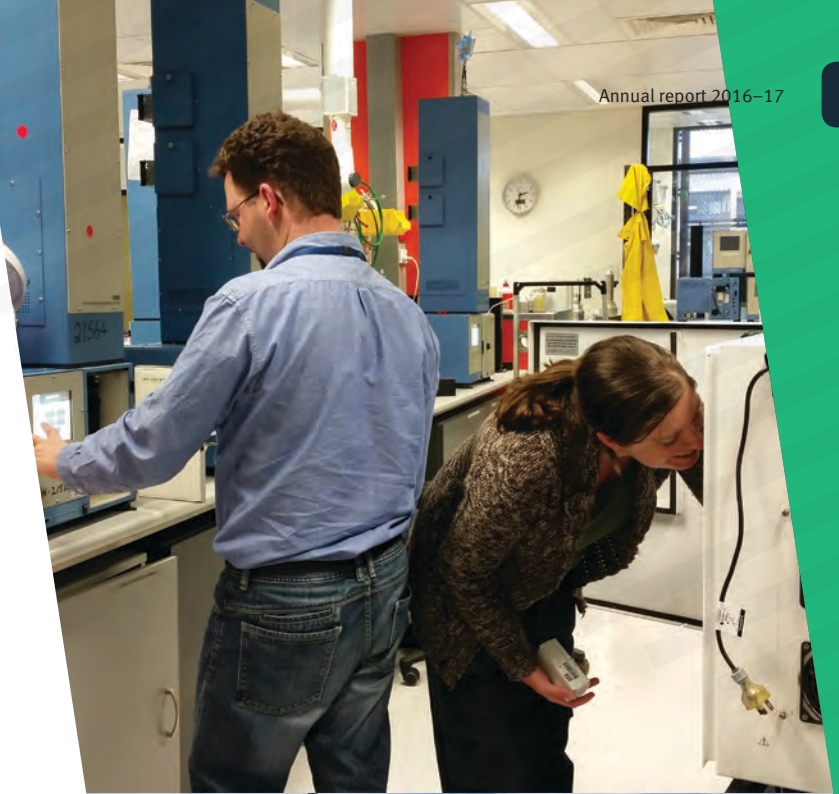
Our operating environment

We operate in a complex and fluid environment driven by changing technology and customer needs and expectations.

DSITI's leading-edge scientific methodologies and evidence underpin government policy and programs in the areas of natural resource management and the environment. Importantly, our scientific information, tools, mapping and modelling products enable the Queensland community and industry to manage the impacts of drought and climate variation and understand their risks at regional and local scales.

While new technology provides significant opportunities to improve user experience, the department's challenge is to balance innovation and risk through appropriate governance so new opportunities can be pursued, while maintaining the security and integrity of core services.

DSITI manages its ICT resources to focus on consistently applying appropriate governance measures, promoting transparency to inform decisions, and careful monitoring to mitigate risk. We do this by:

» putting tools and processes in place to enable modernised resources to provide better and more efficient services

» supporting agencies by investigating options to improve service delivery and providing considered advice to aid decisions.

In response to this diverse environment, we will:

» build on the department's proven track record for successfully managing and delivering large, complex, multi-agency ICT programs

» further strengthen the Queensland Government's cybersecurity defences and capability through proactive incident detection and mitigation and addressing cybersecurity challenges

» build on existing internal capability to mature data-sharing and data analytics across government

» harness new ICT platforms, services and business models and effectively manage risk associated with complex and legacy environments

» continue to pursue business optimisation opportunities in partnership with customer agencies, with a key focus on digital corporate services and enhancing the customer experience

» continually strive to improve the quality and quantity of scientific data and access to it.

Our performance

In 2016–17, this area improved services for government and contributed to the department's strategic objectives as outlined in our *Strategic plan 2016–2020* and the whole-of-government direction. Some of our achievements are listed below.

Three strategic objectives drove our achievements:

1. Provide high-quality government-to-government services and advice.
2. Set strategic direction, advise, provide assurance, pilot and implement leading-edge digital services.
3. Provide scientific advice, information, monitoring and modelling services to underpin policies and services that protect and enhance Queensland's natural resources and the environment.

We provided effective ICT services to other government agencies and corporate entities:

» processed an estimated 19 billion government business transactions each week—totalling more than $40 billion every year—through the infrastructure and platforms managed by CITEC ICT

» maintained an industry-leading availability rate of 99.98 per cent on more than 22,590 network devices, 1800 servers and 2800 kW of data centre power

» maintained 99.93 per cent service availability for the Queensland Government Customer Identity Management (CIDM) system

» enabled the flow of 25 terabytes of secured data between the internet and agencies every day

» enabled more than 67 per cent of Queensland Magistrates Court claims documents and 90 per cent of Victorian County Court lodgements to be filed electronically

» maintained CITEC's International Standard for Quality Management (ISO9001) for the 24th year in a row

» supported 78 participants from across eight agencies in the ICT Graduate program. From 1400 applications for the 2017 ICT Graduate intake, 34 graduates were recruited with 21 participants graduating in 2016

» established a strong governance framework to support ICT category management across government

» reviewed the whole-of-government ICT policy framework (QGEA) to support federated policy and best practice development across the sector.

We delivered cybersecurity services, capability and operations across government:

» successfully mitigated 37 major Denial of Service cyber attacks, preventing them from impacting Queensland Government services

» provided security intelligence by collecting and analysing an average of eight million logged events per day from more than 130 sources

» delivered a suite of whole-of-government cybersecurity protections and programs to increase capability and maturity across government

» worked with the Australian Government to help establish the first Joint Cybersecurity Centre in Brisbane. We are on the board of governance

» achieved global best practice accreditation in information security management for CITEC's data centres by attaining ISO27001 certification.

We continued to deliver high-quality corporate services to other government departments. We:

» delivered a range of corporate services including finance, human resource management and mail support services

» achieved an accuracy rate of more than 99 per cent for core finance and payroll processing activities

» collaborated with agencies to progress service consolidation and modernisation initiatives with a focus on digital services and simplified business processes, including:

  – upgrading the core payroll solution used to deliver payroll and human resource services for more than 20 agencies, with improved self-service and workflow capability for employees

  – migrating the first two (of four) public safety agencies from a legacy payroll solution to the updated, shared core payroll solution as part of the HRIS program

  – finishing migrating three legacy agency finance systems to a shared, modern finance solution, providing greater functionality including self-service capabilities

» implemented a series of superannuation-related reforms including an updated straight-through payment processing portal for more than 20 agencies

» introduced a new corporate card management solution to 14 agencies, providing improved user experience and online approval processes, better controls and reporting capabilities

» QSS was acknowledged at the 2017 Australasian Shared Service and Outsourcing Network Awards—the industry benchmark of excellence for both public and private sectors. QSS:

  – won the Excellence in People and Culture Creation category in recognition of QSS' efforts to proactively manage the impact of digitisation

  – received an honourable mention in the Best Process Improvement and Innovation category for implementing continuous control monitoring to improve the performance and reliability of QSS' accounts payable systems.

We continued to deliver high-quality scientific services to our customers. We:

» delivered the first fully comprehensive map and information system of Queensland's regional ecosystems. The map details vegetation data collected from more than 30,000 sites across the state

» developed the Moreton Bay Mangroves and Associated Communities Interactive Map Viewer to enhance the knowledge, understanding and awareness of mangrove communities and estuarine wetlands in South East Queensland

» expanded state-wide monitoring by adding eight new tide gauges in the Gold Coast Broadwater and installing the first of the new Reef Taskforce water quality monitoring sites

» provided high-resolution climate change projections for Queensland through a dedicated climate change website to help local government, business, primary producers and communities understand their risk, build resilience and minimise the impacts of climate change

» released the 2014–15 State-wide Land Cover and Tree Study (SLATS). SLATS uses Landsat satellite imagery to detect changes in woody vegetation in Queensland and to report annualised total woody vegetation clearing rates in hectares per year

» continued to improve the quality, quantity and access to scientific data by increasing the number of monitoring sites and improve data management and accessibility systems to ensure timely and accurate data availability.

We identified, negotiated and achieved significant ICT cost efficiencies for government:

» negotiated a discount of $21.2 million over four years for whole-of-government software licensing and support services

» identified avoidable costs of $51.2 million available to Queensland Health to purchase software and services for a major system replacement project

» enabled $1.6 million per annum over 12 years in savings by implementing a new Harmonised Government Spectrum licence for Queensland Government radio networks

» leveraged $13.67 million in new government investment to secure 72 new or upgraded mobile phone towers under round two of the Australian Government's Mobile Black Spot Program to improve mobile coverage for Queenslanders.

We developed, led and delivered significant Queensland Government initiatives:

» **1 William Street ICT program:** delivered new 'anywhere, anytime, any device' technology to 4700 public servants from 21 agencies in the new building. The technology includes wired and wireless networking, federated identity management, follow-you printing, video conferencing and team collaboration facilities

» **Testing within Government (TWiG) program:** enabled SMEs to improve the positioning of their products by working collaboratively with government agencies on a range of business challenges. Five SMEs successfully completed round one of the program in 2016–17, with a further 11 commencing in round two

» **Multi-agency shared connectivity trial in Roma:** delivered the capability to reduce telecommunications costs, improve connectivity and increase collaboration for partner agencies

» **Mobile Black Spots program:** collaborated with stakeholders to identify locations to deploy 66 4G small cells throughout Queensland to further improve mobile coverage across the state. Locations for a further 14 small cells will be determined in 2017–18.

We provided assurance and advice to significant Queensland Government initiatives:

» **ICT investment assurance:** managed oversight of all government ICT investment projects through a central gated review and assurance process

» **Directors-General ICT Council:** provided advice on more than $1.2 billion ICT investments reviewed by the council in 2016–17

» **agency committees and reviews:** provided independent specialist ICT and data-sharing advice

» **Out of the Dark initiative:** supported the Queensland Family and Children Commission to engage with the public and not-for-profit organisations to raise awareness of online child safety.

We delivered critical services during and after TC Debbie.

» We worked with the Department of Communities, Child Safety and Disability Services to process more than 64,000 payments totalling approximately $28 million to people affected by TC Debbie.

» We provided storm tide advice and deployed two ocean buoys to obtain wave height data.

» After TC Debbie made landfall, we undertook land use and crop mapping to inform damage assessments, crop loss estimations and water quality assessment. Following TC Debbie, the Queensland Chief Scientist led and published an independent assessment of flooding of communities in Sandy Creek catchment near Mackay.

Rae Huggins taking a water sample from one of the monitoring sites in Sandy Creek, Mackay, Queensland

CASE STUDY

Eve is the voice technology of the future

Arriving at level 33 of 1 William Street—the department's headquarters—is a new experience for visitors.

Thanks to an Australian-first partnership with cloud technology specialist Axalon, a Google Home speaker called Eve greets visitors at reception.

Configured for conversation, Eve directs visitors to meeting rooms and notifies staff on their desk phone or by text message when their guests have arrived.

But it's not about the visitor experience alone. Eve is rewarding the department with improved workplace productivity.

The reception area is located separately to the main office, making it unproductive and impractical to have it staffed full-time for irregular visitor arrivals. With Eve, the department can streamline its work, operate efficiently and free up two people to do more complex and valuable activities.

Eve's arrival followed Axalon's involvement in the Testing Within Government (TWiG) program, which invites businesses to partner with government to solve specific challenges. Axalon had worked on an environmental monitoring solution during TWiG, and during World Science Festival operated an interactive water buoy that relayed water quality data from the Brisbane River.

As an early adopter of Google Home technology—which has recently been released in Australia—Eve shows the benefits that follow government and business working together. She's also the voice of the future, with Global technology firm Gartner predicting that, by 2020, 'voice first' interactions will drive 30 per cent of web browsing.

meet the
game changers

An Australian-first partnership with cloud technology specialist Axalon, a Google Home speaker called Eve greets visitors at reception. Configured for conversation, Eve directs visitors to meeting rooms and notifies staff on their desk phone or by text message their visitors have arrived

Performance review

The following service standards in the department's *Service delivery statements 2016–17* were used by the department and the government to assess the service area's overall performance.

Percentage of customers from other government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction)[1]

95%
≥87%

2016–17 target/est.

2016–17 actual
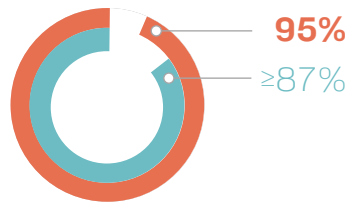
Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support *Reef Plan 2013–18* and other government priorities[2]

91%
≥87%
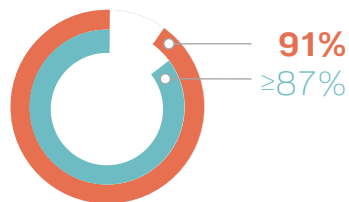
Co-investment as a percentage of the Science Delivery budget[3]

≥25%
35%

Percentage of whole-of-government spend awarded to SMEs (transactions over $10,000)[4]

19.86%
≥11%
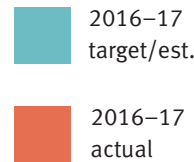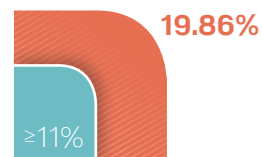
Notes:

1. This measure is an indicator of the success of delivering Science Delivery services to meet the key priorities of other government departments for environmental and natural resource policy and decision-making. The survey results reflect the division's concerted efforts to improve service delivery and client relationships. These efforts include quarterly client meetings and improved governance processes.

2. The timeframes involved are negotiated per sample submission and quality is measured by maintenance of accreditation with the National Association Testing Authorities (NATA) Australia and performance in national and international laboratory proficiency trials. To maintain accreditation, the DSITI Chemistry Laboratory is required to constantly review processes and procedures. This process ensures that clients receive best practice service delivery.

3. The measure is an indicator of efficiency in delivering services for government and external customers by maximising financial resources through leveraging and partnering. Appropriated funding is leveraged by performing fee-for-service activities for other state government agencies and by partnering with external organisations including universities and other scientific organisations.

4. This measure assesses the ongoing effectiveness of the ICT SMEs participation scheme policy by measuring the percentage of whole-of-government spend on transactions over $10,000 awarded to SMEs for ICT products and services. The ICT SME participation scheme policy ensures effective engagement with the ICT industry and specifically with SMEs by ensuring departments adopt a consistent procurement process.

Operating cost as a percentage of managed spend on ICT goods and services[5]

<2.5%

1.66%
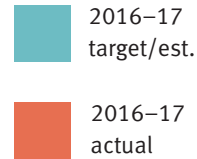
CITEC ICT customer satisfaction[6]

>65%   **68.8%**

2016–17 target/est.

2016–17 actual
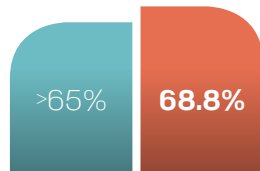
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)[7]

($2.032m) **$1.738m**

CITEC IB customer satisfaction[8]

≥80% —————— 90.6%
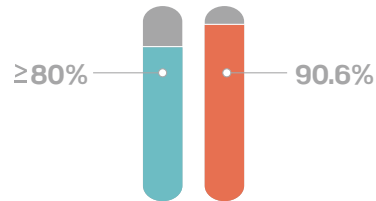
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA)[9]

($2.253m) **$1.393m**

5. This measure has been classified as a measure of cost effectiveness, and has therefore been discontinued as a measure of efficiency and replaced with a new measure which will be reported in 2017–18. The positive result is due to lower than anticipated expenditure for professional services by the Government Wireless Network Contract Directorate and lower than anticipated employee expenses within ICT Strategic Sourcing.

6. This measure shows the percentage of customers satisfied with CITEC ICT's service and is calculated using an overall customer satisfaction question.

7. This measure shows the net income with interest, taxes, depreciation and amortisation added back to the operating position, effectively eliminating the effects of financing and accounting decisions for CITEC ICT. CITEC ICT's 2016–17 EBITDA position is better than target/estimate and is mainly due to better than anticipated client retention and additional new once-off revenue from Queensland Government agencies.

8. The positive result was attributed to high levels of customer satisfaction with the CITEC Confirm service centre as well as the reliability and timeliness of the CITEC Confirm service. This measure shows the percentage of customers satisfied with CITEC Information Brokerage's service and is calculated using an overall customer satisfaction question.

9. This measure shows the net income with interest, taxes, depreciation and amortisation added back to the operating profit, effectively eliminating the effects of financing and accounting decisions for CITEC Information Brokerage. CITEC Information Brokerage's 2016–17 actual is better than the target/estimate primarily due to successful retention of key customers.

Percentage of payroll services delivered within service agreement standards[10]

99.8%

≥97%

2016–17 target/est.

2016–17 actual
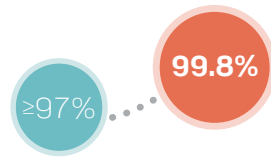
Client satisfaction with HR Services[11,12,13]

59%

80%
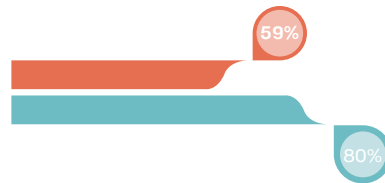
Number of pays processed per full-time equivalent per fortnight[14]

323

≥350
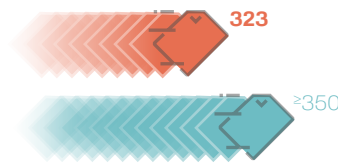
Percentage of finance services delivered within service agreement standards[10,15]

≥95%

89.2%
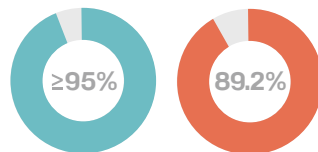
Client satisfaction with finance services[11,12,13]

80%

61%
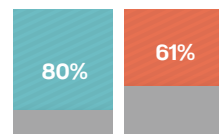
Number of accounts payable transactions processed per FTE per annum[16]

8319

≥7500
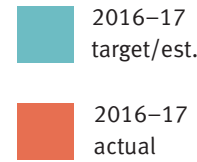
10. QSS service agreements contain performance standards on which QSS delivers agreed services to customer agencies.

11. This measure is amended with wording change to align with terminology used within the department. The method of calculating the result remains unchanged. The term 'client' is used to identify other government departments or agencies, while the term 'customer' identifies members of the public.

12. These measures were introduced in 2016–17 as an indicator of overall customer satisfaction with HR services and finance services. Services comprises payroll and non-payroll services such as recruitment, establishment management, case management and workforce consultancy services. Finance services include accounts payable, accounts receivable, operational procurement, corporate card administration, and general ledger reconciliation and taxation services.

13. The 2016–17 results reflect the proportion of survey respondents who were satisfied or very satisfied with (HR or finance) services. While the result is below the target of 80%, it is an improvement from 2016 survey outcomes with another 30% (finance) and 32% (HR) of survey respondents neutral and only 10% (finance) and 9% (HR) dissatisfied or very dissatisfied. In 2017–18, QSS will continue to focus on customer service and delivering improved technology and business processes to increase customer satisfaction.

14. This measure is an indicator of productivity. The 2016–17 result is below target. A number of HR/payroll projects were delivered during 2016–17 and are continuing throughout the 2017–18 financial year. The parallel delivery of key projects and fortnightly services has required resourcing to be maintained at original levels, e.g. to allow for training of staff and to undertake user acceptance testing, resulting in less pays processed per FTE.

15. The 2016–17 result is below target although the majority of finance services were delivered within service agreement standards. Services relating to vendor and customer master data were delivered outside of target, primarily due to a major one-off exercise to conduct historical checks of vendor master data changes, and the introduction of additional controls for this service. QSS is collaborating with agencies to review service agreement standards for this service to reflect increased system and/or process control requirements.

16. Result indicates that performance improved incrementally over the past two years due to increasing uptake of eForms.

Looking forward

In 2017–18, the department will:

» transition to a new ICT contracting framework that makes it easier for industry—especially SMEs and startups—to do business with government

» lead ICT category management across the Queensland Government to ensure whole-of-government needs are met and value for money is maximised for significant ICT investments

» manage large-scale contracts on behalf of government agencies to ensure the ongoing success of the Government Wireless Network, ICT in the 1 William Street building and the Mobile Black Spots Program

» progress the cross-agency Human Resources Information System (HRIS) program—a replacement core HR/payroll solution and a new human capital management capability for Queensland Ambulance Service, Queensland Corrective Services, Queensland Fire and Emergency Services and Inspector-General Emergency Management

» establish a data-sharing and analytics capability to enable data-sharing across government, provide insights and intelligence to agencies and develop a whole-of-government data-sharing platform

» implement a multi-agency shared connectivity initiative to reduce telecommunications costs, improve connectivity and increase collaboration for partner agencies

» work with the Information Commissioner, Parliamentary Counsel and Department of the Premier and Cabinet to investigate legislative barriers to sharing information

» investigate options to obtain independent data on mobile coverage across Queensland, potentially by crowd-sourcing this data via an app on mobile devices

» complete the upgrade of the government's core, shared finance solution supporting 20 agencies, providing a modern platform from which to pursue new self-service and automation opportunities

» deliver several payroll upgrades and migrations for public safety agencies, ensuring services are provided through a contemporary, vendor-supported solution

» refine customer channels to make it easier for customers to contact the department for services and support

» continue to identify and implement digital business service improvements to drive high-quality services and reduced costs of transactional processing for customer agencies

» support the Great Barrier Reef Water Quality Program through monitoring water quality in Great Barrier Reef catchments, including the Catchments Loads Monitoring Program, wetland monitoring and by delivering updated land use and land use change-mapping for the reef catchments of Mackay–Whitsunday and Burdekin

» commence, through the Queensland Water Modelling Network, collaborative tasks and joint projects with lead university and research partners to achieve better integration between surface water, groundwater and water-quality modelling in Queensland

» collaborate with stakeholders, such as Gold Coast City Council, to establish an air-quality monitoring program on the Gold Coast with a focus on providing data during the 2018 Commonwealth Games

» create and integrate a feedlot model into the Model for Effluent Disposal using Land Irrigation (MEDLI) v2 system, on behalf of major industry partners, to improve effluent irrigation scheme design and modelling

» harness and foster community participation through the Weed Spotters Network and establish a detection and reporting system of new and emerging weeds.

CASE STUDY

QSS proactively protecting customers

As hackers and fraudsters become more sophisticated in their methods, Queensland Shared Services (QSS) has taken a proactive approach to safeguard the integrity of their processes and payments to vendors.

Its approach means QSS is protecting its customers and saving millions of dollars in potential loss from fraud.

In August 2016, QSS facilitated a Finance Assurance Forum with customer agencies and representatives from Queensland Audit Office, Queensland Government Chief Information Office and Queensland Police Service to find ways to collectively prepare against security and fraud threats.

The QSS Accounts Payable, Master Data and Payroll teams patiently contacted all vendors who had changed their bank details since January 2016, making more than 5500 phone calls to confirm bank account details to mitigate any payment issues.

Implementing Continuous Control Monitoring (CCM) as an internal control application helped to further safeguard against fraud and errors. CCM automates system validations beyond what is available in the core finance system, and identifies possible duplicate payments, duplicate vendor records, discrepancies in vendor records and possible fraudulent activity.

Since CCM began in January 2017, more than 1.2 million invoices have been uploaded, with more than 60,000 potential duplicates detected for review. Of these, only about 800 items were found to be actual duplicates needing correction, less than 0.07 per cent of all transactions.

With these proactive measures in place, QSS is continuing to put its customers first and protecting them from scams, fraud and security threats.

meet the game changers

Other whole-of-government plans and specific initiatives

During 2016–17, DSITI was responsible for the following whole-of-government programs, plans and initiatives.

Strategies and plans

» Accelerating Advance Queensland
» Advance Queensland Engaging Queenslanders in Science Strategy
» *ICT Industry Engagement Action Plan*
» *One-Stop Shop Plan 2013–18*
» *Queensland Digital Economy Strategy and Action Plan*
» *Queensland Government ICT Strategy 2013–17*
» 1 William Street ICT Blueprint, adapted into a Collaborative Workspace Strategy and Principles artefact to support the whole-of-government move to greater workforce mobility.

Programs

» Small Business Innovation Research program rollout: identifying innovative solutions for complex challenges from across the Queensland Government and enabling innovation in government services
» Digital Archiving program: completed the Design, Test and Prove project
» 1 William Street ICT program: delivered new ICT infrastructure to the building
» Human Resources Information System (HRIS) program: took over management of the cross-agency initiative
» Testing Within Government (TWiG) program: managed and delivered the program and expanded it across government.

Initiatives

» Queensland Government's First World War centenary commemorations: supported by working with the ANZAC Centenary Committee and State Library of Queensland
» *Health of Queensland Science and Innovation 2016 report (October 2016)*: a summary of the current position of the state's science sector
» Queensland Information Technology Contracting (QITC) framework: engaged with industry to design ways to make it easier for government and industry to do business
» Torres Strait Digital Expansion Project: engaged with industry and government stakeholders to secure $2.135 million co-funding support for the submission to the Commonwealth Building Better Regional Fund.

During 2016–17, DSITI also supported the following whole-of-government plans and initiatives:

» *Reef Water Quality Program*
» *Great Barrier Reef 2050 Long-Term Sustainability Plan*
» *State Disaster Management Plan*
» *Vegetation Management (Reinstatement) and Other Legislation Bill*
» *Queensland Biofutures 10-Year Roadmap and Action Plan*
» *Queensland Biofuels Mandate*
» *State of the Environment Report*
» *Climate Transition Strategy*
» *Queensland Climate Adaptation Strategy*
» *National Research Infrastructure Roadmap*
» *Biomedical and Life Sciences Roadmap*
» *Electric Vehicle Strategy*
» *Innovation and Science Australia 2030 Strategic Plan*
» *Red Tape Reduction Advisory Council Report—Queensland Government Response and Action Plan*
» *Queensland: an age-friendly community action plan*
» *State Infrastructure Plan*
» *Queensland Housing Strategy 2017–20*
» *Logan Together initiative*

03.

Our governance

Our leaders

Jamie Merrick
DIRECTOR-GENERAL

Andrew Mills
QUEENSLAND GOVERNMENT CHIEF INFORMATION OFFICER

Dr Christine Williams
ASSISTANT DIRECTOR-GENERAL, SCIENCE

Appointed as Director-General in March 2016 following a period of acting Director-General from August 2015

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

As Director-General, Jamie is responsible for ensuring the department:

» implements the Queensland Government's Advance Queensland initiative

» drives cross-government digital economy and ICT initiatives

» delivers customer-focused citizen services

» provides ICT investment and policy advice

» delivers scientific, ICT infrastructure, finance and human resource services to government departments.

Commenced as Queensland Government Chief Information Officer in January 2014

Andrew provides strategic advice to the Minister for Innovation, Science and the Digital Economy and Minister for Small Business—and 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 supports the Minister, Director-General and Directors-General ICT Council to:

» provide assurance and increased transparency over ICT investment

» progress investigations that assess government and market readiness of new initiatives

» explore the adoption of emerging technologies to improve the business of government

» improve government information security.

Commenced as Assistant Director-General in April 2012

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 Queensland Chief Scientist, informs the 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 providing 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.

Dallas Stower
ASSISTANT DIRECTOR-GENERAL, STRATEGIC ICT

Commenced as Assistant Director-General in May 2014

Dallas leads the development and implementation of initiatives that strengthen Queensland's ICT service delivery, including the Government Wireless Network and ICT shared services for the 1 William Street building.

He is responsible for ICT Strategic Sourcing, CITEC, Strategic ICT Projects and liaison with the ICT industry in relation to government procurement.

Dallas implements complex ICT projects with a focus on transitioning whole-of-government services, and drives partnerships and collaboration with government and industry to achieve quality ICT outcomes across the public sector.

Andrew Spina
ASSISTANT DIRECTOR-GENERAL, DIGITAL PRODUCTIVITY AND SERVICES

Commenced as Assistant Director-General in April 2012

Andrew is responsible for the areas of Digital Economy and Productivity, One-Stop Shop, Smart Service Queensland and the Queensland State Archives.

Andrew is focused on using digital services to support improved customer service delivery, government efficiency and industry productivity.

Irene Violet
ASSISTANT DIRECTOR-GENERAL, QUEENSLAND SHARED SERVICES

Appointed as Assistant Director-General, Queensland Shared Services in July 2016 following a period of acting Assistant Director-General, Queensland Shared Services from May 2015

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

Irene is focused on transitioning the government's core finance and payroll systems to modern solutions that have the potential to deliver more contemporary, self-service and automated capabilities to client departments and agencies.

Paul Martyn
DEPUTY DIRECTOR-GENERAL, STRATEGY AND INNOVATION

Commenced as Deputy Director-General, Strategy and Innovation in December 2015

Paul's responsibilities span innovation policy and insights, innovation programs and partnerships, and strategy and governance.

Paul is responsible for:

» further developing and delivering the Advance Queensland initiative
» influencing national and state policies, programs and regulations to ensure they best contribute to a thriving innovation system in Queensland
» strengthening the unique role that DSITI can play in whole-of-government policy design and implementation
» promoting innovation across government
» departmental strategic and business planning.

Evan Hill
DEPUTY DIRECTOR-GENERAL, CORPORATE

(previous—Chief Change and Operations Officer)

Commenced as Deputy Director-General, Corporate in February 2014

Evan is responsible for the strategic leadership of the department's corporate services—including finance, human resources, the Digital Enterprise Office, procurement, communications and engagement, legal, privacy, integrity services, corporate reporting, change management and risk management.

Office of the Queensland Chief Scientist

Professor Suzanne Miller

Commenced as Queensland Chief Scientist in December 2016

The Queensland Chief Scientist role provides leadership in science policy development and implementation and provides high-level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting Queensland's economic challenges.

The Queensland Chief Scientist is a whole-of-government position that also provides advice on maximising opportunities from the government's investment in research and development.

Dr Geoff Garrett AO
FORMER QUEENSLAND CHIEF SCIENTIST

Queensland Chief Scientist from January 2011 to December 2016

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

During his time as Queensland Chief Scientist, Dr Garrett lent his expertise to reviews covering the science of floods, the Great Barrier Reef, uranium mining, Hendra virus and coal seam gas.

Governance framework

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

Corporate governance arrangements are based on the principles of best practice outlined in the Public Sector Governance: Better Practice Guide, the Australian Public Service Commission's Building Better Governance Guide and by the Australian Audit Office.

Corporate governance arrangements are the principles, elements and mechanisms 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 is part of the department's corporate governance framework and illustrates the accountability mechanisms in place to effectively control business activities.

BoM works collectively to:

» set agency strategy, objectives and priorities
» develop our agency and workforce capabilities
» increase and harness the diversity of our workforce
» drive innovation across the agency and through our partnerships
» oversee the implementation of programs and policies
» monitor performance and reporting requirements
» scrutinise risk mitigation strategies
» review recommendations implemented from management and audit reports to improve business processes and work practices.

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

The DSITI Leadership and Accountability Model

Direct report
Informs

CEO ACCOUNTABILITIES

Parliament of Queensland
Legislative and regulatory requirements

Executive Council
Administrative arrangements

Cabinet
objectives/w-o-g policy/service charter

Central agencies
PSC/DPC/Treasury

Minister
for Innovation, Science and the
Digital Economy
Acts administered, Ministerial Charter

Audit and Risk
Management
Committee

Director-General

Internal Audit

Reports directly to
Deputy Director-
General, Corporate

Board of Management

People Steering
Sub-committee

Information
Steering
Sub-committee

Finance and
Procurement
Sub-committee

Governance committees

Committee name	Members and purpose statement
Board of Management (BoM)	» Director-General (Chair) » Deputy Director-General, Corporate » Deputy Director-General, Strategy and Innovation » Queensland Government Chief Information Officer » Assistant Director-General, Science » Assistant Director-General, Digital Productivity and Services » Assistant Director-General, Strategic ICT » Assistant Director-General, Queensland Shared Services » Chief Finance Officer » Chief Information Officer » Chief Human Resources Officer » Executive Director, Communications and Engagement » Senior Director, Office of the Director-General BoM meets weekly and is the primary governance body for DSITI. As well as decision-making responsibilities, the BoM is informed about sub-committee outcomes to facilitate effective corporate governance. An organisational governance and performance reporting meeting is held each quarter, with additional attendees: » Director, Internal Audit » Director, Strategic Governance Performance and Reporting.

Committee name	Members and purpose statement
Audit and Risk Management Committee (independent of BoM)	» Director-General » Deputy Director-General, Corporate » Assistant Director-General, Queensland Shared Services External members: » 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. The committee met five times and paid $10,000 (ex-GST) remuneration to one external member during the 2016–17 financial year. The Audit and Risk Management Committee is directly responsible to, and supports, the Director-General to effectively discharge legislative accountabilities in the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009 (FPMS). The committee provides independent assurance and assistance to the Director-General on: » risk management, internal control and compliance frameworks » financial statements » internal audit and external audit matters » performance management » client agency assurance reporting. The committee does not replace nor 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.

Committee name	Members and purpose statement
Information Steering Sub-committee (ISC)	» Deputy Director-General, Strategy and Innovation (Chair) » Deputy Director-General, Corporate » Assistant Director-General, Strategic ICT » Assistant Director-General, Science » Executive Director, Strategic Policy and Innovation » Assistant Director-General, Digital Productivity and Services » Assistant Director-General, Queensland Shared Services » Queensland Government Chief Information Officer » Chief Information Officer » Chief Finance Officer » Chief Human Resources Officer External member: » Group CIO, Youi Insurance. The sub-committee meets every six weeks as a sub-committee of BoM. The primary functions of the ISC include: » providing strategic oversight and direction to the department's portfolio of ICT investments » ensuring appropriate controls and governance exist for the various ICT programs and projects managed within the department » approving the department's ICT strategy and objectives in support of the *ICT Strategic Plan* » assessing and determining investment priorities for programs, projects and corporate ICT service activities, based on their alignment with strategic objectives » reviewing performance of the portfolio of ICT programs and projects to ensure progress is appropriate, all risks and issues are identified and addressed, and benefits are identified and monitored » endorsing and monitoring ICT and information management-related departmental policies, standards and guidelines » assuring that service performance standards of ICT operation are efficient, effective and economical, and meet the department's business requirements.

Committee name	Members and purpose statement
Finance and Procurement Sub-committee (formerly the Finance Sub-committee)	» Assistant Director-General, Strategic ICT (Chair) » Deputy Director-General, Corporate » Deputy Director-General, Strategy and Innovation » Assistant Director-General, Queensland Shared Services » General Manager, Smart Service Queensland » Executive Director Science Delivery, Science » Principal Architecture Consultant, Queensland Government Chief Information Office » Chief Finance Officer » Chief Procurement Officer The sub-committee meets each month to provide assurance about the effective financial and procurement management of the department, which includes: » consideration of financial performance » procurement priorities and commitments » financial and procurement policies and procedures » budget submissions » procurement plans and implications » resourcing issues.
People Sub-committee	» Assistant Director-General, Queensland Shared Services (Chair) » Deputy Director-General, Corporate » Chief Human Resources Officer » Executive Director and State Archivist, Queensland State Archives » Executive Director, Innovation, Policy and Governance » Executive Director, Science Development » Executive Director, Strategic Sourcing » Executive Director, Queensland Government Chief Information Office The sub-committee meets every six weeks to ensure a strategic whole-of-department focus in relation to human resource management and workplace health and safety.

Audit arrangements

Internal Audit is a key component of DSITI's corporate governance, providing independent assurance and advisory services to the Director-General and the Audit and Risk Management Committee (ARMC). These services use a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance activities within the department.

Internal Audit operates under the powers pursuant to section 61 of the *Financial Accountability Act 2009* and its approved charter that incorporates the internal audit professional standards. Due regard is also given to Queensland Treasury's *Audit Committee Guidelines* (June 2012) to provide secretariat support to the ARMC.

The ARMC monitors the internal audit function to ensure it operates ethically and professionally.

The Internal Audit unit, together with its co-source internal audit partner (KPMG), focuses on delivering a high-quality, professional internal audit function and on completing the annual internal audit program of work.

During 2016–17, Internal Audit:

» developed a comprehensive, risk-based strategic internal audit plan and annual internal audit plan, endorsed by the ARMC and approved by the Director-General

» executed the annual internal audit plan that covered key financial controls, major systems, project management and operations

» reported on the results of assurance and advisory reviews to the ARMC and Director-General

» monitored and reported on the implementation status of internal audit recommendations.

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 minimised through a robust system of internal controls. The framework encompasses threats and opportunities, reflecting the potential for either of these to impact positively or negatively on the department's objectives, strategic priorities and innovation.

Key strategic risks and opportunities are identified as part of our annual strategic planning process. All business areas, as part of their business planning, identify risks that may impact upon their business objectives. Significant risks are reported quarterly at the corporate governance forum and the ARMC.

During the year, we continued to embed the risk appetite statement into our business planning and day-to-day operations, building upon an existing risk awareness culture and encouraging prudent risk-taking.

Establishing the new Information Communication and Technology (ICT) federated operating model and governance framework has led to a more systemic approach to managing ICT risks. The Information Steering Sub-committee oversees strategic and systemic ICT risks, supported by the ICT Risk, Business Continuity Plan and Disaster Recovery Working Group. This model drives ICT risk management improvement initiatives across the department.

In 2016–17, we increased our number of business continuity exercises, emphasising cyber risks. To strengthen the department's resilience to disruptive events, learning insights and mitigating actions are tracked and regularly reported to the Board of Management.

Our annual preparation for the 2016–17 storm season meant we effectively responded to and recovered from TC Debbie, and met our commitments to state disaster management.

We have refreshed our annual assurance map. Based on the *Three Lines of Defence* model, the framework helps officer accountabilities to be understood and contributes towards effectively managing risk. We recognise the importance of being a risk-capable organisation. We embrace the government values that emphasise taking calculated risks to foster a culture of innovation and creating greater public value.

External assurance

Audits and reviews

In 2016–17, the Queensland Audit Office (QAO) tabled in Parliament three audit reports that mentioned the department.

1. *Auditor-General Report No. 1 for 2016–17: Strategic procurement*

The review assessed if the 21 state government departments were achieving and enabling value-for-money procurement through effective strategies. Two of the six recommendations applied to DSITI, requiring us to develop a procurement data strategy and an agency procurement plan.

We implemented our agency procurement plan and we are now developing a procurement data strategy with the Office of the Chief Advisor, Queensland Government Procurement, Department of Housing and Public Works.

2. *Auditor-General Report No. 3 for 2016–17: Follow-up: monitoring and reporting performance*

The review assessed how effectively departments were implementing recommendations from the Monitoring and reporting performance (Report 18: 2013–14) audit report. All departments were recommended to 'apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes'. DSITI has met this recommendation.

3. *Auditor-General Report No. 8 for 2016–17: Queensland State Government: 2015–16 results of financial audits*

The department's financial statements were included in the Queensland Government's consolidated financial statements audit. An unmodified audit opinion was issued about the department's financial statements for the year ending 30 June 2016.

In 2016–17, the QAO also performed three audits for DSITI.

1. *ASAE 3402 Assurance audit of Queensland Shared Services 2016–17*

QAO reported on QSS' description of its accounts payable, payroll and general IT control systems for processing customers' transactions from 1 July 2016 to 30 June 2017 and on the design and operation of controls related to the control objectives stated in the description.

QAO concluded that, in all material respects, the QSS control objectives in the system descriptions were suitably designed and operated from 1 July 2016 to 30 June 2017. A total of 28 audit recommendations were made to QSS to strengthen internal controls. QSS agreed to implement them.

2. *ASAE 3402 Assurance audit of CITEC 2016–17*

QAO assessed CITEC's description of its internal controls over ICT infrastructure and related services as at 28 February 2017 and on the design of controls related to the control objectives stated in the description.

QAO concluded that, in all material respects, CITEC's description of its internal controls over ICT infrastructure and related services were suitably designed as at 28 February 2017. Eight audit recommendations were made to CITEC to strengthen internal controls. CITEC agreed to implement these.

3. *Audit of the department's Financial statements 2016–17*

QAO audits the department's financial statements each year. On 28 April 2017, QAO issued an Interim Management Report about the operating effectiveness of controls in three areas of the financial statements: cash, payroll and expenditure for the period 1 July 2016 to 28 February 2017.

No significant internal control deficiencies were identified or reported.

Other external audits and reviews that took place in 2016–17 are detailed below:

» QAO conducted a performance audit on government cloud computing management and tabled a report to Parliament in February 2016.

– The Education, Tourism, Innovation and Small Business Parliamentary Committee's implementation of the *Auditor-General's recommendations about cloud computing report No. 34* was released in May 2017.

– The Queensland Government Chief Information Officer attended the hearing on 22 March 2017 to respond to the committee's questions regarding progress in implementing the recommendations from the *Cloud computing report* released in 2016.

– The committee was satisfied the information provided by the Queensland Government Chief Information Officer and departments demonstrated significant progress in implementing the Auditor-General's recommendations.

» The National Association of Testing Authorities, Australia (NATA) audited the Chemistry Centre Laboratories. NATA accredits laboratories, inspection bodies, calibration services, producers of certified reference materials and proficiency testing scheme providers throughout Australia. It provides independent assurance of technical competence through an established network of best practice industry experts for customers who require confidence in their products and services. Accreditation was obtained following the audit.

» The Department of Agriculture and Water Resources Audit Services team audited the Chemistry Centre Laboratories for the accredited Biosecurity Containments level 1 (BC1) Approved Arrangement facilities. This audit was required as the Chemistry Centre analyses imported material subject to biosecurity control. The audit results concluded the facilities complied with the standards set by the Department of Agriculture and Water Resources.

» The Queensland Productivity Commission (QPC) completed its investigation into a competitive neutrality complaint made against CITEC Information Brokerage. QPC found CITEC Information Brokerage's services did not breach the principle of competitive neutrality as defined in section 32 of the *Queensland Productivity Commission Act 2015*. QPC did not identify any adverse findings or corrective actions.

» CITEC is routinely audited by independent government organisations for compliance and assurance. In 2016–17, the QAO audited CITEC SAP Information Technology General Controls. No major issues were identified.

Information systems and knowledge management

DSITI's Digital Enterprise Office (formerly the Chief Information Office) develops record-keeping policy and provides several services to DSITI business units. These include advice and guidance on appropriate record-keeping practices. A communication, awareness and training program is being developed to keep educating staff about records and records management.

To enable a collaborative and consistent approach to record-keeping across the department, an Information Management and Records Working Group has been established under the department's new Federated ICT operating model. The working group includes representatives from all business units. This enables broader support for records management initiatives and for increased records management expertise and knowledge to be shared across the department.

With the move to 1 William Street and many staff relocating to Terrica Place, paper-reduction initiatives and practices continue to be a focus in day-to-day work practices. The Digital Enterprise Office is continuing to drive the department towards a digital workplace by investigating requirements for digitising paper and manual processes, including whole-of-department cloud-based technology to support digital records management. DSITI is also leveraging productivity tools to enable greater access to information anywhere and anytime, and for staff collaboration across the department.

04.

Our people

People Compass

In 2016–17, we developed a People Compass to help navigate our people-first journey.

2574 FTEs

The compass guides us to become an organisation that innovates, solves problems and values diversity of thought—while being agile and changing tack, based on where we are, where we need to go and the challenges ahead.

An integrated program of work supports the compass and seeks to leverage the talents, potential and performance of 2574 employees. Together, we are delivering *a better Queensland through science, innovation and technology*.

Five compass points represent who we are and what we do:

» **D**eliver better leadership
» **S**trengthen performance and connection
» **I**nvest in and value our diverse workforce
» **T**ransition to the workforce of tomorrow
» **I**nnovation leadership.

INNOVATION LEADERSHIP
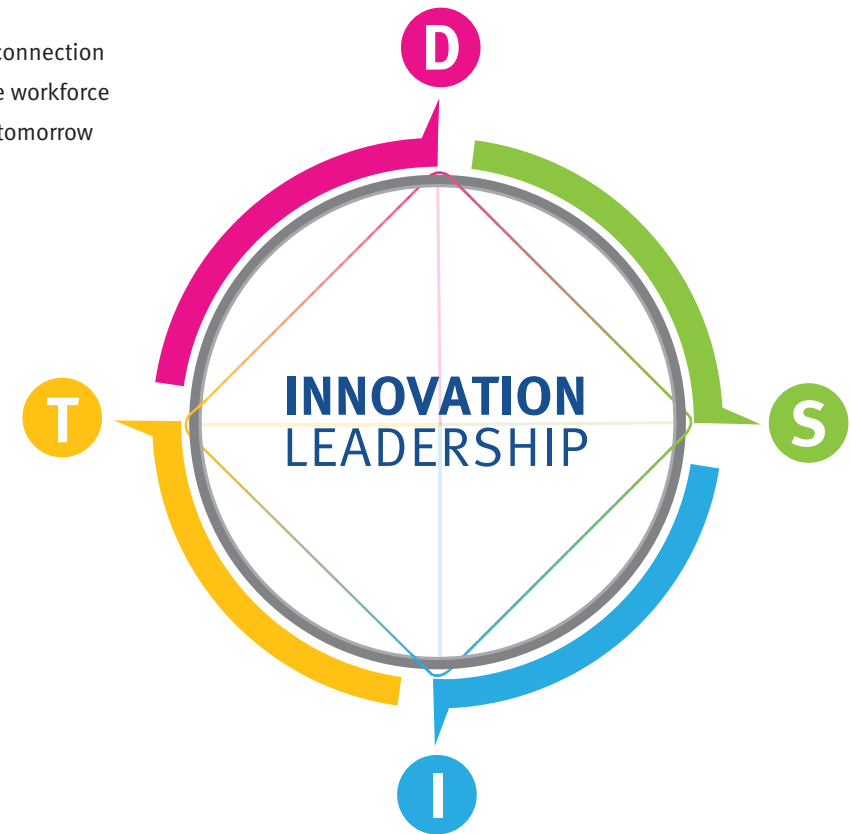
Deliver better leadership

'Deliver better leadership' is about building a sustainable pipeline of diverse, inspiring and innovative change leaders through prioritised initiatives that create leaders at all levels.

Leadership program

We have launched a targeted leadership program, investing in our high-potential, high-performing AO8 and SO leaders. This program focuses on managing high-performance teams and workplaces—building organisational capability and performance. In 2017–18, 30 leaders will participate in the program, including 360-degree capability assessments, face-to-face group workshops, individual and peer coaching, and delivering workplace projects to support their learning.

People Matters

Our pipeline of job-ready future leaders is an important component of focusing on the future. People Matters is a five-day, hands-on development program that equips our future and emerging leaders with foundational leadership skills to support their journeys into management. The program covers important skills like building confidence in managing people, performance and change, developing coaching skills, and managing recruitment and selection.

In 2016–17, 78 employees completed People Matters in four programs, including four employees who participated in a regional program in Cairns.

Strengthen performance and connection

Strengthening performance and connection is about ensuring everyone shares a passion and knows what actions will help achieve our goals.

Working for Queensland results

Each year, the department participates in the sector-wide Working for Queensland employee opinion survey to measure people's perceptions of their work, manager, team and organisation. The 2016 survey ran in April 2016, with results available in August 2016. Seventy-eight per cent of our people—2191 in total—shared their thoughts and opinions on their employee experience within the department.

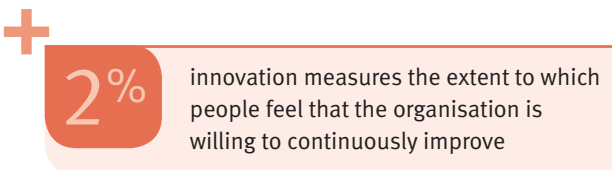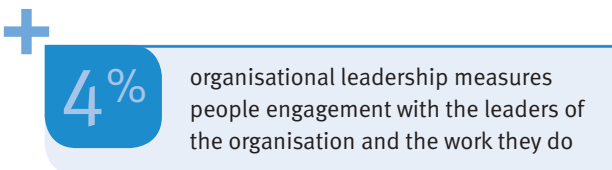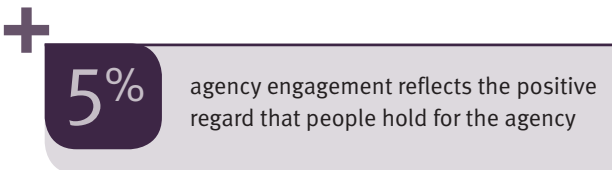We have focused on continuously improving our culture and workplace environment, and we are proud of the improvements we achieved in 2016.

Top 2016 results compared to 2015

5% agency engagement reflects the positive regard that people hold for the agency

4% organisational leadership measures people engagement with the leaders of the organisation and the work they do

2% innovation measures the extent to which people feel that the organisation is willing to continuously improve

In addition to these core measures, there was strong awareness of our domestic and family violence policies and support approaches (91 per cent). Other areas of strength include our supportive and inclusive workplace culture, with 77 per cent of people believing we have an inclusive culture where diversity is valued and respected. Generally, job satisfaction is trending upwards with an increase of four per cent on the 2015 scores.

While we improved in the areas of career development and performance assessment, we will continue to implement initiatives to focus efforts on building a culture of performance and development conversations.

Performance management

Performance underpins our services to government and to Queenslanders. It is central to all we do.

To support our people in 2016–17, we re-energised our focus on performance by developing a simplified approach to managing workplace performance and development conversations. In DSITI, we want to create a workplace environment where our people regularly receive and give performance feedback to enable a culture of continuous improvement and innovation.

We have developed new tools and support mechanisms—including an easy-to-use conversation guide, helping employees and managers to have productive, regular performance conversations as part of their day-to-day work.

Looking ahead, we are developing a highly engaging approach to workplace conversations by using gamification, taking our focus on performance and innovation to the next level.

Industrial and employee relations framework

We have a robust industrial and employee relations framework underpinned by the *Industrial Relations Act 2016* and associated instruments:

» *Queensland Public Service Employees and Other Employees Award—State 2015*

» *Civil Construction, Operations and Maintenance General Award— State 2016*

» *State Government Entities Certified Agreement 2015*

» *CITEC Certified Agreement 2016*.

We have a joint departmental–union consultative committee for the department, as well as divisional committees in QSS, SSQ and CITEC. These committees are the primary ways to engage with unions on industrial relations matters, including workplace change.

Invest in and value our diverse workforce

We are fostering a workplace culture that supports learning, diversity of thought and helps us to manage our health and wellbeing.

Diversity of thought, experience and opinion sets our department apart from others. This year we developed the Diversity and Inclusion Strategy 2017–19, which outlines a two-year program of work, focused on six core workforce groups:

» gender equity
» Aboriginal and Torres Strait Islander employees
» employees with a disability
» employees from a non-English speaking background
» employees who identify as LGBTIQ+
» multi-generational workforce.

While we acknowledge each of these groups is equally important, the focus in 2017–18 will be on building gender equity across the department, with a focus on women in leadership; and improving and sustaining Aboriginal and Torres Strait Islander workforce participation.

Supporting gender equity

Women in leadership positions of Senior Officer and above grew 5.5% in 2016–17.

36.93% senior leaders

WOMEN IN **LEADERSHIP**

46.49% leaders

79% EEO Survey Completion

1.24% A&TSI[1]

3.36% EWD[2]

15.44% NESB[3]

57.57% WOMEN
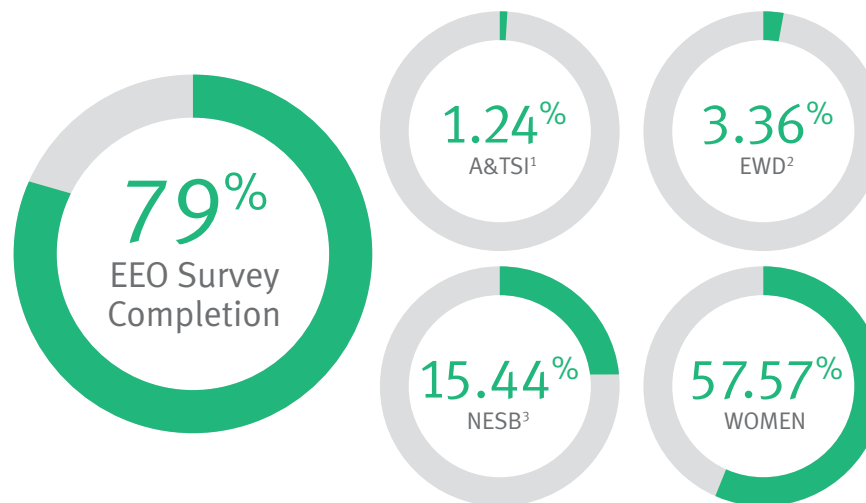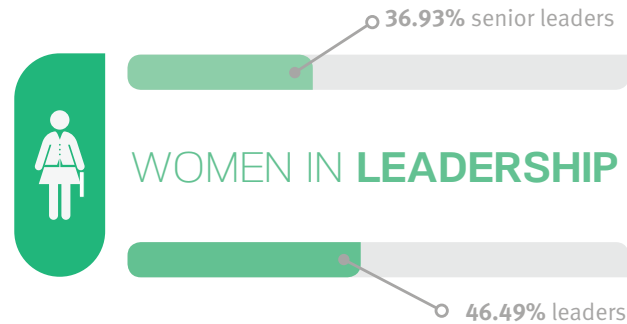
1. Aboriginal and Torres Strait Islander peoples
2. Employees with a disability
3. Non-English-speaking background

CASE STUDY

Building an inclusive workforce

Creating the Aboriginal and Torres Strait Islander Internship Program in 2016–17 was another important step towards building a diverse department that reflects the community we serve.

Creating the Aboriginal and Torres Strait Islander Internship Program in 2016–17 was an important step towards building a diverse department that reflects the community we serve

Along with our partners CareerTrackers, we gave real workplace experiences to seven university students from across Queensland through a 12-week paid program.

The interns represented broad academic disciplines including IT, business, digital services, commerce, psychology and arts. All seven completed the program and made valuable contributions while gaining a head start on their careers.

Key to the program was support. Managers developed a detailed work program to provide interns with the most relevant learning opportunities. Interns also developed learning contracts to outline their own accountabilities and shadowed the Director-General to gain insight and exposure to senior executives across the government.

Next year, we'll welcome our next intake of interns as we continue to support Aboriginal and Torres Strait Islander students.

meet the game changers

Diversity in DSITI 2016–17

Aboriginal and Torres Strait Islander peoples **1.24%**	People with disability **3.36%**	Non-English speaking background **15.44%**	Women in the workforce **57.57%**
36.93% Women in senior leadership roles (CEO, SES, SO)	**46.49%** Women in leadership roles (AO8, AO7, AO6, PO6, PO5 and equivalent)		**79.00%** EEO survey completion
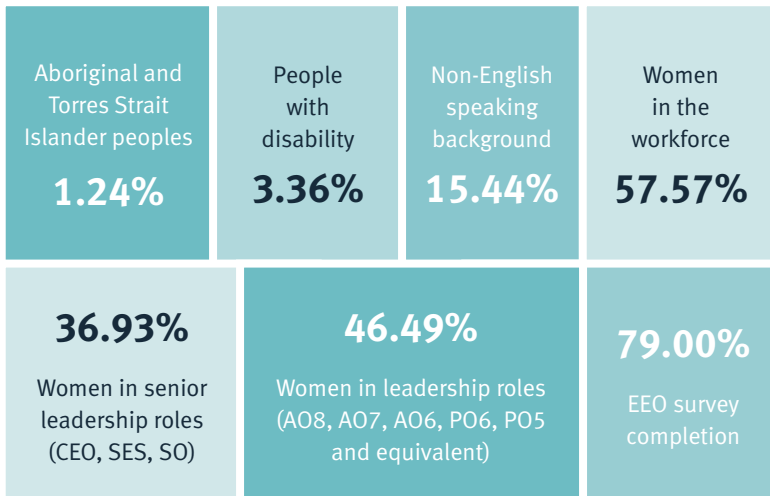
Data based on active and paid FTEs

DSITI Women Connect

DSITI Women Connect is a departmental-wide program established to create opportunities for women to connect, network and learn from each other. New to the 2016–17 program were three self-managed LeanIn circles to formalise learning opportunities. Twenty-two women are actively participating in these learning circles.

DSITI Women Connect also supported an International Women's Day panel discussion on the topic of Be Bold for Change, where executive leaders discussed their career journeys, learnings and advice for the future with more than 100 participants, including the Minister. We also sponsored several experiential opportunities such as the Committee for Economic Development of Australia (CEDA) Women in Leadership events and the Aspiring Women Leaders' Summit to continue to build a strong group of future and emerging women leaders.

In 2017–18, future topics to be explored include personal branding, financial management, networking and building confidence.

Women in Leadership mentoring program

One of the new gender equity in leadership initiatives was a Women in Leadership mentoring program. This program matches 20 mentoring pairs together, with both men and women leaders mentoring emerging and future women leaders. This program has mentors from all levels of leadership in the department, from our Board of Management members to middle managers. All are focused on building confidence, capability and capacity in emerging leaders.

Improving our cultural capability and workforce participation of Aboriginal and Torres Strait Islander peoples

Building our cultural capability as a department continued to be an area of focus in 2016–17, with an increased effort on driving workforce participation.

We actively worked with the Wujal Wujal community to run a school supplies drive over the Christmas/New Year period. This supported all Wujal Wujal school-aged children to return to school in 2017.

Throughout the year, we have continued to deepen our capability with participation in NAIDOC Week, Harmony Day and National Reconciliation Week. Supporting these events and initiatives broadens our appreciation for indigenous cultures and strengthens our position as an emerging employer of choice for Aboriginal and Torres Strait Islander peoples.

In late 2016, we developed an Aboriginal and Torres Strait Islander 12-week internship program to provide university students with real work experience in our department. Seven interns participated, working in areas including information technology, digital services and human resources.

Our commitment to building sustainable opportunities at all levels will continue throughout 2017–18 with the introduction of a small, targeted graduate program as well as leadership interchange opportunities with other sectors and industries.

Supporting employees and Queenslanders with disabilities

We are working collaboratively to ensure Queenslanders of all abilities have equitable access to services and employment opportunities. We are committed to establishing a Diversity and Inclusion Council with employee and community representatives, ensuring our approach is grounded in real-life experience and is fit for purpose.

Ethics and Code of Conduct–supporting our employees to do the right things, right

We recognise employment in the public service is a position of trust, and as such hold ourselves and our colleagues to a high standard. The Code of Conduct for the Queensland Public Service is a key tool in setting the standards we must uphold.

To ensure our people are aware of these standards, information about the Code of Conduct is provided to new employees as part of their induction. We've also made our Code of Conduct e-learning module mandatory, with staff required to undertake an annual refresher.

Our policies and procedures are in line with the Code of Conduct and our ethics, principles and values. These support our people to undertake their roles in an impartial and apolitical manner.

Our e-learning suite of programs helps equip our people with the knowledge and skills to do the right things, right.

These mandatory online training modules are delivered via our new learning management system, MyCareer. They are required to be completed every 12 months and cover topics such as information security, Code of Conduct, information privacy, domestic and family violence, cultural capability, and fraud and corruption.

Looking ahead, safety and wellbeing, procurement and induction modules will be added to the mandatory suite to ensure we are equipping new and existing employees with the relevant skills to make 'getting on with the job' easier.

Health, safety and wellbeing

In 2016–17, there was an increased focus on health, safety and wellbeing. A new safety vision and Workplace Health, Safety and Wellbeing Plan were established. An action group of leaders from across the department was formed to support the implementation.

Key initiatives implemented in 2016–17 included:

» our Wellbeing program, designed to develop a resilient, engaged and connected workforce, is made up of four key pillars: physical health, mental health, financial health, and community and social engagement. Wellbeing activities included a flu vaccination program, online health assessment, corporate games participation, and financial education

» enhancing our medical case management processes, ensuring our employees are supported to remain at work or return to work as soon as possible after an injury or illness

» piloting mental health awareness training

» offering support services including counselling and support to all employees and their families, and a specialised professional case management service to support people affected by domestic and family violence

» strengthening our approach to identifying and managing health and safety risks across the department.

In 2017–18, we will build initiatives with a focus on mental health education, risk management and wellbeing initiatives targeted to the needs of our people.

Flexible working arrangements

We are committed to providing working arrangements that support our people to balance their professional and personal lives. The Hours of work and flexible work policy and procedure were reviewed during 2016–17 and are in line with the provisions of the *Industrial Relations Act 2016*.

Information about flexible working options is promoted in job advertisements, at induction and throughout the employment lifecycle.

Community social engagement

Connecting with our community and helping others can help reduce stress, combat depression, and provide a sense of purpose to our every day.

Physical health

Physical health is connected to mental and emotional health. Taking care of your body is a powerful first step towards mental and emotional health. The mind and the body are linked. When you improve your physical health, it is likely that you will experience greater mental and emotional wellbeing.

Financial health

Financial stress, or the feeling of lack of control over financial matters, can impact all facets of wellbeing. By taking charge of your finances, there is likely to be a positive move to your overall wellbeing.

Mental health

Mental health programs aim to enable an individual to realise their own abilities, and to cope with normal stresses of life, work productively, and make a contribution to their community.

Taking a stand against domestic and family violence

Not now, not ever. We're putting an end to domestic violence.

We are one of 13 agencies participating in the White Ribbon Workplace Accreditation program, which focuses on preventing violence against women. In addition, the department is strongly focused on preventing violence of any kind. From our Working for Queensland results in 2016, we know 91 per cent of our people are aware of policies to support employees affected by domestic and family violence in the workplace and community.

We are due to submit for accreditation in September 2017 and are hard at work implementing an integrated program of initiatives. These focus on building awareness, understanding, skills and referral points for our people—ensuring employees who experience violence, as well as employees who use violence, are supported at work.

As part of our commitment, we participated in the Darkness to Daylight charity event in May 2017, raising $1814 for DVConnect. Our employees have pledged their commitment to stop violence by signing oversized White Ribbons.

In 2017–18, we will educate our leaders to support their people through any element of domestic and family violence. We are also partnering with not-for-profit organisations to continue to support the education and behaviour change that is needed—because enough is enough.

Hot Tasks—mobilising our people to where we need them

Hot Tasks helps our employees to build their skills and share their knowledge through short-term, on-the-job opportunities.

Developing our employees through a range of learning methods is important as we transition to the workforce of tomorrow. In 2016–17, we launched an initiative to help mobilise our people across different business areas for short-term, bite-sized work packages. Work opportunities—of up to four weeks full-time or 150 hours—are advertised on our corporate social network, Yammer, with interested employees opting to fill the task either from their primary work location, or to co-locate with the team needing help.

Hot Tasks helps our people build their skills through on-the-job learning, strengthens performance and connection across the department, and makes sure we are moving resources, where and when they are needed.

In 2017–18, we will continue to grow our Hot Tasks initiative through technology-enabled automation to ensure we are matching people who are seeking opportunities with those that need a resourcing boost. Hot Tasks will continue to help us deliver our priority projects while providing valuable on-the-job learning experiences.

Recognising our people's above and beyond efforts

Our ability to deliver is dependent upon our efforts. Our formal recognition programs include:

» Recognition of Excellence awards
» Public Service Medal
» Honours List
» Prime Minister's Awards of Excellence
» divisional awards.

Appreciating and recognising the efforts of our people also occurs through informal channels and is an important part of our workplace culture.

Minister Enoch with the White Ribbon

Transition to the workforce of tomorrow

Service evolution and digital disruption mean our leaders must support new ways and new opportunities so we can transition to the workforce of tomorrow.

Leading and working through change

Change is the new normal across the sector, and it's no different within our department. As an organisation with a central focus on innovation, we are equipping our people to work through and lead change through face-to-face learning.

In 2016–17, 61 people attended four dedicated sessions. These sessions support teams going through a range of people, process and technological changes, and equip them to positively approach changes in the future.

Next year, we are looking to grow the change capability of our people with a next-generation approach to change leadership.

Workplace modernisation

During 2016–17, approximately 400 employees from six buildings across the Brisbane CBD relocated to Terrica Place (140 Creek Street, Brisbane). Rationalising accommodation resulted in savings of more than $1.7 million and provided our Brisbane CBD-based staff with a contemporary workplace and updated technology for better mobility and connectivity.

Terrica Place offers a modern fit-out with dedicated project workspaces, collaboration and co-creation areas, and communal lunchrooms. We have introduced technology to improve collaboration, reduce reliance on paper and decrease the need for physical travel between buildings.

In 2017–18, we will transition an additional 900 employees into Terrica Place, further consolidating our CBD accommodation footprint.

Separations

During the period, five employees received redundancy packages at a cost of $621,260.81. All voluntary redundancies were employee-initiated.

The permanent separation rate for the department in 2016–17 was 6.95 per cent.

1000 good reasons to move

With most departments moving to 1 William Street under the Queensland Government's long-term accommodation strategy, it was time for DSITI to also find a new home for almost 1000 employees.

In 2016, the department's Board of Management endorsed a plan to move employees from buildings around the CBD to a single location: Terrica Place at 140 Creek Street. Phase one was completed in 2016–17.

A comprehensive project team led the way, making decisions in consultation and communication with staff. Team members briefed staff, undertook research to understand the needs of a new workplace, and ran campaigns to encourage new workplace practices. They covered topics including paper and storage reduction, records management, new technology and training, and workplace health and safety.

The team tracked workplace satisfaction and productivity by asking employees to complete a baseline survey before they moved. When the same respondents were resurveyed post-move, they noted a significant increase in access to technology that enabled them to work effectively in and around the office.

As well, nearly 70 per cent of employees found their workspace enabled them to undertake focused work away from their desk. Similarly, 82 per cent found their workspace enabled them to collaborate and freely share their ideas and knowledge.

The relocation to Terrica Place is encouraging contemporary work practices while also reducing the department's accommodation footprint. Operational costs are down, freeing up funds to reinvest in ICT infrastructure.

The benefits aren't just internal. In acts of philanthropy, the department gifted furniture and office supplies to charities benefitting Queensland people—including schools and victims of domestic and family violence. Recently, a donation to the Sycamore School for students on the autism spectrum has furnished their seventh classroom, and is helping to create a safe, inclusive and innovative learning environment.

As the second phase continues in 2017, more benefits will flow to the department and community—leading to even better services.

meet the
game changers

Newly designed contemporary work space enabling increased collaboration and sharing of ideas and knowledge

Innovation leadership

Growing our own innovation ecosystem builds a workplace that ignites ideas and unleashes potential. The department is working collaboratively to remove red tape for its customers and for its people to build valued services.

Innovation Arena

In 2016–17, we partnered with the Department of Natural Resources and Mines to run the first Innovation Arena. Employees pitched clever solutions to complex business problems. Innovation Arena resulted in:

» participants testing proposals directly with Directors-General

» quick decisions being made about proceeding with ideas

» innovative project concepts being fast-tracked

» improved inter-departmental collaboration.

The five shortlisted projects benefited from departmental advice on subjects including in-house project management, sprint training and marketing.

A second round of Innovation Arena will run in 2017–18.
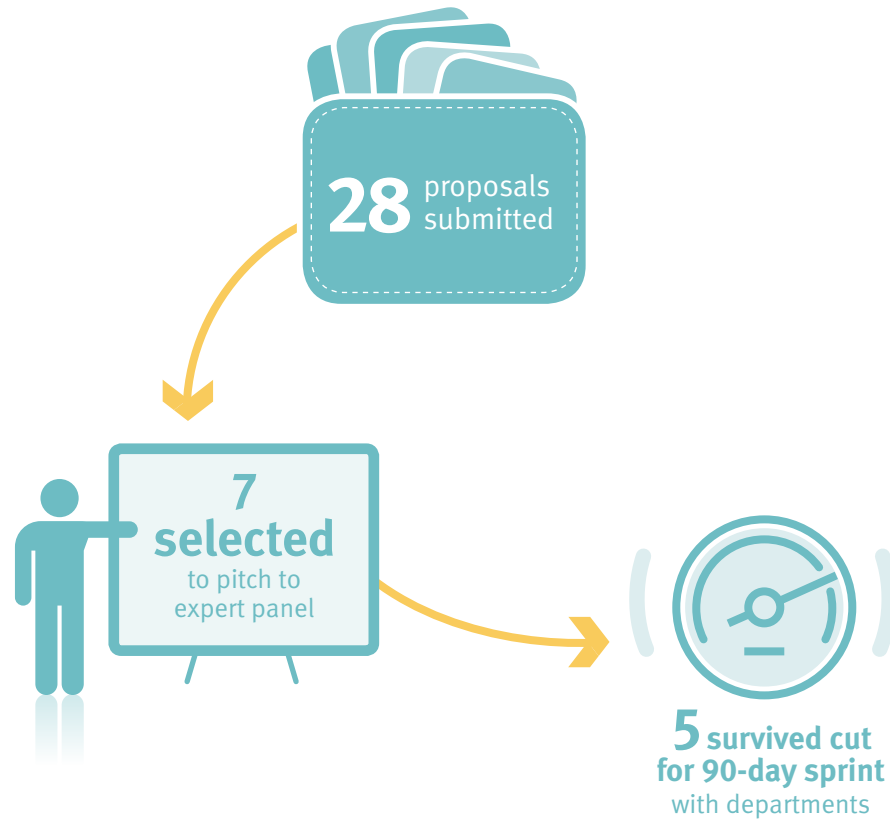
2016–2017   Innovation Arena

28 proposals submitted

7 selected to pitch to expert panel

5 survived cut for 90-day sprint with departments

05.

Our locations

The department's head office is at 1 William Street, Brisbane. Other offices and service areas are in sites in the Brisbane CBD and greater Brisbane area, and in major regional centres across Queensland including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba. CITEC has one interstate location (Melbourne).

Our services to Queenslanders are complemented by the existing Queensland Government Agency Program (QGAP), which supports multi-agency service delivery in regional and rural areas across the state.

Division	Address
Brisbane	
Change and Operations Division	Brisbane, 140 Creek Street
	Brisbane, 160 Mary Street
CITEC	Brisbane, 317 Edward Street Railway 1D
	Ipswich, Springfield DATA Centre I (Polaris)
	Brisbane, 140 Creek Street
Digital Productivity and Services Division	Brisbane, 140 Creek Street
Office of the Director-General	Brisbane, 1 William Street
Office of the Queensland Chief Entrepreneur	Fortitude Valley, The Precinct, 315 Brunswick Street
Office of the Queensland Chief Scientist	Brisbane, 111 George Street

Division	Address
One-Stop Shop Strategy and Implementation Office	Brisbane, 140 Creek Street
Queensland Government Chief Information Office	Brisbane, 111 George Street
Queensland Government Service Centre	Brisbane, 33 Charlotte Street
Queensland Shared Services	Brisbane, 160 Mary Street
	Woolloongabba, 411 Vulture Street
	Woolloongabba, 897 Main Street
Queensland State Archives	Runcorn, 435 Compton Road

Division	Address
Science Division	Dutton Park, Ecosciences Precinct, 41 Boggo Road
	Toowong, Queensland Herbarium, Mount Coot-tha Road
	Deagon, Coastal Impacts Unit, Queensland Government Hydraulics Laboratory, 27 Quinlan Street
Smart Service Queensland	Brisbane, 127 Creek Street
Smart Service Queensland (contact centres)	Mt Gravatt, Garden Square Block B, Kessels Road
	Zillmere, Pineapple Street
Strategic ICT	Brisbane, 140 Creek Street
Strategic Policy and Innovation	Brisbane, 160 Mary Street
Regions	
Digital Economy and Productivity	Rockhampton, 209 Bolsover Street
	Toowoomba, 100 Bridge Street
	Townsville, 455 Flinders Street

Division	Address
Queensland Government Service Centre	Cairns, 5B Sheridan Street
	Maroochydore, 12 First Avenue
Queensland Shared Services	Cairns, 5B Sheridan Street
	Gympie, corner Louisa Street and Cartwright Road
	Maroochydore, 12 First Avenue
	Robina, corner Christine Avenue and Scottsdale Street
	Rockhampton, 80–82 Denham Street
	Toowoomba, 532 Ruthven Street
	Townsville, 187 Stanley Street
Science	Smithfield, Australian Tropical Herbarium, JCU Cairns Campus, McGregor Road
Interstate	
CITEC	Melbourne, 256 Queen Street

Queensland Government Agent Program (QGAP) offices

Smart Service QGAP offices are in regional centres.

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

QGCC—Queensland Government Customer Centre

06.

Our financial performance

Summary of financial performance

This financial summary provides an overview of the department's financial performance for 2016–17. A comprehensive view of the department's financial performance is provided in the Financial Statements included in Part B of the annual report.

Financial performance

Table 1: Summary of financial results of the department's operations

Category	2016 actual $m	2017 actual $m	2018 budget $m
Total income	$609.3m	$636.4m	$664.9m
Total expenses	$611.5m	$632.5m	$677.5m
Operating result	**($2.2m)**	**$3.9m**	**($12.7m)**

Operating result

The operating surplus of $3.9 million before income tax for the year ended 30 June 2017 is due to:

» operating surplus within Queensland Shared Services of $3 million

» timing differences between the receipt of external grant funding and deferral of expenditure commitments associated with the department's Science projects of $1.2 million

» return of unexpended grant funding from Biopharmaceuticals Australia of $1.2 million

» assets and services received below fair value in connection with the fit-out of the department's new accommodation leases in the Brisbane CBD and Fortitude Valley of $0.8 million, offset by

– CITEC operating deficit of $2.2 million which is better than forecast mainly due to increased government revenues and successful retention of clients.

Income

Income for the department totalled $636 million for 2016–17, an increase of $27 million on the prior financial year mainly due to increased funding for Advance Queensland deliverables and the transfer of Human Resource Information System (HRIS) from Public Safety Business Agency (PSBA).

Total appropriated services revenue for the period was $306 million, and the department operated within its appropriated budget during this period. Total user charges received for the period was $303 million, which was primarily derived through ICT services by CITEC, services by Smart Service Queensland, and corporate services (including finance and payroll support) by the department's shared service provider, QSS.

User charges and fees are the other main sources of income for the department at 48 per cent of the total. They are generated from a variety of activities, with the main clients being other Queensland Government departments.

Expenses

Expenses for the department totalled $632 million for 2016–17, an increase of $21 million on the prior financial year mainly due to Advance Queensland, HRIS and One-Stop Shop initiatives offset by GWN and Science limited life program finalisations.

Supplies and services are the department's major expense component at 45 per cent closely followed by employee expenses at 41 per cent. Supplies and services include service delivery expenses relating to ICT (including the GWN) and shared service providers.

Financial position

The net assets position reported in the financial statements shows the net worth of the department. As at 30 June 2017, this was $138.7 million. Table 2 summarises the department's financial position for 2016–17 and 2015–16.

Table 2: Summary of financial position—assets and liabilities

Category	2017 actual $m	2016 actual $m
Total assets	$328.5m	$331.4m
Total liabilities	$189.8m	$191.8m
Total equity	**$138.7m**	**$139.6m**

Assets

As at 30 June 2017, the department's total assets was $328 million and the department held $219 million in property, plant and equipment, and intangible assets. Leased finance assests represent $118 million and relate mostly to the Government Wireless Network.

The value of assets decreased by $3 million to $328 million in comparison to the prior financial year mainly due to reduced receivables, partially offset by additional prepayments related to the whole-of-government Microsoft and SAP contracts managed by the department.

Liabilities

As at 30 June 2017, the department held liabilities totalling $190 million, a decrease of $2 million compared to the prior financial year.

All liabilities recognised by the department are funded and no significant contingent liabilities exist as at 30 June 2017 in respect of the department's activities.

Administered

The department's administered activities had an operating surplus of $6 million due to a contribution received in relation to the ICT arrangements for 1 William Street. The management of administered assets was consistent with departmental objectives. For more information, refer to the Schedule of Administered Items in Note 30 of Part B of this annual report.

Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Acting Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with Section 57 of the *Financial and Performance Management Standard 2009*.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.

$22m (3.5%)
Grants and other contributions

$6m (1%)
Other revenue, interest and gains

2017 INCOME $636m

$303m (48%)
User charges and fees

$305m (48%)
Appropriation revenue

$4m (1%)
Finance and borrowing costs

$2m (0%)
Impairment losses

$29m (5%)
Depreciation and amortisation

$3m (0%)
Other expenses

$51m (8%)
Grants and subsidies

2017 EXPENSES $632m

$282m (44%)
Supplies and services

$261m (41%)
Employee expenses

Income bar chart axis values: 800m, 700m, 600m, 500m, 400m, 300m, 200m, 100m, 0
Years: 2013–14, 2014–15, 2015–16, 2016–17

Expenses bar chart axis values: 800m, 700m, 600m, 500m, 400m, 300m, 200m, 100m, 0
Years: 2013–14, 2014–15, 2015–16, 2016–17

07.

Glossary of terms

Acts	legislation that has been promulgated or enacted by the Queensland Legislative Assembly and is therefore now law
Advance Queensland	a comprehensive suite of programs, based on international evidence of 'what works', designed to create the knowledge-based jobs of the future. The program is managed by the Advance Queensland Implementation Unit
As-a-service	a model where customers can purchase ICT solutions from a supplier without having to own or lease any of the associated equipment/software
Aurion	payroll system
Cybersecurity	protection of computer (both hardware and software) and information systems from theft, damage or disruption
Community Digital Champions	advocates of digital technologies within their local communities, appointed under Advance Queensland
Denial of service	computer and information systems become unavailable for their intended use, either temporarily or indefinitely, due to a cyber attack
Digital adoption	digital adoption is the use of digital solutions to enhance business or personal activities, through awareness of technology, purchase and implementation, and integration of the solution
Digital capability	an organisation's capacity to use and respond positively to change in digital technology and services
Digital disruption	the change that occurs when digital technologies and business models affect existing goods and services
Digital economy	the global network of economic and social activities enabled by information and communications technologies such as the internet, mobile and sensor networks
Digital first	using digital channels as the primary or preferred means of delivery for government information and services
Digital innovation	the application of digital technology as a new idea, device, or method, which provides a better solution to meet new requirements, unarticulated needs or existing market needs
Digital literacy	the skills and ability to participate safely and securely, confidently and lawfully online to take full advantage of the opportunities available in the digital age
Digitally-driven	digitally-driven organisations recognise the power, value and potential of their digital data and the need to create new forms of digital data
Digital technologies	includes the internet, hardware and software applications, devices such as smart phones and tablets, wireless and satellite, electronics and sensors, transaction and trading platforms, digital media and content. Other digital technologies include artificial intelligence and virtual reality; computer/machine vision; drones; geospatial; machine learning; additive and distributed manufacturing; natural language processing; next-generation robotics; and speech recognition
DSITI Women Connect	a departmental-wide program established to create opportunities for women to connect, network and learn from each other
e-filing system	electronic filing system

e-learning	electronic learning
Eve	an automated concierge system being trialled at 1 William Street
Flickr	image and video hosting website
Globalisation	the process of international integration arising from the interchange of world views, products, ideas and other aspects of culture
Hyper-connectivity	a state of unified communications (UC) in which the traffic-handling capacity and bandwidth of a network always exceed the demand
Onboarding	also known as organisational socialisation, refers to the mechanism through which new employees acquire the necessary knowledge, skills and behaviors to become effective organisational members and insiders
One-Stop Shop	a single point where customers can access a range of government services to ensure a better, more consistent customer experience for Queenslanders
SAP	a business operations software product. SAP stands for System Applications Products
QTenders	online website where you will find information about upcoming, current or closed tendering opportunities with the Queensland Government
RB tool	regrowth benefits tool
Startup	an entrepreneurial venture, which is typically a newly emerged, fast-growing business that aims to meet a marketplace need by developing or offering an innovative product, process or service
Startup Catalyst	an initiative that takes groups of youths, startups, investors, corporates and innovation leaders to international startup hotspots to assist in the cultural transformation of the Australian economy to one that is fast-paced, startup aware and 'global first'
The Precinct	Queensland Government-backed startup and innovation hub in Fortitude Valley
Webchat	real-time communication on the internet
YouTube	video-sharing website

08.

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs—section 7	Letter to Minister Enoch p 3
Accessibility	Table of contents Glossary	ARRs—section 9.1	Glossary of terms p 79–81
	Public availability	ARRs—section 9.2	About our annual report p 7
	Interpreter service statement	*Queensland Government Language Services Policy* ARRs—section 9.3	p 4
	Copyright notice	*Copyright Act 1968* ARRs—section 9.4	p 4
	Information licensing	*QGEA—Information Licensing* ARRs—section 9.5	p 4
General information	Introductory information	ARRs—section 10.1	From the Director-General p 8
	Agency role and main functions	ARRs—section 10.2	About the department p 11–17 Legislation administered by the department p 17 Our locations p 71–74
	Operating environment	ARRs—section 10.3	Our operating environment p 17
Non-financial performance	Government's objectives for the community	ARRs—section 11.1	Our strategic objectives p 15–16
	Other whole-of-government plans/specific initiatives	ARRs—section 11.2	Other whole-of-government plans/specific initiatives p 46
	Agency objectives and performance indicators	ARRs—section 11.3	2017–17: performance highlights p 9–10 Our strategic objectives p 15
	Agency service areas and service standards	ARRs—section 11.4	Our service performance p 18–46
Financial performance	Summary of financial performance	ARRs—section 12.1	Our financial performance p 75–78

Summary of requirement		Basis for requirement	Annual report reference
Governance—management and structure	Organisational structure	ARRs—section 13.1	Our structure p 13
	Executive management	ARRs—section 13.2	Our governance p 47–57
	Government bodies (statutory bodies and other entities)	ARRs—section 13.3	Information available at www.qld.gov.au/dsiti/annual-report
	Public Sector Ethics Act 1994	*Public Sector Ethics Act 1994* ARRs—section 13.4	Ethics and code of conduct p 65
	Queensland public service values	ARRs—section 13.5	Our values p 16
Governance—risk management and accountability	Risk management	ARRs—section 14.1	Risk Management and Audit and Risk Management Committee p 53–55
	Audit committee	ARRs—section 14.2	Audit and Risk Management Committee p 53
	Internal audit	ARRs—section 14.3	Audit arrangements p 55
	External scrutiny	ARRs—section 14.4	External assurance p 56–57
	Information systems and record-keeping	ARRs—section 14.5	Information systems and knowledge management p 57
Governance—human resources	Workforce planning and performance	ARRs—section 15.1	Our people p 58–70
	Early retirement, redundancy and retrenchment	Directive No.11/12 Early Retirement, Redundancy and Retrenchment Directive No.16/16 Early Retirement, Redundancy and Retrenchment (from 20 May 2016) ARRs—section 15.2	Separations p 68

Summary of requirement		Basis for requirement	Annual report reference
Open Data	Statement advising publication of information	ARRs—section 16	About our annual report p 7
	Consultancies	ARRs—section 33.1	Open data www.data.qld.gov.au
	Overseas travel	ARRs—section 33.2	Open data www.data.qld.gov.au
	Queensland Language Services Policy	ARRs—section 33.3	Open data www.data.qld.gov.au
Financial statements	Certification of financial statements	FAA—section 62 FPMS—sections 42, 43 and 50 ARRs—section 17.1	Financial statements Part B p 49
	Independent Auditor's Report	FAA—section 62 FPMS—section 50 ARRs—section 17.2	Financial statements Part B p 50–51

FAA   *Financial Accountability Act 2009*
FPMS   *Financial and Performance Management Standard 2009*
ARRs   *Annual report requirements for Queensland Government agencies*